



group

part of the Marr Corporation

Social Value Policy

2025 - 2026



Introduction

Social Value is the value that people place on the changes they experience in their lives.

The key to this for us at t2 group is maximising impact, this means focusing on creating as much net positive impact as we can with the resources we have, where 'impact' means the changes in people's lives caused by our activities, whether directly or indirectly.

Our Social Value Policy focuses on 9 geographic areas in the UK where we prioritise Social, Economic and Environmental Priorities that have an impact and change peoples' lives.

This policy outlines the approach that we will take in order to ensure that all of our resources are used wisely to achieve this. We protect and enhance the environment whilst ensuring the most efficient use of resources and deliver value for money.

Our Social Value Policy was developed and underpinned by the Principles of Social Value.

The principles of social value

- 1 Involve stakeholders – Inform what gets measured, how this is measured and valued in an account of social value by involving stakeholders
- 2 Understand what changes – Articulate how change is created and evaluate this through evidence gathered, recognising positive and negative changes as well as those that are intended and unintended
- 3 Value the things that matter – Make decisions about allocating resources between different options, recognising the values of stakeholders. Value refers to the relative importance of different outcomes. It is informed by stakeholder's preferences
- 4 Only include what is material – Determine what information and evidence must be included in the accounts to give a true and fair picture, such that stakeholders can draw reasonable conclusions about impact
- 5 Do not over-claim – Only claim the value that activities are responsible for creating
- 6 Be transparent – Demonstrate the basis on which the analysis may be considered accurate and honest, show that it will be reported to and discussed with stakeholders
- 7 Verify the result – Ensure appropriate independent assurance

We realise that adopting the principles will sometimes be challenging as they are designed to make the invisible value visible. Value is often invisible because it relates to outcomes experienced by people who have little or no power in decision-making. Applying the principles will help us become more accountable for what happens as a result of our work, and this means being accountable for how we have achieved our objectives.

Aims and objectives of the policy

The overarching intent of this policy is to ensure that all of our resources are used wisely and that we protect and enhance the environment whilst ensuring the most efficient use of resources to deliver value for money and change peoples' lives.

Our aims are:

- 1 To identify what problems we are trying to solve
- 2 To enhance our proposed solution to the problem
- 3 To identify who experiences changes in their lives as a result of what we do
- 4 To identify what changes are (or likely to be) experienced
- 5 To effectively find a way to measure these changes
- 6 To identify how much of each change has happened (or is likely to happen)?
- 7 To identify the relative importance of the different changes?
- 8 To identify how much of each change is caused by our activities?
- 9 To identify how long we need to measure the changes for?
- 10 To identify which changes

The geographic areas we cover

As a national provider of Apprenticeships regional impact measures will be set in the following areas:

- 1 The East Midlands
- 2 The East of England
- 3 London
- 4 The North East
- 5 The North West
- 6 The South East
- 7 The South West
- 8 The West Midlands
- 9 Yorkshire and the Humber

Impact objectives

Our impact objectives will answer the following:

- To identify what problems are we trying to solve
- To enhance our proposed solution to the problem
- To identify who experiences changes in their lives as a result of what we do
- To identify what changes are (or likely to be) experienced
- To effectively find a way to measure these changes

