

Delivering Social Value through Development and Regeneration:

An approach for London

Social Value Playbook

LONDON
SUSTAINABLE DEVELOPMENT
COMMISSION



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Introduction

About the authors

The London Sustainable Development Commission (LSDC) was established in 2002 to provide independent advice to the Mayor of London on ways to make London a sustainable, world-class city. The Commission challenges policymakers to promote a better quality of life for all Londoners, both now and in the future, while also considering London's wider global impacts. The Commission is made up of individual experts from the economic, social, environmental and London governance sectors. Commissioners volunteer their time to promote sustainable development, embed sustainability into London-wide strategies, and help make sustainability a meaningful and understandable concept for all Londoners.

Purpose

The Social Value Playbook accompanies the LSDC's report '*Delivering Social Value Through Development and Regeneration: An Approach for London*'.

The goal of the Social Value Playbook is to help catalyse delivery of the report's recommendations to embed social value in development and regeneration in London, by developers, planners and others.

The Playbook presents case studies that illustrate where recommended actions have already been taken forwards across the UK. The case studies act to inspire, demonstrating potential mechanisms to put the LSDC's recommendations into practice across diverse communities and at different scales. Throughout the LSDC report, case studies from the Playbook are signposted to help bring the recommendations to life.

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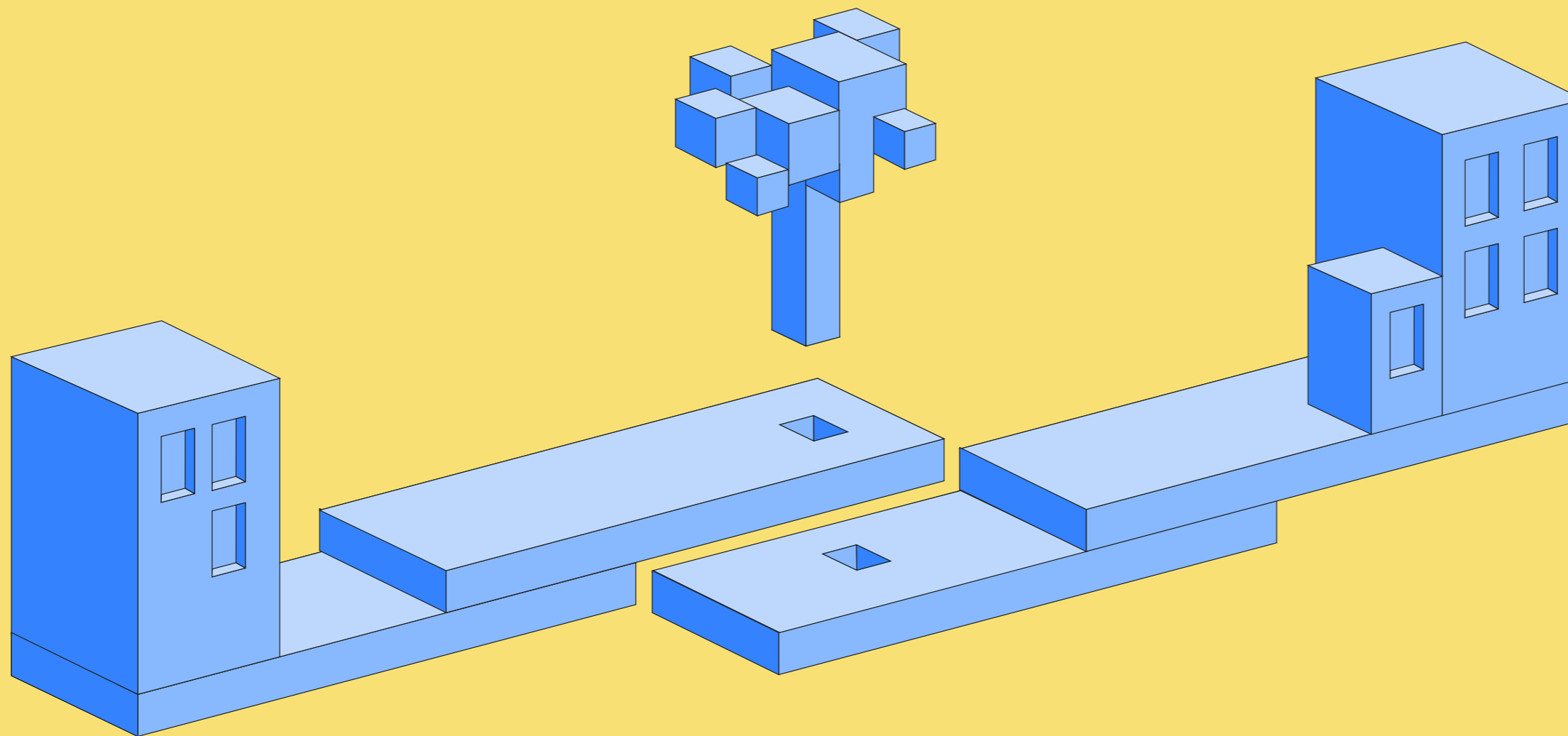
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Amplification of community roles and input



Capacity building and training

[*PLACED Academy for the built environment*](#)

PLACED is a social enterprise dedicated to empowering communities to shape their built environment. Its efforts include organising consultations, engagement workshops, and education programmes to build residents' knowledge and capacity to play a part in the design, planning and development process.

