

Delivering Social Value through Development and Regeneration:

An approach for London



About the authors

Introduction to the LSDC

The London Sustainable Development Commission 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 policy-makers 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.

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Foreword

Too often, and for too long, development in London has prioritised economic gain over positive social outcomes for communities.

The London Sustainable Development Commission (LSDC) believes London can deliver tangible benefits for all communities and put local people at the heart of decision-making by mainstreaming social value into the placemaking and development cycle. This means understanding and quantifying social benefits and embedding them into development through an evidence-based and community-led approach.

We know that the places we live in and around are critical to our overall health, wellbeing, and quality of life. Adopting a social value approach to development offers real potential to deliver a city which is truly inclusive, safer, resilient, and sustainable.

We hope this report and the recommendations within it both inspire and challenge those responsible for placemaking, development and regeneration in London. We also hope this report outlines what is possible when communities, planners and developers work together, and that the report highlights the benefits of such collaboration for all Londoners. We have emphasised practical opportunities to deliver social value across London through changes to planning guidance, improved community participation and enhancing data to support evidence-based decision making.

A key recommendation of the report is to diversity and amplify the voice of communities to shape development. Real engagement with a representative selection of diverse community members will ensure that a wide range of voices are included in discussion at all stages of the development process, including before key decisions have been made. This will help to support the design of spaces which better serve the needs of local communities (supporting cohesion), ensure that local knowledge equity directly influences design decisions, and establish clear lines of communication with developers from the onset of a project.

The report also emphasises the need to protect buildings, places, and social infrastructure that support community networks, in order to support community connection and a sense of identity within place.

This work has been developed through listening to Londoners across the city and inspired by the real possibility to harness and deliver social good through built environment projects. Set against the backdrop of the Covid-19 pandemic (which highlighted stark inequalities in London) and the rising cost of living, the Commission recognises that now more than ever there is a need to work together to reduce inequality and support development which prioritises long term health, happiness, and prosperity. Delivering social value through development also closely aligns with the UN's Sustainable Development Goals (SDGs), which underpin the work of the LSDC.

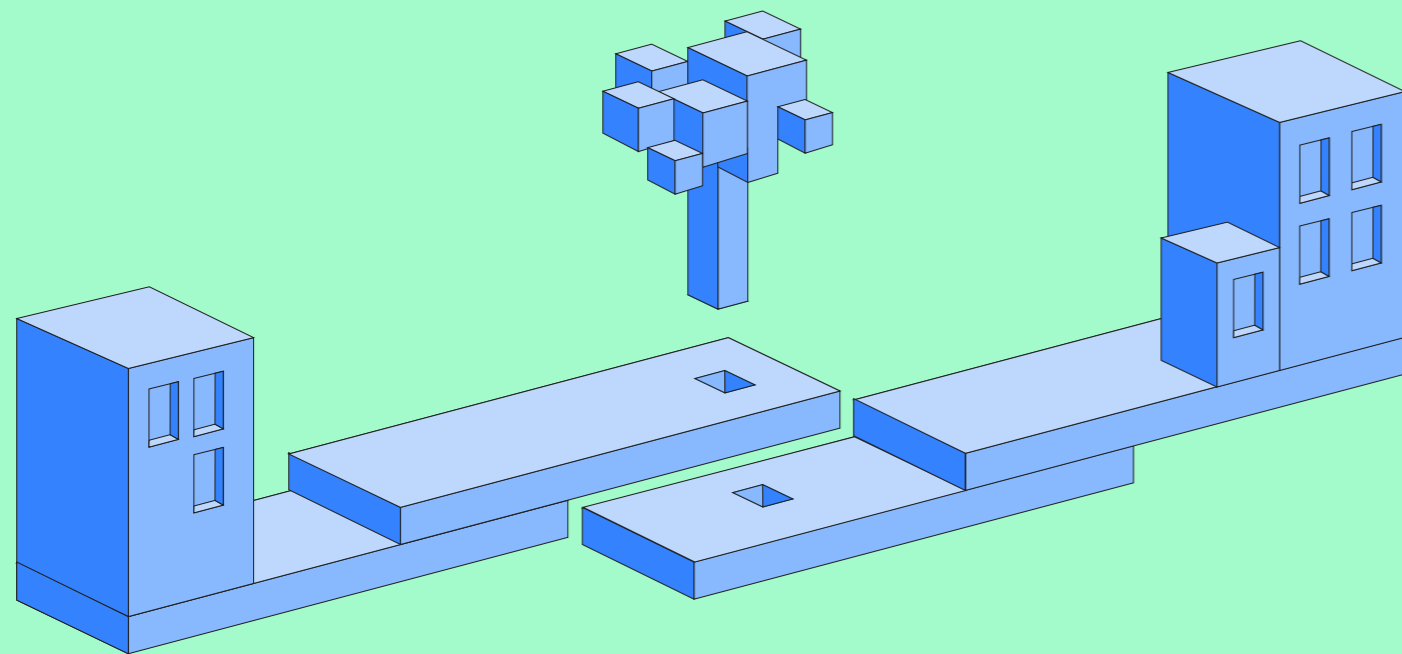
This report is the culmination of over two years of work led by the LSDC to better understand social value and explore how this can be effectively embedded into development and regeneration across London. It is supplemented by the Social Value Playbook: a collection of case studies which evidence social value in practice, which we hope can paint a vision to help developers, planners, and others to put these ideas into practice.

We recognise that this report would not have been possible without all those who shared their stories and experience of living in London and those working to deliver social value through development activity, many of whom work on projects highlighted in the Playbook. We hope this report both celebrates and reflects their views and ideas, acting to inspire Londoners to participate in future community decision making and shaping the future of built environment projects in London.

Maria Adebowale-Schwarte & David Elliott

LSDC Social Value sub-group co-chairs

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Executive Summary

The places we live in and around have a marked impact upon our wellbeing and quality of life and on the long term health, happiness and prosperity of communities. There are, however, arguably too many examples of unsympathetic regeneration and development where the needs of communities have been overlooked for the sole purpose of economic gain. The Covid-19 pandemic has highlighted further the stark inequalities across the city, which have led to significantly worse outcomes for the most disadvantaged communities in London.

There is a growing recognition of the opportunities to deliver wider co-benefits alongside urban development and to return to the basic principles of sustainable development. Social value is essential to this, helping to balance the economic and environmental priorities of development with the need to deliver positive social outcomes for communities. Yet as London grows, changes and develops there is no agreed definition of social value and inconsistency in its delivery. The London Sustainable Development Commission (LSDC) recognises that as London recovers from the pandemic, there is a unique opportunity to improve the social impacts of policies, programmes and projects across the built environment sector to address challenges facing the city and improve the lived experiences of all Londoners.