Social Priorities

The Problem we are trying to solve	Proposed solution	Who experiences changes in their lives as a result of this	What changes are (or are likely to be) experienced	Measurement
Reducing local unemployment.	Recruit local residents for job roles within t2 group.	Local unemployed people.	Lower unemployment rates.	We will aspire to achieve 100% of jobs created for employment within t2 group in the area for local residents.
Reduce local youth unemployment.	Delivering employability support e.g. CV support, mock interviews, careers guidance and work experience with employer base.	Local unemployed young people.	Lower unemployment rates for young people.	We will aspire to support 100 young people in each area every year into work by delivering employability support e.g. CV support, mock interviews, careers guidance and work experience with employer base.
More job opportunities for young people.	Work with local employers to provide employment opportunities for young people.	Local unemployed young people.	Lower unemployment rates for young people.	We will aspire to ensure 100% of job opportunities with our employer base are advertised on the Find an Apprenticeship Service for new young recruits, 2 weeks before any other engagement with recruitment agencies and advertising.
Improving literacy skills (About 5 million working age adults have 'below functional' literacy skills).	Deliver functional skills in literacy to people with a need.	Local people with literacy skills needs.	Improved prospects and career progression opportunities. Fewer mistakes in businesses due to poor literacy skills	We will ensure 100% of Apprentices with an identified need are supported with their literacy needs.
Improving numeracy skills (About 8 million working age adults have 'below functional' numeracy skills).	Deliver functional skills in numeracy to people with a need.	Local people with numeracy skills needs.	Improved prospects and career progression opportunities. Fewer mistakes in businesses due to poor numeracy skills.	We will ensure 100% of Apprentices with an identified need are supported with their numeracy needs.
Improving job opportunities for people with disabilities.	Create more Apprenticeships for people with disabilities.	Local disabled people.	More job opportunities with training leading to an Apprenticeship.	We will target 15% of Apprenticeships created and 15% completed for people with disabilities.

The Problem we are trying to solve	Proposed solution	Who experiences changes in their lives as a result of this	What changes are (or are likely to be) experienced	Measurement
Improving job opportunities for Black and Minority Ethnic Groups.	Create more Apprenticeships for Black and Minority Ethnic Groups.	Local Black and Minority Ethnic People.	More job opportunities with training leading to an Apprenticeship.	We will target 10% of Apprenticeships created and 10% completed for people from Black and Minority Ethnic Groups.
Increasing monetary returns for local individuals working at a low level over their working life and increasing productivity for businesses.	Delivery of Level 2 Apprenticeships.	Local people.	Significant monetary returns for individuals over a working life of between £48,000 and £74,000 for people who achieve Level 2 Apprenticeships and increased productivity for businesses they work for (the amount of return is between £26 and £28 for every £1 of government investment in Apprenticeships at Level 2 and 3 respectively).	We will target 150 Level 2 Apprenticeships created and 110 completed in each of the 9 geographic areas we work in.
Increasing monetary returns for local individuals working at a middle level over their working life and increasing productivity for businesses.	Delivery of Level 3 Apprenticeships.	Local people.	Significant monetary returns over a working life for individuals of between £77,000 and £117,000 for people who achieve Level 3 Apprenticeships and increased productivity for businesses they work for (the amount of return is between £26 and £28 for every £1 of government investment in Apprenticeships at Level 2 and 3 respectively).	We will target 175 Level 3 Apprenticeships created and 130 completed in each of the 9 geographic areas we work in.
Increasing monetary returns for local individuals working at a senior level over their working life and increasing productivity for businesses.	Delivery of Level 5 Apprenticeships.	Local people.	Significant monetary returns over a working life for individuals of over £150,000 for people who achieve Level 4 or above Apprenticeships and increased productivity for businesses they work for	100 Level 5 Apprenticeships created and 75 completed in each of the 9 geographic areas we work in.

The Problem we are trying to solve	Proposed solution	Who experiences changes in their lives as a result of this	What changes are (or are likely to be) experienced	Measurement
Improving understanding of Equality, Diversity and Inclusion.	Delivery of Equality, Diversity and Inclusion awareness training as part of our curriculum.	Local people.	A greater understanding of Equality, Diversity and Inclusion.	We will promote Equality, Diversity and Inclusion at every learner visit and through our learner newsletters and other marketing communications.
Improving leadership and management skills of local people.	Professional leadership and management skills, development of explainer videos shared free of charge in the area through social media.	Local people.	Improved Leadership and Management skills for local businesses.	We will share professional Leadership and Management skills development of explainer videos free of charge in each of the 9 areas through social media.
More money being spent in the local economy.	Re-investing contract expenditure in the local area.	Local economy.	More investment in the local economy.	We will support each of the 9 local economies through spending 79% of total contract expenditure in each area.