One of the enterprise's core programmes is PLACED Academy, a free to access programme focused on the built environment for 14–18-year-olds. Through its creative curriculum, the programme is designed to educate and inspire young people and support a generation to shape the places they live and have their views listened to. A central mission of the Academy is to encourage young people who are under-represented in the built environment sector, whether young women, those from marginalised ethnic backgrounds and those from less privileged areas, to engage with the planning, design and development of their neighbourhoods.

The enterprise is sponsored by the Liverpool City Region Combined Authority (LCRCA) and is managed by a small team that is supported by a group of over 140 volunteer ambassadors from across the built environment sector that deliver the workshops and events. Students from higher education institutions are also encouraged to join as Student Ambassadors to support the delivery of engagement and educational events and gain experience of working in the sector.

Community Review Groups

[Royal Docks Public Spaces Community Working Group](#)

The Royal Docks and Beckton Opportunity Area is a joint regeneration venture between the Greater London Authority (GLA), London Borough (LB) of Newham and Transport for London (TfL). The project is looking to embed Good Growth principles in the regeneration of the area. To achieve this ambition, the development team is inviting community groups and residents to participate in a range of community review groups and panels. This includes a Public Spaces Community Working Group that invites residents living with a 1-mile radius of the Royal Docks Enterprise zone to join a group of 15 residents to shape and advise on public realm projects.

The group meets every two months and the engagement is hosted by the London Borough of Newham's online Co-Create Platform. The website acts as a public participation platform and lists all ongoing engagement events across the borough, allowing communities to stay informed of developments in their areas. Activities range from formal consultations on policies, strategic plans and individual planning applications to open calls for ideas and votes to deliver participatory budgeting. The platform includes a project page for each proposal being consulted on and outlines the project timeline and next steps.

[Old Oak and Park Royal Development Corporation \(OPDC\) Community Review Group](#)

The community review group is made up of twelve people that either live within a mile of the development corporation or travel to the area to work or study. The group meets once a month to discuss large applications, emerging policies and ongoing developments within the development corporation boundary the area. The group is selected to represent the diversity of the neighbourhoods they speak for and is tasked with considering local needs and the impacts of regeneration policies and projects on local communities.

The group is run by Frame Projects that ensures members are briefed and trained to uphold and maintain the independence of the group. Development officers and members of the design

review group are invited to attend some sessions as well. Consultation with the community review group does not replace statutory consultation for policies or projects but instead provides an ongoing sounding board for the development corporation.

Community-led Masterplans

[The People's Empowerment Alliance Custom House \(PEACH\)](#)

The People's Empowerment Alliance Custom House was established in 2013 by over 100 local community members in Newham in response to regeneration plans for the area. The group delivered an Alternative Regeneration Plan for Custom House through a community-led masterplan. The group proposed four priority areas of improvement for Custom House: jobs, housing, safety and health. Specific commitments from regeneration actors were sought including:

- Prioritising local people for new jobs created
- Developing safe, secure and genuinely affordable housing
- Retain local ownership of local retail units
- Improving local health facilities
- Developing a Community Land Trust to safeguard affordable housing designed and built by the community

PEACH were consulted by the London Borough of Newham when the tender for the first phase of the regeneration was issued to input their design ideas. Elected community members, paid a London Living Wage, were included on the panel to select a design team for the regeneration project. The project management is delivered through a steering group that includes community members to encourage a model of shared council and community power.



Community Charter

[Village Design Guides](#)

Research conducted by Public Practice (and detailed in a Practice Note) studied eight villages in South Cambridgeshire District Council that have developed Village Design Guides. The projects were funded by the Ministry for Housing Communities and Local Government's Design Quality Fund and delivered through a collaboration between design practices and local communities. Each village appointed a project champion and a steering group of local residents to support the development of key design principles and guidance to be adopted as Supplementary Planning Documents (SPD). In some cases, these principles were used as an evidence base for an emerging neighbourhood plan.

A range of methodologies were used and tested across the villages which included events such as walking mapping workshops and events that invited specific groups such as children, elderly residents or village societies to attend. The research found that communities considered that local planning processes, such as pre-application meetings between development applicants and planning officers or design review panels between design teams and local officers, were closed to them. The Practice Note also highlighted that residents who wanted to be represented in these processes considered that issues of local context were not always adequately addressed in these discussions.

The Practice Note recognises that design quality is a key consideration for communities and strongly impacts the ways in which development is viewed by residents.