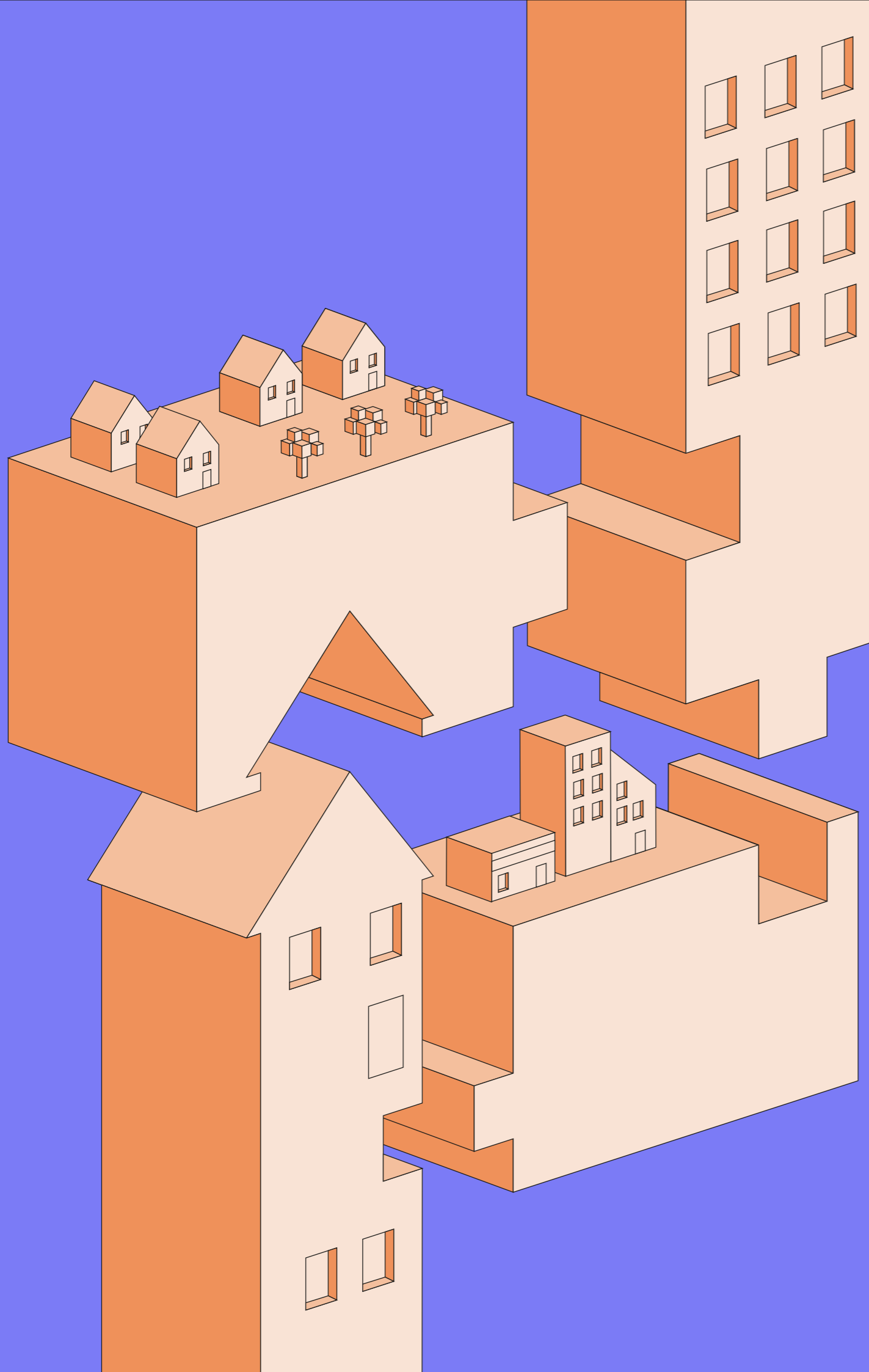
The LSDC has worked since 2019 to better understand social value and outline how it can be effectively embedded in development and regeneration across London. This report builds upon this work and presents findings from a multi-stage research programme undertaken between March and August 2021. This included a literature review, the analysis of responses from an online consultation and five stakeholder roundtables.

This work led to the development of six overarching recommendations listed below:

1. Diversify and amplify the role and voice of communities to shape social value outcomes of development and regeneration
2. Emphasise the role of place and spaces in delivering social value
3. Provide tools and resources to support evidence-based decision making
4. Improve local authority capacity to demand, monitor and assess social value delivery across development and regeneration
5. Deliver social value consistently through London-wide policy
6. Advocate for policy changes to deliver robust and consistent social value policies across all stages of development and regeneration

The report outlines a roadmap that details organisations and partnerships involved in delivering the recommendations, identifies priority actions and establishes indicative timeframes. It is accompanied by a *Social Value Playbook* collating case studies that illustrate the delivery of the recommendations in practice.

The recommendations are designed to challenge those responsible for development and regeneration across London to improve the positive social impacts of their activities. The LSDC is publishing the report in response to comprehensive engagement with social value stakeholders. This identified gaps, weaknesses, opportunities and demonstrated that current approaches to delivering social value were insufficient. There is an opportunity to set strategic social value policy at the city scale and to deliver a systematic approach to delivering and measuring socially beneficial outcomes of development and regeneration for London's diverse communities. The recommendations detailed in this report seek to achieve these strategic goals.



Introduction

Background and context

In 2019, the LSDC began exploring the potential for a social value-led approach to development and regeneration to deliver the Mayor's Good Growth agenda and build an inclusive, resilient and healthy city for all. The work sought to expand the definition of social value and extend the social benefit maximising approach associated with the term across the entire lifecycle of development and regeneration projects.

The LSDC established a social value steering group made up of policy-makers, local authorities, developers, academics and researchers to inform the LSDC's approach to delivering social value. By working with a diverse group of built environment professionals, including GLA officers and stakeholders from the development and planning sector, the LSDC explored the delivery of social value in practice, existing conflicts and barriers, and actions to overcome these challenges. From its extensive work, the LSDC has come to believe placing social value at the heart of development and regeneration has the potential to unlock new ways of working that can deliver better outcomes for all Londoners.

Prior to this report, the LSDC delivered:

- A scoping paper setting out the strategic and policy background to social value, how it fits with activity in London and the London Plan, and the latest thinking and practices
- A stakeholder workshop to explore social value in regeneration and identify opportunities for actions
- A series of interviews with stakeholders and an online consultation to identify the priorities for securing social value in development and regeneration
- An insights paper¹ that explored how social value can be effectively delivered as the city recovers from the impacts of the Covid-19 pandemic

Report structure

This report is structured as follows:

- **Research overview**
Identifies the guiding questions that drive the report, key challenges faced and four priorities that have steered the development of the recommendations.
- **Analysis of consultation responses**
Contains an overview of the consultation conducted by the LSDC and a summary of the responses.
- **Stakeholder roundtables**
Describes the series of stakeholder roundtables held to debate and refine the report recommendations. It contains details of attendees, the balance of sectors involved, and identifies key points of agreement.
- **Recommendations**
Details six overarching recommendations, and their associated actions. Each recommendation references stakeholders' statements from the roundtables alongside case studies in the accompanying playbook.
- **Roadmap**
Sets out a preliminary roadmap for delivering the recommendations and identifies stakeholders for each.
- **Appendix**
Includes the literature review and further detailed analysis of the consultation and roundtables.



Audience: Who is this report for?

This report is addressed primarily to the Mayor of London as well as key London stakeholders in the place making arena, which include London Councils, London boroughs, housing associations and private development agencies. The LSDC recognises that work is underway to improve the social outcomes of regeneration and development across London. This includes the Mayor's Good Growth agenda currently being delivered by the London Plan, the Mayor's Spatial Development Strategy for Greater London over the next 20 years, and the Good Growth by Design programme. Other examples include the London Recovery Board, Future Neighbourhoods Programme, Highstreets for All and Green New Deal Mission.

Additionally, the Mayor of London and Greater London Authority (GLA) design and set the criteria for funding programmes and in many cases, act as impact investors, securing additional social benefits and ensuring value for money when it invests. For example, the Mayor of London's Affordable Homes Programme 2021-2026 expects all investment partners work to implement an Equality, Diversity and Inclusion Action Plan. The programme also requires GLA investment partners to meet standards that deliver social and economic inclusivity as well as high environmental performance.² These funding and eligibility requirements seek to build in sustainable and diverse supply chains and deliver employment opportunities for Londoners.

The GLA Group Responsible Procurement Policy also ensures social value is embedded within its supply chains. There remains an opportunity to set a strategic social value policy at the city scale and to better embed social value within the whole regeneration and development cycle from inception and scoping to post occupancy. By better

embedding social value this offers real potential to deliver a city which is truly inclusive, safer, resilient, and sustainable for all. Suggestions for embedding this consistently within delivery are outlined in the reports recommendations (section 4). Embedding social value across varied planning, regeneration, development, funding and spending activities will encourage a systematic approach to measuring and delivering outcomes that socially benefit London's diverse communities.

This report and recommendations are also aimed at all stakeholders involved in the development and regeneration of London. Key to this are the London Boroughs, which have a central role and the levers within placemaking across the capital. Stakeholders will have varying roles to play in delivering social value and include investors, architects and designers, local authorities, community groups and organisations, developers and housing providers. Action will be needed sector-wide and with this in mind, the LSDC has identified a number of stages along the regeneration and development journey where opportunities exist for these stakeholders to integrate and deliver positive social outcomes. The entire process will be underpinned by the communities impacted by decisions and actions taken at each of the stages.

Stage 1—Scoping

Early stage investigation, identification of site, research into need, delivery models and local context.

Stakeholders involved:

Community – help set vision for local area, through consultation and engagement
Local authority – set spatial overview and local policy context
Developer – create vision and plan for the scheme

Stage 2—Investment

Funding for the scheme – public or private, costs and returns on investment calculations made, agreement on community levies as part of scheme.

Stakeholders involved:

Community – involved in defining priority investment criteria
Local authority – Assessing value of scheme – economic, environmental and social
Investor – Assess value and return on investment
Developer – Viability assessments to calculate worth to them of involvement

Stage 3—Planning

Creation, submission and review of plans for the scheme – alignment with local policies, assessment of necessary planning conditions and viability assessments.