Economic Priorities

The Problem we are trying to solve	Proposed solution	Who experiences changes in their lives as a result of this	What changes are (or are likely to be) experienced	Measurement
<p>The 'Projecting Older People Population Information System' (POPPI) uses figures taken from the Office for National Statistics to project forward the population aged 65 and over from 2017 to 2035. This population is projected to increase between 2017 and 2035 from 10 million to 14.5 million in England – 44%.</p> <p>Skills For Care Forecasts show that if the adult social care workforce grows proportionally to the projected number of people aged 65 and over between 2020 and 2035, an increase of 29% (approximately 490,000 additional jobs) would be required by 2035.</p> <p>Alternatively, if the workforce grows in line with the population aged 75 and over, a 50% increase (around 800,000 additional jobs) would be necessary by 2035.</p> <p>Skills for Care reported as of 2023/24 the average age of a care worker was 44 years old and a quarter were over 55 years old (425,000 jobs) indicating that a significant portion of the workforce may retire within the next decade.</p> <p>New young recruits are urgently required in the sector.</p>	<p>Recruit more young Apprentices into the care sector.</p>	<p>Elderly people in care.</p> <p>Unemployed young people and school leavers moving into employment.</p>	<p>Better standards in care demonstrated through Care Quality Commission Inspections by having adequate numbers of trained staff.</p>	<p>We will target 18% of our Apprenticeship starts to be new recruits aged 18 – 25 who start an Apprenticeship in Care.</p> <p>Mentoring in the workplace is key to helping new young Apprentices succeed. We will increase the number of managers encouraged to become workplace mentors to young Apprentices, with the target of at least one mentor in every employer that we work with.</p>

The Problem we are trying to solve	Proposed solution	Who experiences changes in their lives as a result of this	What changes are (or are likely to be) experienced	Measurement
Reduce the vacancy rate for care workers from the sector average of 8%.	Recruit more Apprentices into the sector.	People in care. Unemployed people moving into employment.	Better standards in care demonstrated through Care Quality Commission Inspections by having adequate numbers of trained staff.	We will target 90% of employers we work with to have less than 5% vacancy rate for care workers. We will target that 90% of the employers we work with feel offering our Apprenticeships is helping them to recruit new staff.
<p>Reducing staff turnover remains a priority across the sector. Although the overall turnover rate in adult social care has improved - falling from 29.1% to 24.2% in 2023/24 - turnover among care workers specifically remains high at 36.1%. Employers with clear career pathways and strong development opportunities tend to see significantly lower turnover.</p> <p>Skills for Care data highlights that staff holding a relevant social care qualification are less likely to leave their roles compared to those without one. This reinforces the importance of investing in qualifications and structured progression routes.</p>	<p>Better marketing of career pathways and development opportunities</p> <p>Improve the rate of staff holding a relevant social care qualification</p> <p>Providing improved Leadership and Management skills training for managers in the sector.</p>	People in care.	Better standards in care demonstrated through Care Quality Commission Inspections by having adequate numbers of trained staff.	<p>We will aspire to reduce the staff turnover rate for the employers we work with to 25% or under.</p> <p>We will target that 90% of the employers we work with feel that our Apprenticeship delivery is helping them keep staff.</p> <p>We will aspire to improve the number of care workers holding a relevant adult social care qualification with the employers we work with from a sector average of 50% to over 60%.</p> <p>We will aspire to improve the number of senior care workers holding a relevant adult social care qualification with the employers we work with at level 2 or above from a sector average of 84% to over 90%.</p>
Reduce the staff turnover rate for Registered Managers from the sector average of 23% to under 18% for the employers that we work with.	Providing improved Leadership and Management skills for managers and better career pathways and development opportunities.	People in care.	Better standards in care demonstrated through Care Quality Commission Inspections by having adequate numbers of trained staff.	We will aspire to increase the number of managers in the care sector that begin a Leadership and Management development programme to a minimum of one in every employer that we work with.