Co-design and long term stewardship

[Detroit's Ella Fitzgerald Park](#)

Investment in a Detroit park embedded co-creation and prototyping into the design process to engage residents, receive feedback and ensure a sense of ownership and long-term maintenance. A 2018 survey of park visitors found 62 percent participated in stewardship or advocacy related to the neighbourhood – participation that was vital to maintaining the space.

The redevelopment of the green space was supported by several community programmes to reach out to a large community audience, specifically targeting those that do not typically show up at community meetings. For example, they created a pop-up bike repair station that drew in local youth. The project partnered with Greening of Detroit, a local organisation that hires workers with barriers to employment, whether criminal records or lack of transportation. Greening of Detroit has provided career pathways to 20 Fitzgerald neighbourhood residents to date. With a 90 percent job placement rate, Greening of Detroit far outperforms the 35 percent national average placement rate for green jobs.

The project established a youth ambassadors programme with Greening of Detroit. The program helps high school students secure scholarships to study forestry at historically Black colleges, provides internships, and ultimately leads to permanent job placement.

Community engagement

[Camden Citizen Assembly on Climate Emergency](#)

The London Borough of Camden delivered the first citizen assembly on climate change in the UK in 2019. The assembly was one of a number of co-design projects being piloted and run by the council to support active community participation and local involvement in strategic and policy decisions. The citizen assembly invited local residents to make recommendations to inform the council's 2020 Climate Action Plan following a programme of deliberation, training and education to introduce assembly members to the issues of climate change.

The assembly was convened across three sessions spanning 12 hours with 157 residents recruited and a further 250 comments submitted on Commonplace, a digital engagement platform. The assembly generated a total of 613 ideas which was shortlisted to 213 and resulted in a concise set of 17 final recommendations made to the council.

A subsequent evaluation of the citizen assembly found that it was highly rated by participants and was credited with improving their topic-specific knowledge, in this case the links between local authority policies and climate action, and increased participants' confidence to engage with these issues. The assembly also generated a sense of connectedness with other residents within the borough.

The citizen assembly process therefore both informed and empowered local residents while delivering a more transparent policy and decision-making process.

Place quality as a repository of existing social value

Community mapping and research

[Euston Citizen Scientists hosted by the UCL Global Prosperity Unity](#)

This participatory partnership between the London Borough of Camden, Lendlease and the Institute of Global Prosperity (IGP) at UCL aims to give a voice to under-represented groups of people, aged 16-25, currently living in Euston to understand the neighbourhood's missing local priorities for the youth and how these will be affected by the major changes planned for Euston. Following summer training organised by the IGP, the young people (aged 16-25) will be employed at the London Living Wage by Camden Giving – a charity dedicated to ending inequality in Camden – to carry out an analysis of the Euston neighbourhood. The output will portray the everyday experience of residents through different media such as photography and storytelling.

Measuring lost value(s)

[Socio-economic value at the Elephant and Castle, LSE and Loughborough University study](#)

The research, jointly conducted by Latin Elephant, Loughborough University and the London School of Economics focuses on the spatial, social and economic value of local workspaces through a place-based study of the Elephant and Castle Shopping Centre. The report was commissioned as evidence for the objection by Latin Elephant to the demolition of the shopping centre and the relocation of the 130 independent traders it houses.

The research surveyed the existing traders and mapped the businesses to audit their uses and size. The research sets out that the following are important conditions of socio-economic value:

- **Diverse infrastructure:** understand the social value of proprietors such as their relationships with customers and the trusted services they provide as well as the synergies and economic networks between units and traders.

- **Urban networks:** the vitality of the micro-economies within the shopping centre are integral to the nearby transit hubs and neighbouring anchor institutions.
- **The cost of regeneration:** the long-term impacts of regeneration have negative financial and social costs that need to be considered.

The report identifies the need to protect and prioritise affordable dwellings and workspaces to deliver social value. The Elephant and Castle Shopping Centre is recognised for the low-entry threshold it provides for retail and service businesses. The research also highlights the value of clustering units of a range of sizes, providing a rich variety of occupiers and small businesses. Any relocation plan for these businesses should therefore consider the loss of social value due to the breaking up of clusters and the removal from a specific local context. The disappearance of affordable workspace therefore jeopardising the 'productive fabric' of central London.

Place-based audits

[Mayor of London Connective Social Infrastructure Evidence gathering tactics \(Hawkins Brown & Social Life\)](#)

The GLA's recent Good Growth by Design inquiry into social infrastructure and social integration highlights the need for better evidence gathering to inform planning, design and management decisions supporting London's social infrastructure. The findings suggest that social infrastructure should be better embedded and protected in regeneration schemes to add social value to a scheme and ensure existing communities benefit from investments into an area.

The report suggests ways in which local authorities can use their convening, strategic planning and investment powers to protect and promote social infrastructure and boost social value and integration. A lack of consistent evidence-gathering is identified as a key challenge with assessments of social infrastructure often limited to metrics of floorspace and footfall.