Stakeholders involved:

Community – planning consultation and engagement to gather community views
Local authority – review and agree plans for schemes aligning with local area policies and plans
Developer – Submits plans for consideration and approval
Architect – Contributes to planning application

Stage 4—Design

Details of the look and feel of the scheme, from initial concepts to developed designs.

Stakeholders involved:

Community – consultation and engagement over design concepts
Architect – develop design of the scheme
Developer – define design parameters
Local authority - review design as part of planning process

Stage 5—Procurement

Buying in the range of goods and services to deliver the scheme

Stakeholders involved:

Community – shaping requirement and involved in delivery through local providers
Local authority – setting parameters for procurement frameworks for their own procurement practices
Developer - setting requirements for procurement practices
Contractor – responding to procurement requirements and cascading through the supply chain

Stage 6—Construction

Building the scheme.

Stakeholders involved:

Local authority - monitoring progress and ensuring compliance
Community – managing disruption and impacts, involvement in process
Developer – managing progress and ultimate oversight for delivery
Contractors – on the ground delivery of the scheme

Stage 7—In-use

Completed scheme in use by residents.

Stakeholders involved:

Community – living in, using and possibly helping maintain the scheme
Local authority – ongoing responsibility for residents and provision of local services
Developer – possibility of ongoing management and maintenance

Definition: What is social value?

As a concept, social value is closely tied to the Public Services (Social Value) Act 2012, which established a requirement for public bodies to consider the additional social, economic and environmental benefits that could be delivered through procurement.

Defining social value is far from straightforward, given the patchwork of contrasting definitions that exists across public and private organisations.³ For example, the UK Green Building Council (UKGBC) states that social value is created, 'when buildings, places and infrastructure support environmental, economic and social wellbeing, and in doing so improve the quality of life of people.'⁴ This contrasts with the the Royal Institute of British Architects' (RIBA) definition of social value of architecture resulting from 'fostering positive emotions, whether through connections with nature or offering opportunities for an active lifestyle, connecting people and the environment in appropriate ways and in providing freedom and flexibility to pursue different lifestyles. There is also social value in participation, supporting communities to help design and build their homes and neighbourhoods.'⁵

This multitude of different definitions has led to numerous frameworks and operational practices for delivering social value. The lack of a common and clear definition of social value acts as a barrier to the fair comparison of tenders, accurate reporting on social value delivery and identification of best practices. Furthermore, the Public Services (Social Value) Act 2012 definition doesn't adequately factor in the social value that can be secured through participatory approaches to development and regeneration.

This report recognises the complexity of the field and attempts to avoid adding further confusion. It treats social value as multi-layered, contextual and tied to the experiences of those with the least influence over development and regeneration processes. It assumes if development and regeneration are to strengthen, introduce or grow the role of social value, they will do so in a variety of ways and as a result of actions by many different parties, both individually and in partnership with one another.



Core principles

Core principle 1: Developing a community-centred approach

Social value is about maximising the positive social impacts delivered through the changes made to places. Communities impacted by those changes must be able to shape development and regeneration processes and input into the delivery of social value outcomes and delivery strategies. A people-centred approach to development and regeneration is a central guiding principle of this work which can result in more successful placemaking.

As well as a geographical identity of community it is important to acknowledge the role that people's own personal circumstances and cultural identity will have on how they experience development; this can be explained by the differences between communities of place and communities of identity where the common experience that connects people is about their identity rather than where they live. In the recent GLA work to develop a Civic Strength Index, community research was undertaken which revealed the following regarding communities based on identity.

Involving communities of both place and identity in defining what constitutes social value to them is challenging but important. Social value should reflect hyper-local needs and be defined through representative, inclusive, and expansive participation from communities. As part of this challenge, there needs to be a recognition of the unique challenges faced by particular under-represented groups and specific solutions crafted to address this.

Models for community participation that have proven successful include:

- Citizens' assemblies;⁶
- Digital outreach including message groups and interactive mapping exercises. This could include training and initiatives to improve digital access for all.

Proposed planning reforms contained in the most recent Government Planning White Paper (PWP) 'Planning for the Future' may also adversely impact community participation in the planning process. In the LSDC's recent response to the White Paper they note:

'The PWP represents a top down approach to the problem of housing delivery with the potential to remove democratic scrutiny. The PWP does not provide a single new right for community participation or a single new opportunity for a democratic moment in the plan making process but rather reduces both rights and opportunities to participate.'

This highlights the potential challenges ahead and the need for a community centred approach regionally and locally.

UKGBC community definition

'The local community should be defined as the people who are most impacted by a building, infrastructure asset or place. In most instances this will be the people who most frequently interact with that building or place. In many instances, there will naturally be a geographical boundary for a particular community but these shouldn't be relied on arbitrarily. In many local authority contracts, the local stakeholders are defined by the local authority ward or area. In these instances delivery partners should push for a more sophisticated approach. The local community should include any future stakeholders (and possibly even future generations) but the focus should be on existing stakeholders. The people defined as local to a building or place will include residents, local business owners, workers and visitors, and will be changing all the time. The local community is likely to include many sub-groups, potentially with competing priorities and needs.'

Civil Strength Index research

'Participants noted that civic strength is supported by the existence of identity based community groups, and that particular types of civic activity, such as creating strong community groups are especially undertaken by them..... The majority of participants felt communities of identity are essential aspects of civic strength even when thinking of place and it is essential that we are "embracing the difference within a collective" "supporting less heard communities to take part" and that "everyone is sharing their part and what they bring to the table is about being better together".'

Example activities	Example outputs
<p>Participation in planning, design and development processes</p>	<p>Local plans with a clear definition of community needs</p> <p>Schemes designed around and responsive to local needs</p> <p>Community charters for developments setting clear expectations for delivery</p>
<p>Community management of built environment assets</p>	<p>Community assets are identified, protected and managed</p> <p>Built environment is maintained</p>
<p>Community ownership of local assets – businesses, infrastructure etc</p>	<p>Increased flow of capital within the community</p> <p>Support for innovation and new business models with wider co-benefits</p>

Example outcomes	Goals
<p>Communities are empowered</p> <p>New skills are developed within the community</p> <p>Increased sense of local identity and ownership is created</p>	<p>Improved, inclusive local environments</p> <p>Development creates strong vibrant, diverse and resilient communities</p> <p>More successful placemaking</p> <p>Benefits of development can be shared with a more diverse group of people</p>
<p>New connections are formed within and across communities</p> <p>New skills are developed within the community</p> <p>Quality of the local environment is maintained and improved</p> <p>The capacity and confidence of the community is increased</p>	<p>Greater local community cohesion and action</p> <p>Improved life chances for individuals within the community</p> <p>Increased prosperity for the local community</p> <p>Improved well-being and happiness for local community</p>
<p>People have more chances to engage in the local economy</p> <p>New business opportunities are developed</p> <p>New jobs are created and skills are developed</p> <p>New resources, skills and mindset developed</p>	<p>Increased prosperity for the local community</p> <p>Improved life chances for individuals within the community</p> <p>Greater community cohesion</p> <p>More successful communities</p>

**Core principle 2:
Building on existing good practice
(as evidenced by the accompanying
Social Value Playbook)**

Despite the lack of consistent definitions and measurement frameworks within the development and regeneration sectors, measures have been taken across the wider built environment to define and embed social value with some success. The UK Green Building Council has worked to define social value as a process by which a clear understanding of the needs of local communities is at the heart of delivering positive social impacts through development. The Social Value Portal has begun to look at how the planning process can be used to mandate social value delivery at the local authority level.⁷ The work of the University of Reading, and in particular Flora Samuel, who sits on the LSDC's Steering Group, seeks to use mapping technology and data to spatialize social value, enabling communities to identify their local spaces and places where social value resides.⁸ Critically, these maps and the data underpinning them, are publicly accessible, allowing communities access to a vital tool to capture and demonstrate local social value. Additionally, the Runnymede Trust has recently advocated for Social Impact Assessments to be integrated into strategic plans to measure and capture the social value of existing community assets and ensure these are integrated into development plans to avoid their loss and the potential displacement of communities that rely on these assets.⁹

The GLA is undertaking significant work in this area too, including trialling social value elements within property lease arrangements through a property pledge, championing a community wealth building approach to local business development through Good Growth funding streams and embedding social value within procurement across the GLA group. The Mayor's Affordable Housing Programme also includes initiatives designed to support community-led housing development across London including the £38 million Community Housing Fund.¹⁰ Community-led housing enables residents to be directly involved in building and managing new homes themselves, often through community land trusts or co-operatives.