The Problem we are trying to solve	Proposed solution	Who experiences changes in their lives as a result of this	What changes are (or are likely to be) experienced	Measurement
<p>Poor management and leadership continue to be leading contributors to the UK's productivity gap, with ineffective practices estimated to cost the economy around £84 billion every year in lost output. This productivity challenge is compounded by a widespread lack of formal training among those in leadership positions.</p> <p>According to the Chartered Management Institute (CMI), just 1 in 5 managers in the UK currently hold a recognised management qualification. This means that a significant number of individuals are stepping into management roles without the skills or support they need - often referred to as "accidental managers." The result is not only reduced team performance and engagement, but also missed opportunities for innovation and growth.</p> <p>Closing this skills gap by investing in high-quality leadership and management development is critical. Supporting managers to develop the capabilities they need through structured qualifications and clear progression pathways can have a transformational impact - not only improving productivity, but also retention, morale, and organisational effectiveness.</p>	<p>Delivery of tailored business productivity improvement programmes embedded into Leadership and Management qualifications.</p>	<p>Everyone that lives in the UK.</p>	<p>Improved productivity leading to job creation.</p>	<p>We will engage with a minimum of 50 managers in each of the 9 areas each year to help them complete or undertaking a management qualification with ourselves.</p>

The Problem we are trying to solve	Proposed solution	Who experiences changes in their lives as a result of this	What changes are (or are likely to be) experienced	Measurement
Improved Leadership and Management skills support for VCS organisations and social enterprises to improve the skills and career opportunities for people that work within them.	Delivery of tailored Leadership and Management support programmes.	VCS organisations, social enterprises and the wider community.	Improved performance and productivity and career prospects for individuals working in the sector.	We will aspire to ensure that 5% of the organisations we work with for Leadership and Management development are VCS organisations and social enterprises.
Supporting local businesses.	Using local suppliers to support our delivery by adopting a responsible buying policy for goods and services in the local area.	Local businesses.	More businesses.	We will ensure that all stationery purchased in each area is from local suppliers.

Environmental Priorities

The Problem we are trying to solve	Proposed solution	Who experiences changes in their lives as a result of this	What changes are (or are likely to be) experienced	Measurement
Ensuring more people understand the role they play in the world we live in and how they can have an impact.	Ensure all learners understand the 7 Themes of Education for Sustainable Development and Global Citizenship (ESDGC).	People all over the world.	To enable learners to: Make better decisions in life and better understand consumption and waste, climate change, wealth and poverty, health, identity and culture and the natural environment.	ESDGC to be embedded into every monthly review with learners.
Reducing CO ₂ emissions.	<p>Promote hybrid and remote working to reduce unnecessary travel.</p> <p>Encourage learners and staff to use public and environmentally friendly transport when travel is required.</p> <p>Implement a revised expenses system that analyses and supports the shortest and most efficient travel routes.</p> <p>Introduce a fuel reduction strategy through smart route planning and mileage control.</p> <p>Brief staff regularly on air quality and carbon impact, including measurable staff engagement data.</p> <p>Foster greater awareness across teams of how individual travel choices contribute to emissions reduction.</p>	Local and national communities.	More understanding of how each staff member can reduce CO ₂ emissions.	<p>New expenses system that focuses on shorter routes of travel (analyse journeys for each member of staff to ensure the shortest route).</p> <p>Briefing staff on the impact of air quality (number of staff briefed).</p>

The Problem we are trying to solve	Proposed solution	Who experiences changes in their lives as a result of this	What changes are (or are likely to be) experienced	Measurement
Reducing water and energy usage.	Adoption of a sustainability policy which aims to increase recycling and reduce water and energy usage across premises used for the delivery of Apprenticeships. (No. of staff educated and no. of actions undertaken).	Local and national communities.	Increased understanding by all affected.	Number of staff educated and no. of actions undertaken.
Saving material and lowering greenhouse gas emissions through recycling - converting more waste materials into new materials and objects.	Recycle redundant IT and office equipment (%).	Local and national communities.	Improved recycling, less waste.	75% of redundant IT and office equipment to be recycled.

Communication

This policy is communicated via the t2 group website, staff intranet and learner and staff newsletters.

Monitor and Review

This progress towards meeting our Impact Objectives will be monitored throughout the year with a full analysis at the end of each contract year. A full review will take place annually and new Impact Objectives set for the following year.