Better auditing of existing social infrastructure can identify wider community ecosystems and find gaps or potential opportunities. The report suggests that Infrastructure Delivery Plans and Joint Strategic Needs Assessments could be used as part of an evidence base of public and private assets and includes a set of tactics to guide evidence gathering and social infrastructure assessments. These include how to work with available data, conduct on-street and stakeholder interviews and how to assess social infrastructure both socially and spatially through a lens of relationships, participation and equality.

Impact

The guidance highlights the value of auditing and mapping existing assets and social infrastructure as both a means to protect and enhance these spaces. The social value and benefits produced by these spaces is increasingly recognised. However, assessments and methodologies for capturing these benefits are currently lacking. The toolkit for auditing usefully suggests questions to ask for assessing the social infrastructure of an area as well as the social value attached to specific spaces.

Three methods of data gathering are suggested:

- On-street interviews: these can overcome some of the limitations of other methods by engaging with people in-situ rather than online or through focus-groups which can exclude certain groups.
- Stakeholder engagement: to identify a clear pattern of social infrastructure in an area and the strengths of the local offer as well as any challenges.
- Data: the report signposts publicly available datasets that could be used to supplement any audit.

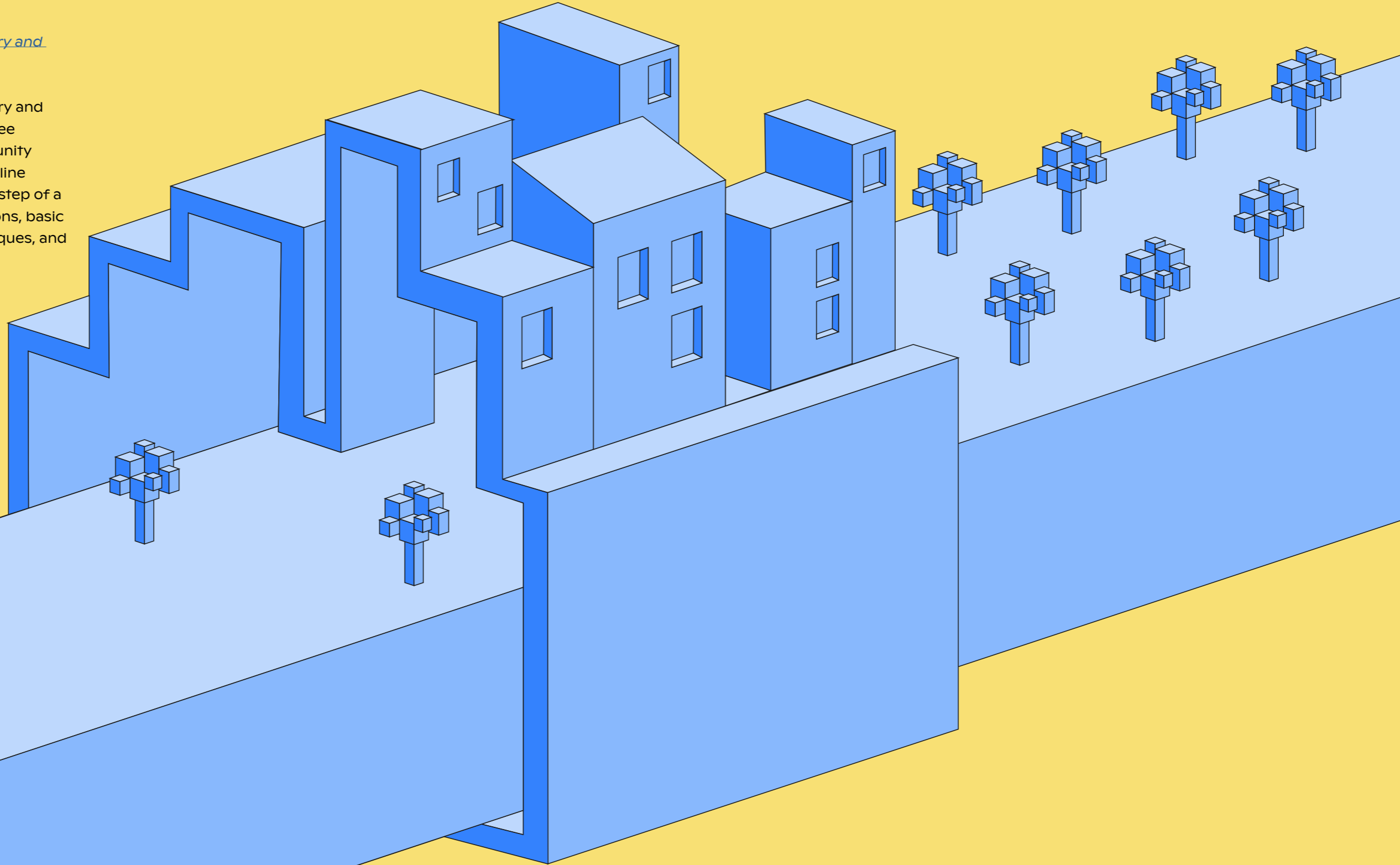


Evidence-based decision making

Community Focused Research Toolkits

[*The Association for Research in the Voluntary and Community Sector \(ARVAC\)*](#)

The Association for Research in the Voluntary and Community Sector (ARVAC) has created a free community research toolkit to guide community groups on how to conduct research. The online toolkit provides detailed guidance on each step of a research project - forming research questions, basic research theory, methodologies and techniques, and presenting findings.