The concept of Good Growth and the Good Growth Objectives within the London Plan have social

sustainability at their heart. It helps to embed positive social impacts through the planning process: "Good Growth - growth that is socially and economically inclusive and environmentally sustainable - underpins the whole of the London Plan and each policy. It is the way in which sustainable development in London is to be achieved."¹¹

The London Plan contains many elements that help to advance social value through London's development and regeneration. Currently, the Plan doesn't explicitly define social value in relation to development and regeneration, however the Good Growth Objectives and related policies within the Plan align with many social value frameworks (see Appendix 4 as an example of this - mapping Good Growth Objectives and London Plan policies)¹². Future monitoring of the delivery and implementation of the London Plan would help identify how Good Growth is delivering social value through the planning system across London and identify potential areas for improvement.

The London Plan, in accordance with national planning policy, must demonstrate that it supports sustainable development. Policies seek to achieve a built environment that disrupts the status quo by consistently investing in and creating strong, vibrant and healthy communities. This includes delivering local services that reflect a community's needs and support its health, social and cultural well-being as well as addressing equity, environmental and economic priorities. There is a need to do this in an integrated and mutually supportive way, to achieve net gains across each of these objectives rather than working in isolation. Central to this is the involvement of all London boroughs, who hold significant responsibility for placemaking within London and are able to support the realisation of social value delivery at a hyperlocal level. Depending on the findings from monitoring its implementation and delivery, more guidance could be provided to stakeholders, including supporting London boroughs, by outlining how to ensure the social value sought through London Plan policies to achieve Good Growth objectives are implemented effectively through the planning process.



Green infrastructure - a precedent for social value?

Green infrastructure is increasingly recognised as an essential asset of any city, supporting physical and mental health, reducing the urban heat island effect, improving air quality and building climate resilience. The enhancement and protection of green infrastructure can be understood as securing additional social value.¹³ Green infrastructure has come to be thought of as 'natural capital' and there is now widespread recognition within the UK that nature in cities needs to be maintained, strengthened and invested in. London has long embraced this approach and made substantial advances, formalising the planning and policy mechanisms that strengthen green infrastructure. The London Plan first introduced the term 'green infrastructure' in 2008 as vital to building a sustainable future and the then Mayor established the Green Infrastructure Task Force in 2015 to encourage a strategic and long-term approach to delivery and investment.

These moves have been accompanied by attention to evaluating the economic value of green infrastructure in monetary terms. In 2014 Treeconomics were commissioned to establish a quantitative baseline of the range of benefits provided by London's trees. This evaluation estimated the total annual benefit of London's trees as approximately £132.7 million.¹⁴ Further assessment of green spaces estimates the value provided by public parks at over £91 billion. This analysis identified that for each £1 spent on public parks, Londoners enjoyed at least £27 in value.¹⁵

The systematic valuation of green infrastructure has been accompanied by formal policy and planning changes. In the London Environment Strategy (published in 2018), the Mayor of London committed to the development of a biodiversity net gain approach for London. Following this in 2019, the Government committed to ensuring

new development results in biodiversity net gain with this formalised in the Environment Act 2021. Similarly, the recently adopted London Plan requires the use of an Urban Greening Factor to evaluate the amount and quality of green infrastructure provided by developments. The London Plan Guidance, published to clarify and support implementation, sets a minimum factor to be delivered by developments and weighs various types of green infrastructure differently to steer developments towards the most biodiversity-enhancing solutions.¹⁷

There are parallels to be drawn between social value and green infrastructure. The economic valuation of existing green infrastructure and the delivery of clear definitions and robust evaluation tools mobilised policy-makers to embed green infrastructure delivery and enhancement in London-wide and national policies. This has created a systematic approach to enhancing biodiversity and green infrastructure through development and regeneration, encouraged the use of open and accessible data and given clear policy expectations and guidance to development actors. The consistent delivery of social value through development and regeneration in London as supported by the Good Growth objectives in London Plan policies could similarly be clearly identified and monitored for effectiveness through the annual monitoring process and data collection and sharing through the London Planning DataHub (see Recommendation 3). This could then ensure comprehensive understanding of the effectiveness of the approach in implementation and inform the programme of London Plan Guidance preparation and any future review of the London Plan. Such reporting would also communicate the value of social infrastructure and advocate for the benefits of delivering social value by enabling clear identification of how social value is being delivered through the planning process.

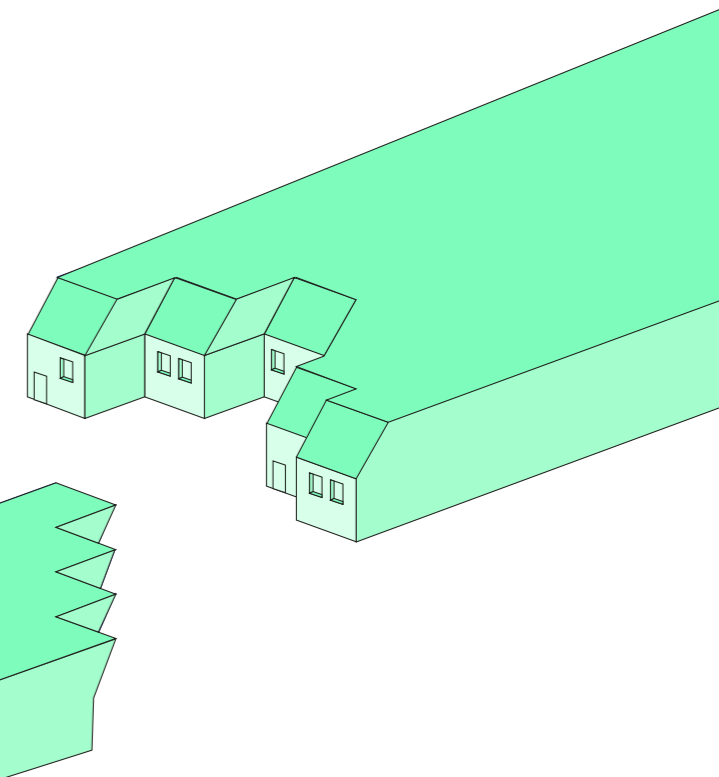
Core principle 3: Supporting London's recovery

The onset of the Covid-19 pandemic has brought new challenges to London as the city recovers, placing greater emphasis on the need to put Londoners at the heart of this recovery and address the inequity laid bare by Covid-19. The London Recovery Board, chaired by the Mayor and London Councils, has identified nine missions to meet these challenges:

- **A Green New Deal** - Tackle the climate and ecological emergencies and improve air quality by doubling the size of London's green economy by 2030 to accelerate job creation for all.
- **A Robust Safety Net** - By 2025, every Londoner is able to access the support they need to prevent financial hardship.
- **High Streets for All** - Deliver enhanced public spaces and exciting new uses for underused high street buildings in every Borough by 2025, working with London's diverse communities.
- **A New Deal for Young People** - By 2024 all young people in need are entitled to a personal mentor and all young Londoners have access to quality local youth activities.
- **Good Work for All** - Support Londoners into good jobs with a focus on sectors key to London's recovery.
- **Mental Health & Wellbeing** - By 2025 London will have a quarter of a million wellbeing ambassadors, supporting Londoners where they live, work and play.
- **Digital Access for All** - Every Londoner to have access to good connectivity, basic digital skills and the device or support they need to be online by 2025.
- **Healthy Food, Healthy Weight** - By 2025 every Londoner lives in a healthy food neighbourhood.
- **Building Strong Communities** - By 2025 all Londoners will have access to a community hub ensuring they can volunteer, get support and build strong community networks.

Underpinning the delivery of these missions are a number of Cross-Cutting Principles to accelerate the delivery of a fairer, healthier and more environmentally sustainable, equitable and economically resilient city. These recognise and address structural inequalities and promote a more inclusive London by supporting the most vulnerable, collaborating and involving London's diverse communities and using digital technology and data to meet emerging needs.

Aligning with the Board's mission-oriented approach to the long-term recovery of London post-pandemic, the LSDC recognises social value as a tool to ensure recovery efforts improve Londoners' experiences, tackle multiple inequalities and challenge a business-as-usual approach. The LSDC is pleased to see this reflected within London's recovery process.



1. Research overview

Guiding questions

The following questions have guided the research and are addressed in the recommendations that follow:

How can greater social value be delivered through processes of development and regeneration?

How can approaches to delivering social value across London be more consistent without undermining imaginative and innovative projects?

How can the London Plan, recovery from Covid-19 and other policy levers best be used to support meaningful local action?

Challenges

The research raised a number of challenges preventing social value delivery through development and regeneration. These included:

- Complexity around the term social value
- Overlaps that exist between concepts, methodologies and outcomes across different sectors and organisations in both the public and private sector
- Long lifecycle of developments
- Number of actors involved in any regeneration scheme
- Multiple points at which social value can be discussed, embedded and secured

These challenges were examined through the consultations and in the development of the recommendations.

Priorities

To address these challenges, four priorities to steer the recommendations were identified. These priorities – strengthening the role of communities, addressing the impact of Covid-19, adopting more nuanced approaches to evaluation and the need for a London-wide approach – came out of the findings from the literature review (fully reported in Appendix 1), and previous work undertaken by the LSDC. They emphasise the unique opportunity for the Mayor of London and GLA to set a strong social value vision for London and establish a set of social value priorities and measurable goals for regeneration processes and projects.

Priority 1:

The need to strengthen the role of communities

Successful London-wide delivery of social value will require increased community involvement. At present, the ability of community organisations, representatives and individuals to engage with planning and development processes is constrained by imbalances in resources and power. Limited funding is ring-fenced for engagement in most regeneration schemes and low levels of trust between communities and developers speak to shortcomings in current approaches to community engagement.¹⁸ Where consultants are engaged to facilitate engagement, they are by nature delivery partners and can struggle to maintain independence and challenge decision-making. Genuinely valuing lived community experiences and promoting knowledge equity between development actors and local residents is fundamental to delivering inclusive placemaking.

Priority 2:

The need to address the impacts of Covid-19

The importance of social value work has been reinforced by the Covid-19 pandemic, which has impacted residents, communities, businesses and public institutions. In particular, the pandemic has highlighted and exacerbated stark inequalities and demonstrated the profound effects the quality of the built environment has on the health and wellbeing of Londoners. Social value can ensure that investments in development and regeneration unlock opportunities and infrastructure to improve the quality of life and wellbeing of those communities impacted by development.

Priority 3:

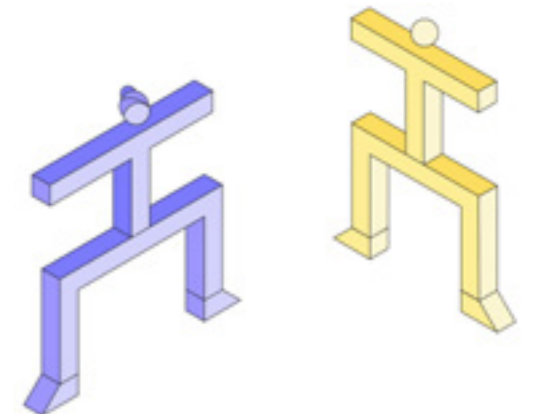
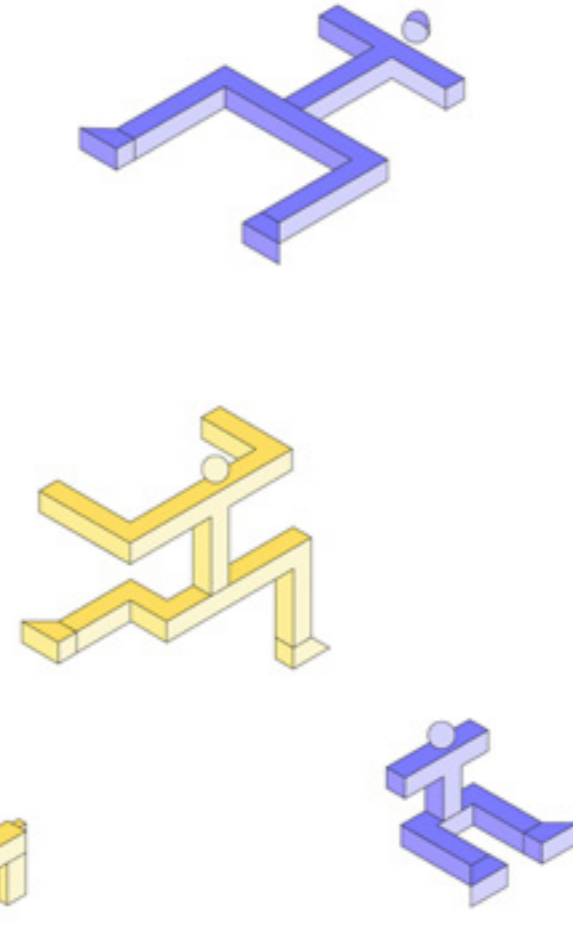
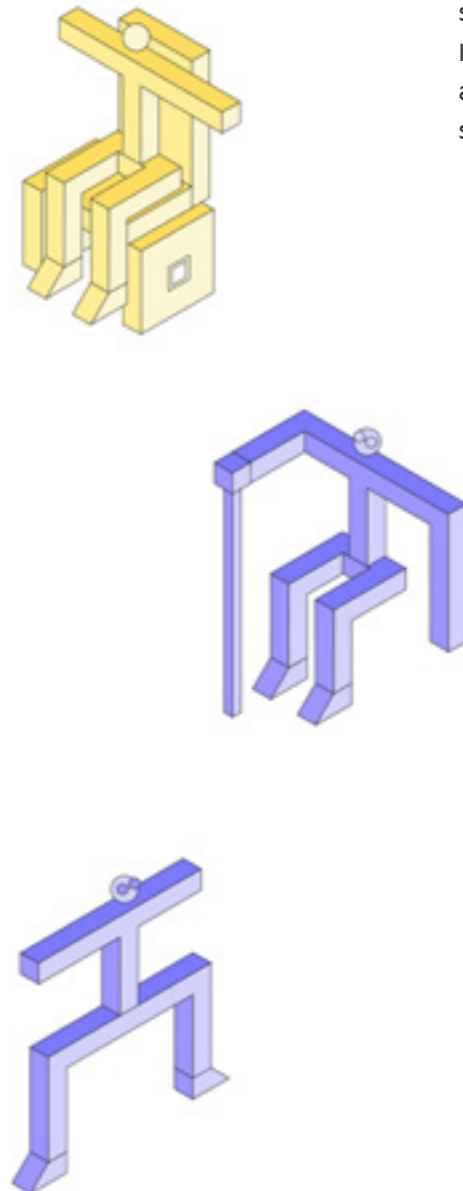
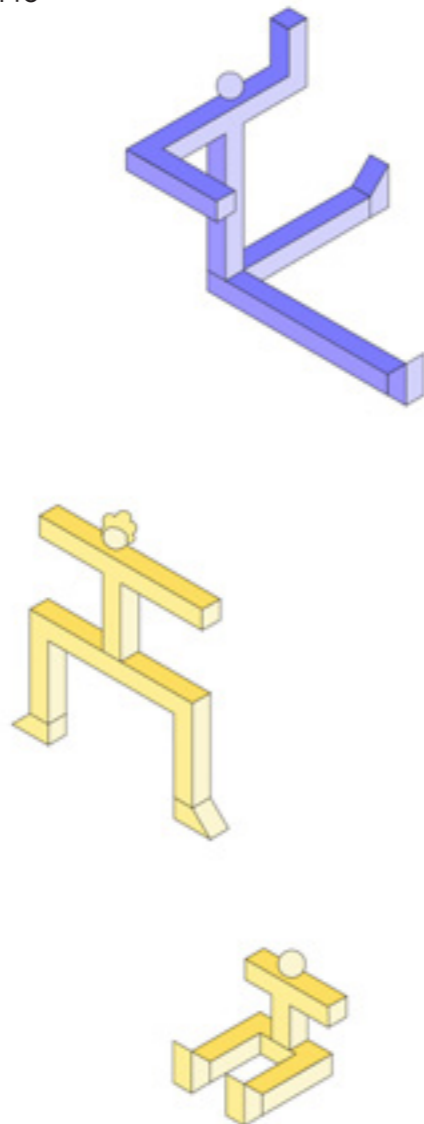
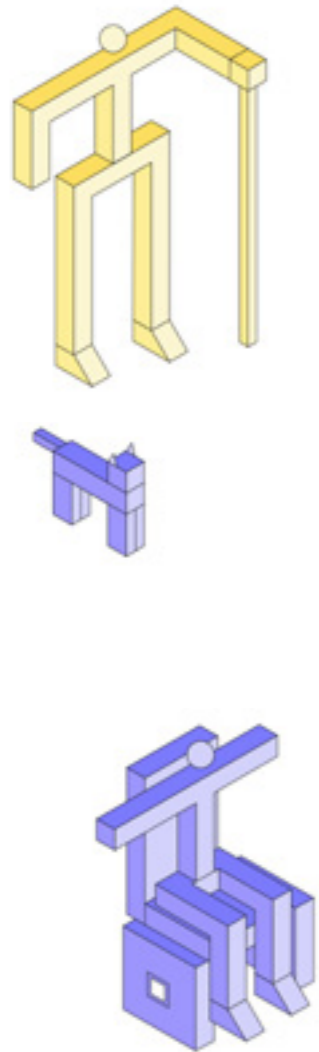
The need to adopt more nuanced approaches to evaluation