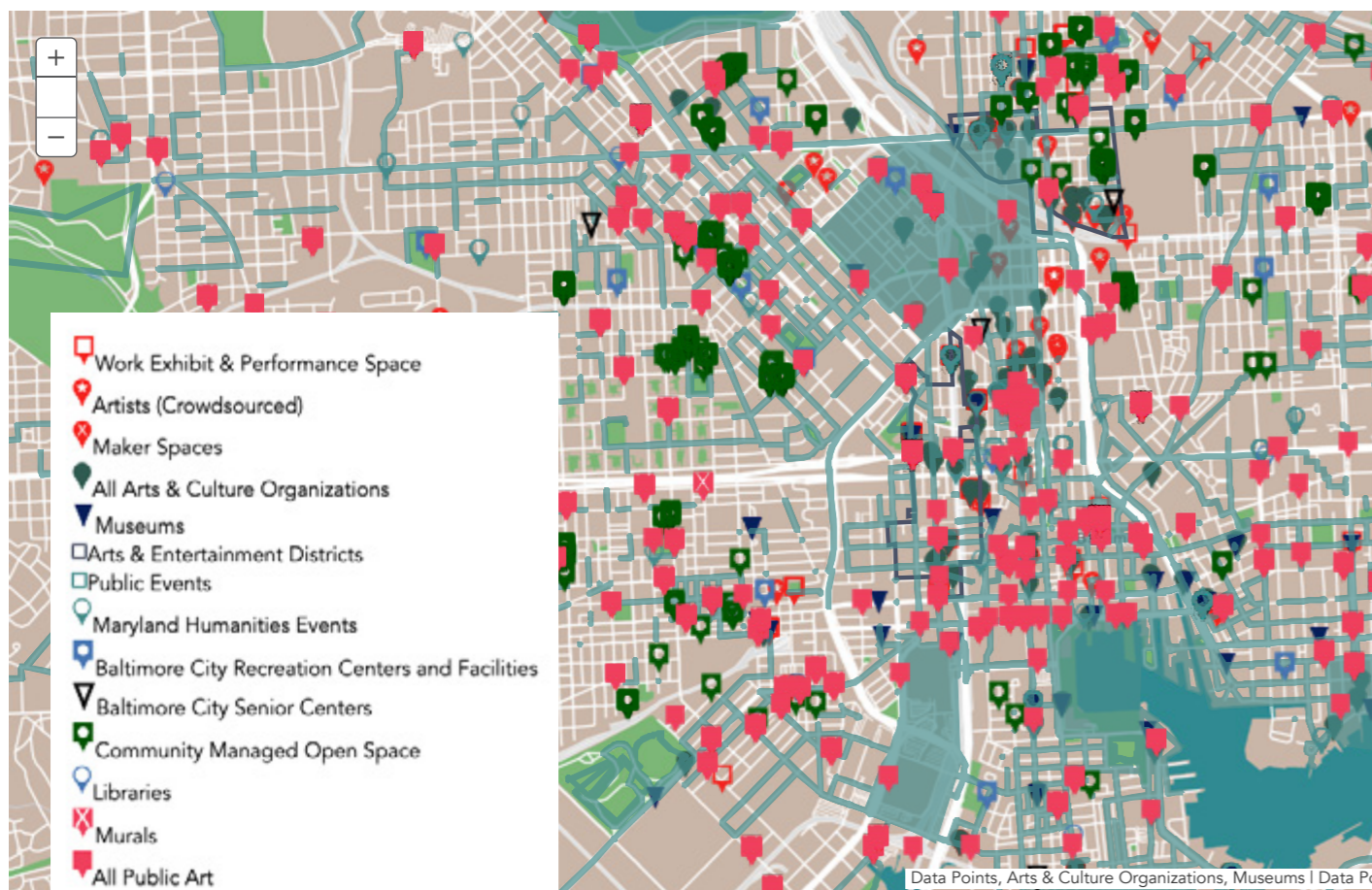
Community mapping

[GEOLOOM co>map Baltimore](#)

GEOLOOM co>map is an open-source online mapping tool that records cultural infrastructure and creative workspaces at the neighbourhood level in Baltimore. The interactive web-based map overlays local census data and community indicators from Baltimore's Vital Signs report with the arts and culture data. These neighbourhood statistics provide information on local housing, demographics, health, crime, education and economic indicators. The online tool allows residents to input events, studios and artist spaces into the database. The aim of the project is to record both formal and informal art and cultural infrastructure by using a variety of non-traditional and user-generated data. Datasets include event permits, public art and mapped records of grant funding.