While measuring social value provides decision-makers with information and incentives to steer financing towards socially valuable outcomes, current methods often suggest social value is more static and quantifiable than it actually is. The difficulty with measuring social value lies in the different points at which value is generated and sustained, as well as the varied and disparate beneficiaries of that value.¹⁹ Social value may only become apparent years after a development is completed. The challenge inherent in social value measurement is that a rigid set of social value metrics can limit the ability of communities, developers and local authorities to deliver, monitor and demand specific outcomes to deliver social value that meets local needs.²⁰ They also fail to account for specific and individual experiences, relying instead on standardised values.²¹

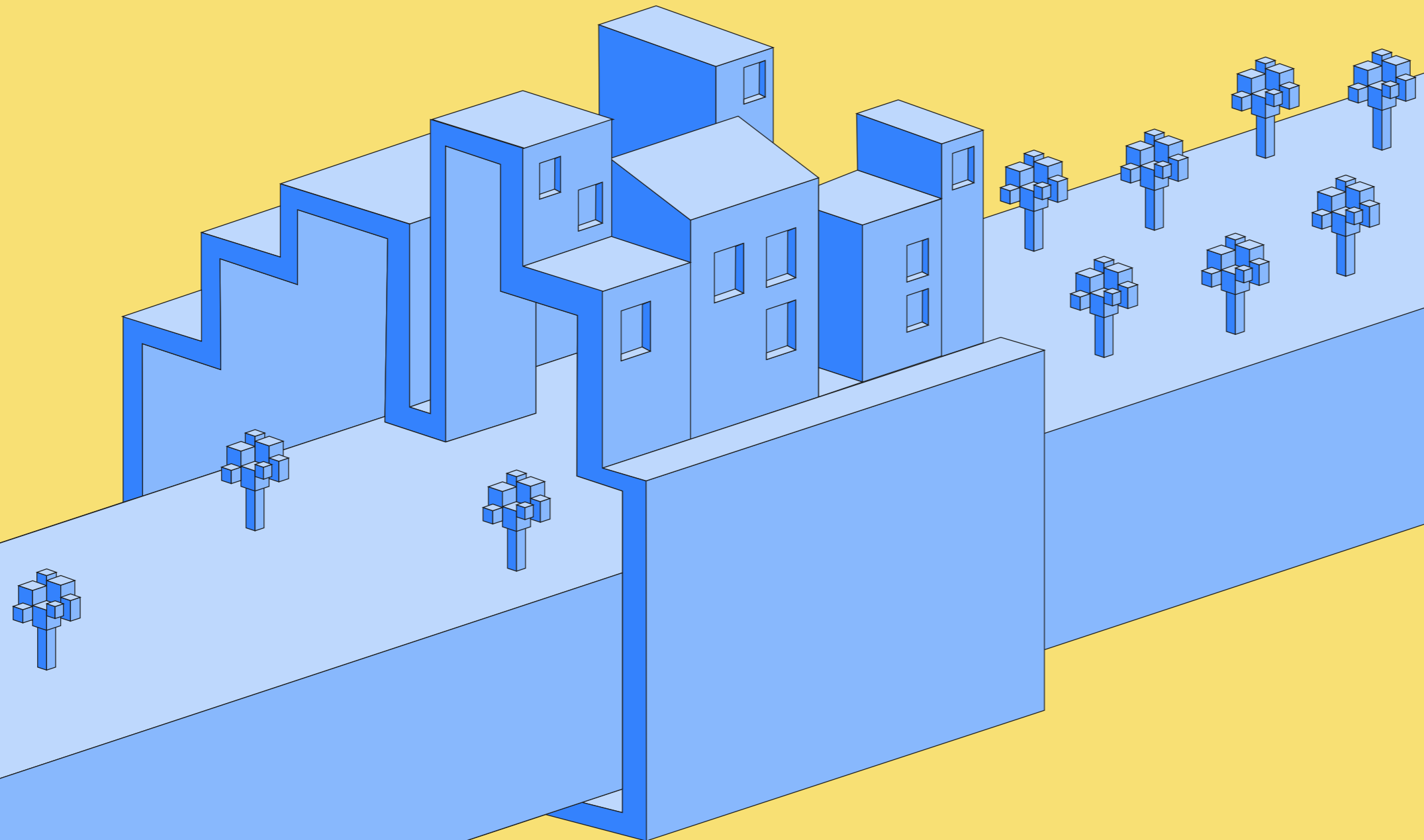
Priority 4:

The need for a London-wide approach

London's high land values and good levels of connectivity attract global finance to invest in the development and regeneration of the city. This development pattern, coupled with austerity policies, restrictive financial models and the stripping of local authority capacities and assets, continues to pose systematic challenges to delivering social value through development and regeneration in London.²² Confusion over the term's meaning and application has resulted in a lack of experts across the public and private sectors who can produce, assess, monitor and appraise social value strategies and measurements.²³ There is therefore uncertainty in the sector over how social value is delivered and measured. There is also a great deal of variation in how boroughs are defining social investment strategies across their assets and their service level agreements, some of which are currently under development. Local authority processes to enforce and monitor social value commitments are challenging, complex and resource-intensive. Similarly, development actors and investors need to fund and resource the long-term management of new developments to continue to maximise social value over time. A London-specific approach to social value could address the distinct development and regeneration context of the city and bring certainty to investors and developers, helping secure better outcomes consistently across varied sites and contexts. It could also help inform and align with the approaches taken by individual boroughs.



2. Analysis of consultation responses



During the spring of 2021, and following the publication of the Social Value Insights Paper,²⁴ the LSDC embarked on a consultation exercise.²⁵ The purpose of this consultation was to refocus on the long-term challenges and opportunities to improve the social value outcomes of development and regeneration.

The LSDC defines its approach to social value as a shared and central objective of development and regeneration, rather than only focusing on procurement processes. This was felt to be important as it puts people and communities at the heart of development and regeneration and supports partnership working between developers, communities, local authorities, funders and investors to maximise social value outcomes.

The consultation was conducted as an online survey that was shared with a broad range of practitioners and community groups working to embed and deliver social value through development and regeneration, including architects and designers, real estate developers, investors, local authorities and local community groups. It offered two routes for those responding:

- a full response to a 51-page consultation document with 49 questions
- a set of sector-specific questions for designers, community groups, developers, housing associations, investors, and local authorities.

Consultation responses were detailed and the open-ended nature of the questions enabled respondents to answer freely and highlight particular challenges they faced, along with suggested actions to tackle these. Of the 18 respondents, 14 answered the full set of questions and four chose to only answer sector-specific questions. Aside from local authorities, all sectors were represented. The best-represented groups were community groups and housing associations with six and three responses respectively.

The identified gaps in the consultation responses, namely the lack of input from local authority representatives, informed the focus of the subsequent roundtable engagement (detailed in Section 3). The consultation responses also supported the outlining of the draft recommendations for discussion during the roundtables and ensured actors from across the built environment sector were represented.

Consultation responses

Consultation responses are organised into responses that address:

- delivering social value through development and regeneration
- a London-specific approach to social value
- identified areas of greatest potential impact in relation to a seven-part regeneration process
- looking to the future.

Delivering social value through development and regeneration

Social value was defined by respondents as:

- action-bound, resulting from change, intervention, investment and 'delivery'
- a way of identifying impact or a collective term for broad positive effects
- 'additive' or a source of multiplying benefits
- multi-dimensional including social, economic and environmental well-being
- operating at different scales, from individual to communities to society
- accruing over time.

The LSDC's approach to social value was supported with the following being suggested in addition:

- enhanced focus on a lifecycle approach to development and regeneration that is reflective of long timescales
- emphasis on 'hyper local' needs and knowledge
- emphasis on ensuring a representative cross-section of the community be 'informed about, involved and benefit from it' during all project stages
- more inclusive and expansive ways of engaging people

- emphasis on transparency and accountability of all parties
- further recognition of community-led development schemes
- representation for future residents as well as existing communities
- use of anchor institutions, such as NHS trusts, as key partners.