The resource can be used by residents, arts and culture organisations, businesses, planners, funders, activists and developers to understand the breadth of existing cultural resources in a neighbourhood and identify potential gaps. The data was developed to support creative placemaking and community-building. The project developed a Cultural Mapping Handbook to set out the methodology and lessons for other cities looking to map culture.

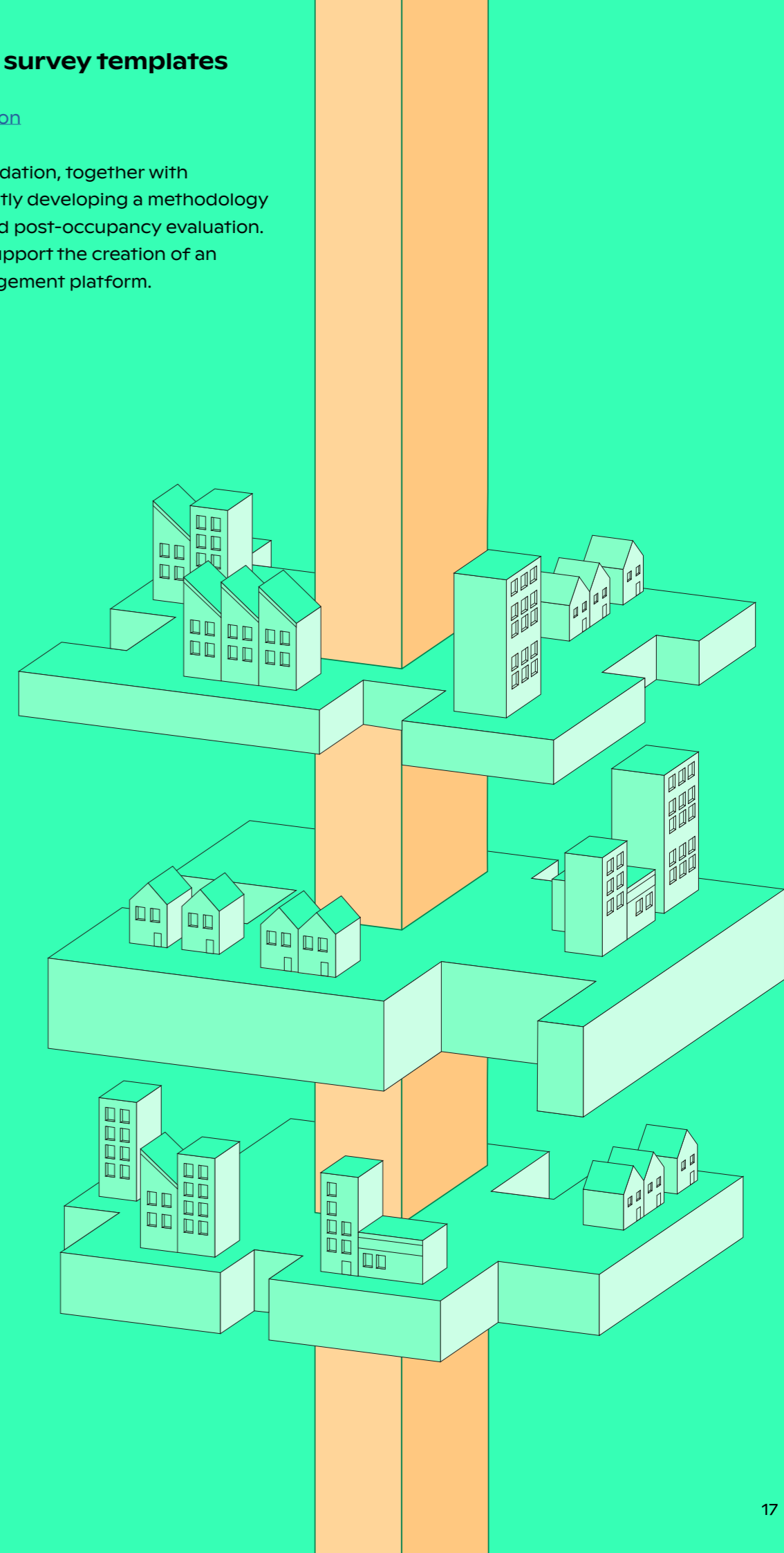
The geospatial data is supplemented by neighbourhood-led surveys of residents to understand how culture is experienced locally. The survey allowed for respondents to define what culture meant for them with 11% of activities recorded as falling outside of the survey's prescribed list of events. These additional cultural activities included attending curated talks, book club, civic meetings and protests.



Post-occupancy survey templates

[Quality of Life Foundation](#)

The Quality of Life Foundation, together with Commonplace, is currently developing a methodology to support a resident-led post-occupancy evaluation. The methodology will support the creation of an online community engagement platform.



Day-to-day functioning of local government

Social Value Statements

[*London Borough of Islington Draft Local Plan - Draft Local Plan Policy SC4 Promoting Social Value*](#)

The London Borough of Islington has incorporated a social value policy into the new draft Local Plan. The policy encourages all developments to maximise social value and deliver as many additional benefits as possible. Major developments within the borough are required to undertake social value self-assessments to set out what social value will be delivered through the proposal. Securing social value is framed in the policy justification as the aim of planning policy in general and is strongly aligned with the plan's overall vision and objectives.

The justification for the policy stresses the cumulative positive impacts that developments can have and the need to maximise these and consider direct effects and wider impacts of developments. The early consideration of social value is predicted to add little in terms of overall costs, and therefore should not impact viability. Delivering more social value than the council deems reasonable for a given site could be used as a material consideration in the determination of an application.

The self-assessment template, provided by the council as an appendix to the draft Local Plan, includes 14 questions for applicants to set out if and how their project responds to these domains of social value. The council welcomes responses that sit outside the template and asks for applicants to outline how benefits will be sustained and maintained over the long-term.

The template encourages applicants to ensure that the project delivery team adhere to best practices. Recommendations include monitoring that all

employees, apprentices, sub-contractors involved in the delivery of the project are paid a living wage. Other company-wide practices that are encouraged include having in place robust Equality, Diversity and Inclusion (EDI) policies, environmental policies, support for staff wellbeing and engaging with local micro-businesses in their supply chains.

Impact

The policy encourages applicants to consider social value as early as possible, promoting pre-application discussions to outline council expectations for this policy. Although the template is prescriptive, the policy encourages and welcomes innovative ways of delivering social value and sets out expectations from applicants.

Although compliance with this policy above what could be expected by the council is specified as a material consideration for the application, and a possible SPD is suggested in the Plan, it is unclear how delivery of social value will be enforced, monitored or checked by the council. There is little clarity over what a minimum amount of social value is acceptable below which threshold there would be grounds to refuse planning permission.

[*Bristol City Council Social Value Policy*](#)

In 2019, Bristol City Council launched the Social Value Toolkit to support local voluntary and private organisations to measure and report on the social good that comes from their services or activities. The Social Value Toolkit will be included in all of the council's future commissioning activity. In 2021, the city council published its Social Value Policy, to go beyond the 2012 Act. The policy aims to apply the principles in the Act to all procurement decisions



as well as aim to secure additional social value from other types of decision.

Local authority training and capacity building

[Public Practice Community Engagement Track](#)

Public Practice is a not-for-profit social enterprise with a mission to improve the quality and equality of everyday places by building the public sector's capacity for proactive planning. The organisation was founded by the GLA and seed funded by six founding partners from across the public, private and third sectors.

Public Practice offers a professional placement programme specifically designed for built environment practitioners and their public authority hosts. Public Practice actively recruits associates specifically to support and embed meaningful community engagement and participatory approaches to planning and regeneration in local authorities.

This specific recruitment track has developed to support local authorities to build trust with citizens earlier in the planning process, to deliver collaborative co-design and develop community wealth. Associates work on:

- Acting as a bridge between the council and the community, identifying and bringing together community ambassadors.
- Developing strategies to give underrepresented groups a voice in the planning process.
- Building the capacity of local residents and community groups to interpret and influence changes to their neighbourhoods.
- Enabling community participation in the co-production of design proposals, masterplans and policies.
- Carrying out internal workshops and training across their host local authority to encourage collaborative working.
- Engaging local residents in proposals for new council-led housing or estate renewal, and running estate ballots.
- Establishing community engagement spaces such as urban rooms.
- Planning and delivering communication and

engagement to support the development of a Local Plan.

- Using models of participative democracy such as citizens' assemblies to shape major new strategies or policies.
- Supporting community wealth building and economic development of town centres in collaboration with local businesses and residents.
- Developing long-term stewardship models and supporting community management organisations.



New assets directed to social value programming and management

[Port Loop Birmingham](#)

Port Loop involves the redevelopment and remediation of 43 acres of land which will deliver 1,150 homes, a new leisure, sports and swimming centre, commercial and retail facilities and supporting infrastructure. The delivery partnership and client group is made up of Places for People, Urban Splash, Birmingham City Council and The Canal and River Trust. Two community-centred spaces and programmes - YARD and the Floating Front Room - are rooted in this new development, bringing together and growing community in the new spaces delivered through the regeneration project.

YARD, delivered by arts and social justice organisation MAIA, is an art-house offering space to create and share in art and community events. YARD has transformed one of the townhouses delivered through the scheme into a creative hub which includes a music studio, community kitchen, communal garden, exhibition space and rooms

for hire. The Floating Front Room, delivered by CIVIC SQUARE, is a community space that offers refreshments (free to those who are based less than 20 minutes away from the site by foot or bike), conversation prompts, books and a bike shop. The space hosts a growing programme of play sessions, workshops and dinners. The Floating Front Room operates across a floating barge, new green spaces and pop-up infrastructure in the South Port Loop Park. This programme acts as a precursor to the Front Room space, a larger prototype and physically embedded space through which CIVIC SQUARE will work to deliver a re-imagined public square and regenerative neighbourhood platform.