Community investment and capacity building is key to delivering social value, through:

- a nuanced approach to capacity building and training across London's diverse communities and development landscapes
- clear channels through which to impact regeneration projects
- embedded community organisers, community impact officers and engagement leads, supported by reliable funding sources.

A London-specific approach to social value

A London-specific approach was supported as:

- London is distinct enough to warrant a specific approach
- Social value is maximised when grounded and responsive to local needs and context
- it could unify various bespoke approaches currently in use across the city.

Support for a London-specific approach was dependent on the need to:

- align and benchmark with national approaches
- ensure regulatory consistency for investors and providers working across local authority and regional boundaries.

A pan-London framework was supported to:

- improve transparency and accountability
- offer a focal point for many aspects of citizen inclusion
- define local needs linking with existing GLA data and insight
- integrate with the existing framework for evaluating social value
- assist clients in framing social value requirements
- integrate supply chains delivering on social value.

Key qualities a London-specific approach requires were defined as:

- flexibility
- responsive to need
- reviewed regularly
- not focused on quantifying outcomes
- not only for consultation but delivering on communities' input
- not framing social value as 'additional' and therefore disposable.

Identified areas of greatest potential impact in relation to a seven-part regeneration process

Scoping:

- considering longer-term social and environmental outcomes as part of funding models for viability assessment
- widening understanding of availability and requirements of funding institutions and public grants
- allowing local authorities to base investment and land sale decisions on social, environmental and economic outcomes
- introducing further collective discussion around viability assessment.

Planning:

- assuming community plans as a starting point for working in a given area
- requiring social value as a material consideration in planning
- influencing the National Planning Policy Framework (NPPF) to better establish social value as a standalone concept within the planning system
- incorporating a more holistic approach to social value within the context of sustainable development
- building capacity within communities to enable more active participation in planning
- building capacity among planning committees and local authority officers working in planning and regeneration.

Design:

- building capacity in local communities to participate in design processes
- encouraging more local representation on Design Review Panels
- providing more information about scope and constraints of schemes
- maximising benefits of acceptance of change in relation to future stewardship and responsibility for maintenance
- encouraging built environment professional institutions to participate in work by the RIBA and Construction Leadership Council.

Procurement:

- encouraging London's public sector to exceed Social Value Act requirements
- encouraging and supporting all councils to meet the standards of those leading the way
- rewarding councils most progressing social value delivery
- identifying and holding to account those who are not progressing social value delivery to establish accountability
- encourage use of common language relating to social value in London, including parameters for methodologies and measurement
- encourage knowledge sharing between local authorities
- provide examples of how social value is weighted in current procurement processes
- explore the case for a London-wide procurement framework based on an assessment of current models.

Construction:

- expand Social Value Action Plans to include contractors and other supply chain partners
- establish contractual requirements to ensure social value is embedded through the supply chain
- explore a more strategic, city-wide approach to meanwhile use
- encourage a wider range of employment and training opportunities as part of social value supply chains
- scale-up existing successful approaches to social value delivery (including those relating to supply chains and meanwhile uses).

Use:

- develop guidance on post-occupancy evaluations
- explore how technology and data can improve monitoring
- create a broader evidence base from evaluation to create 'actionable intelligence'
- explore funding models to support community-based businesses and provide investment or income enabling local ownership and management
- adopt London-wide Sustainable Development Goals
- support the creation of housing co-operatives and community land trusts.

Looking to the future

Specific actions identified for the Mayor of London and the GLA included:

- set a London-wide framework with allowance for local authorities to prioritise
- strengthen system of rewards and penalties related to social value;
- support community capacity building
- convene expertise across development and regeneration
- match ambition with dedicated in-house resourcing.

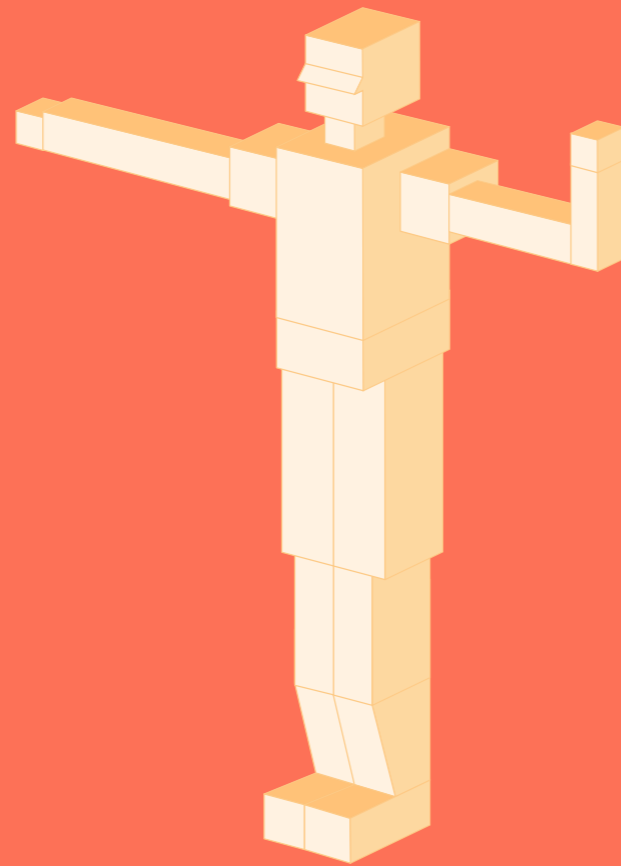
Barriers to delivering social value outcomes and changing current practices include:

- widespread concern about application and accountability
- lack of training and sufficient resourcing at local authority officer level and among communities
- lack of clarity on mechanisms for implementation
- changes resulting from the government's 2020 white paper on planning, including a policy to move towards a rules-based system
- risks in conflating procurement practices at different scales
- risks of housing associations' reclassification as public bodies if procurement processes are mandated as part of a social value framework
- lack of conceptual clarity around desired impacts
- conceptual challenge of 'top-down' nature of a social value vision
- it can be challenging to attribute social value given London's connectivity and density of cultural, leisure and economic offerings
- super-diversity of London communities.
- higher costs to make a meaningful impact given land values, cost of living and economic profile across the capital.

3. Stakeholder roundtables

Following the online consultation exercise, five roundtables were held online between April and June 2021, with a total of 27 participants. Prior to these, a long list of 30 draft actions was compiled (Appendix 3), which drew on previous LSDC work, findings from the literature review (Appendix 1) and the consultation analysis (Section 2). These draft recommendations were discussed and tested during the roundtables to assess their potential impact with different sectors that could be involved in improving the delivery of social value in London's development and regeneration.

These roundtables included architects and designers, developers, investors and funders, academics, local authorities, and community groups and their representatives. Each discussion resulted in further insights, revised recommendations and discussions of useful precedents. Together these helped to define the recommendations in Section 4. A summary of each session, including details of attendees and general conclusions from each of the five roundtables, can be found in Appendix 3.



Key findings

The roundtables invited participants to select, from 30 draft recommendations, those they thought had the greatest potential impact to deliver social value through development and regeneration. Attendees were invited to suggest any additional recommendations. The recommendations were also ranked during the roundtables according to the predicted ease with which they could be delivered and the time that would be needed to implement them.