Social Impact Contracting

[London Borough of Waltham Forest Asset Management Strategy](#)

A Community Benefits Assessment tool has been developed by the council to support decision-making for how the council leases and manages its portfolio of assets.

The council's capital investment strategy takes a total return-on-investment approach. A specific measurement methodology has been developed to enable capital and investment decisions to be based on both financial and non-financial outcomes. The tool allows commissioners to prioritise resources to those investments that generate greater total economic, financial, social and environmental returns.

The framework will also allow Social Value to be consistently measured against an agreed baseline, ensuring the council is delivering social value through procurements and capital investments.

[London Borough of Haringey Community Wealth Building Leases](#)

The council is piloting a Community Wealth Building Lease whereby specific social value outcomes are given a monetary value that can be discounted from tenants rents if they deliver these outcomes. The lease structure incentivises tenants to deliver these outcomes rather than punishing non-compliance and relying on enforcement.

Eight social value outcomes are identified as contributing to Community Wealth Building:

1. Number of people from Tottenham as Full Time Employee (FTE) employed on contract for at least six months
2. Number of employees (FTE) taken on who are long-term unemployed
3. Number of employees (FTE) taken on who are Not in Education, Employment, or Training (NEET)
4. Number of employees (FTE) taken on who are rehabilitating young offenders (18-24 year olds)
5. Number of jobs (FTE) created for people with disabilities, especially those with learning difficulties or suffering from mental health issues

6. Number of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)
7. Meaningful work placements that pay Minimum or National Living wage according to eligibility 6 weeks or more (internships or apprenticeship)
8. Total amount (£) spent in Haringey supply chain/ annum or with local SMEs

Examples of this in practice, include Bruce Grove Public Conveniences and Tottenham High Street:

Bruce Grove Public Conveniences is owned by the local authority in a constrained site. The viability of redevelopment and re-occupation is made more difficult due to listed nature of the building. Funding was secured from the Greater London Authority's Good Growth Fund and Historic England's High Streets Heritage Action Zone funding to bring the building back into use.

In and around Tottenham High Street, council-owned assets are leased according to a social-impact contract whereby rent rebates can be claimed by tenants if they achieve contractually agreed social value outcomes (such as hiring local people, providing training to specific groups or sourcing products and services locally). 82 per cent of local councils surveyed by Social Enterprise believed that social value drives higher levels of growth. For every job created in the creative sector, another 0.75 were created elsewhere in its supply chain network.

Community Charters

[Legal & General Homes and the Social Value Portal
Buckler's Park](#)

In 2017, Legal & General Homes developed a community social value charter with the Social Value Portal to outline the social value priorities for a new 1,000 home scheme in Crowthorne before the development of the site. The charter established the metrics against which the successful delivery of social value outcomes could be measured. Consultation with local businesses, councils, community groups and private residents underpinned the charter and the identification of local needs.

The development of the charter was an opportunity for existing residents to express their pressing needs and priorities for the new development. A survey was distributed asking residents to identify the strengths, weakness, opportunities and threats to their neighbourhoods that the development presented. The survey identified increased traffic and reduced green spaces as the biggest concerns of residents relating to the new development.

Community management, governance and ownership

[Forres Town Hall Community Asset Transfer process](#)

Forres Town Hall was transferred to the Forres Area Community Trust (FACT) in 2021. FACT has prepared a vision which will see the town hall refurbished to create an event venue, community building and co-working space.

FACT had been leasing the building since 2018, hosting craft events, pop-up retail, community groups and fundraising events before successfully being transferred the building upon the expiry of their lease. The building is set to undergo a £3.4 million regeneration to renovate and refurbish the building.

Community management, governance and ownership

[Chichester Community Development Trust](#)

The Chichester Community Development Trust (CCDT) was established in 2009 as a condition for the sale of Graylingwell Hospital to represent the new community. The trust owns, maintains and manages community land and buildings. The Trust also organises a programme of community development, education and training activities for residents. The Trust has hired a community development officer to facilitate these activities and ensures that they remain accessible, low-cost or free.

The Trust is currently redeveloping the building that was previously occupied by the sales and marketing suite as a community venue to host events and activities linked to health, food and wellbeing. The CCDT also manages a co-working space, workspaces for makers as well as a community garden.

Planning Conditions

[Manchester City Council](#)

Social Value in New Development' UK Green Building Council (2018) draws on an example in which Manchester City Council, the planning authority, is implementing dual planning conditions to require developers to outline social value strategies at two stages: before construction and again before occupancy. The aim is to promote value-creating assets as well as their maintenance.

[Salford City Council](#)

Salford City Council is working to prioritise social value in their planning process by adding social value into their Local Plan. The Publication, 'Local Plan: Development Management Policies and Designations' (January 2020) includes a policy for social value and calls for all major developments to submit a social value strategy.