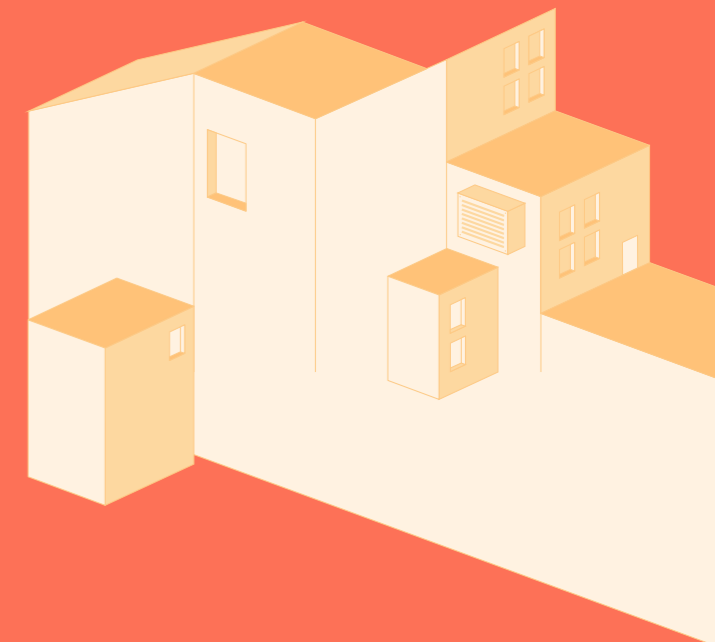
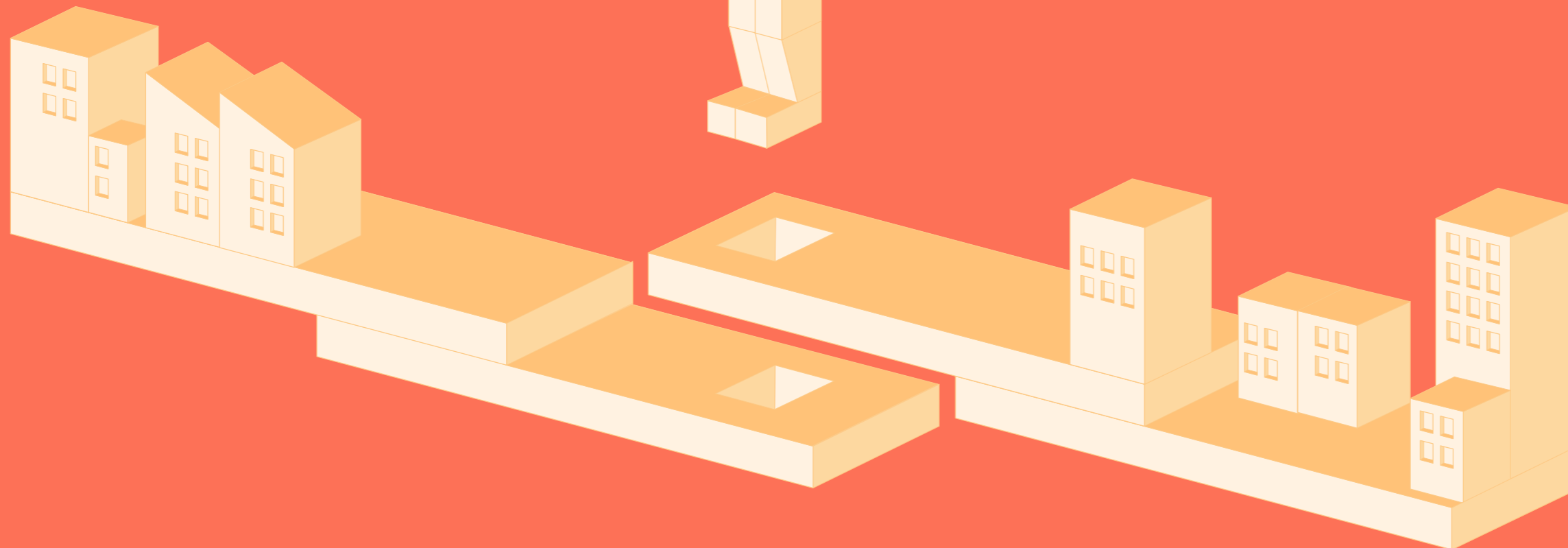
Below are the nine recommendations that received the most support, in order of preference:

- Update the London Plan to require the submission of Social Value Statements for all major developments and make these statements material considerations in planning decisions
- Develop tools to measure social value that provide additional weight to local benefits, interventions that reduce inequality or interventions that preserve existing social infrastructure
- Fund an independent support organisation to provide resources to communities and local planning authorities
- Develop guidance to support the development and assessment of Social Value Statements for developers and local planning authorities

- Establish community charters for major developments against which measures of success can be set and evaluated
- Employ, train and empower communities to be involved in the long-term management of new developments
- Develop an equivalent pre-application process between planning officers and community groups
- Develop social value measurement tools that capture negative impacts of development and regeneration
- Change viability assessments to include social valuations

The recommendations (Section 4) reflect these findings and condensed to address the discussions and feedback from attendees. However, they are not shown in any order of priority.

The final recommendations also reflect the significant input from a large number of stakeholders across the regeneration and development sector across the duration of the project. Feedback from the initial stakeholder workshop, ongoing contributions of the expert steering group and GLA policy experts, as well as this consultation and engagement exercise, have influenced and shaped the recommendations.



4. Recommendations of this report

The LSDC's six recommendations are as follows, and are outlined in detail below:

1. Diversify and amplify the role and voice of communities to shape social value outcomes of development and regeneration
2. Emphasise the role of place and spaces in delivering social value
3. Provide tools and resources to support evidence-based decision making
4. Improve local authority capacity to demand, monitor and assess social value delivery across development and regeneration
5. Deliver social value consistently through London-wide policy
6. Advocate for policy changes to deliver robust and consistent social value policies across all stages of development and regeneration.

and funding programmes are identified as essential to building capacity across all sectors to deliver and monitor beneficial social outcomes that meet locally specific needs. Finally, advocacy and partnership working are identified as key actions to take forward, building on the work being delivered by the London Recovery Board and ensuring that a social value approach shapes London's recovery from Covid-19.

Each recommendation includes a set of actions, participant quotes from the stakeholder roundtables, and a reference to a case study in the associated *Social Value Playbook*.

These recommendations build upon and enrich existing policy, and together they consolidate ambitions shared at a London-wide and local level. The core needs of London communities – sufficient quality, affordable housing, accessible social infrastructure and amenities, adequate and sustainable green infrastructure, suitable workspaces – must be addressed and securing social value does not offer a substitute to delivering on these needs. Instead, social value should be truly additional and encourage an approach that goes beyond policy compliance and business as usual.

These recommendations suggest ways to empower communities to shape outcomes of development and regeneration projects according to their aspirations. More generally, they suggest that development in London should be grounded in much more robust, evidence-based audits and evaluations of existing social infrastructure and engagement with a wider range of interest groups at an earlier stage. Training



Recommendation 1:

Diversify and amplify the role and voice of communities to shape social value outcomes of development and regeneration

Create an independent organisation dedicated to community involvement in development and regeneration

Owners - Community based organisations working with the communities they serve and potential funders should work together to support the establishment of this organisation. The GLA and local authorities could support in a convening role.

“For me, the definition of social value is that it is increased when community wants are met: communities are the best judges and best placed to set the goals of development and regeneration” (John Myers, Drummond Street Neighbourhood Forum, Roundtable 4: 09.06.21)

Any approach to delivering social value that reflects local needs must overcome the current limitations of community engagement practices that are often limited to statutory consultation on strategic plans or individual schemes over a specific period of time. Deep and meaningful community engagement is a resource-intensive and complex process. Achieving empowering engagement is dependent on a wide and diverse range of voices being able to shape development and regeneration decisions as early as possible and across a long regeneration lifecycle. Independent expertise and support available across London would ensure that all communities undergoing development and regeneration have access to resources and expertise to support their long-term involvement and build community capacity.

Any organisation that is created should be sustainably funded to provide ongoing advice, training and resources for local communities. Delivery options including suitable funding mechanisms will need to be scoped as part of

this process, involving a range of stakeholders including London boroughs, developers and investors, while centralising the voices and needs of communities. A task force could be launched and convened by the GLA alongside this organisation to identify the training needs of local authority officers and communities to enable them to jointly assess neighbourhoods before development and regeneration schemes begin. The LSDC recognises that the funding of any such organisation would need to be explored and identified by a number of key stakeholders.

This recommendation would support the establishment of remunerated roles such as community organisers, community impact officers and resident engagement leads to be embedded in regeneration processes. The aim is to build capacity in communities by providing advice and training to support wider engagement with the planning system, involvement in local planning review processes and contributions to neighbourhood plans. Initial mapping of existing capacity across London is needed to ensure this complements rather than replaces existing work.

Training needs will vary across development contexts and communities. Approaches will need to be nuanced and place-specific and all training or community support must have channels to influence and shape regeneration programmes, or risk being ineffective and losing trust. A number of organisations exist that empower and support community involvement in development and regeneration including The Big Local Trust, Spacehive, the National Community Land Trust network, Just Build Homes, Neighbourhood Planners London and Just Space plus many others. Expanding and unifying these efforts would require gathering funders, philanthropic organisations and institutions

to establish a new body dedicated to supporting community capacity building.

These resources should not be used to replace the engagement and consultation responsibilities already embedded in the planning, development and design review processes, but should provide best practices and resources in project stages where independence of thought is highly valued and sought after.

Support the development of community review community charters for major developments and other means for early engagement particularly at pre-application stage

Owners - Communities, developers, local authorities and development corporations will deliver these forms of early and ongoing engagement through partnerships.

“Take a rights-based approach to community management. There is currently no legal duty to consult in pre-app stages and this could be amended. Long-term engagement needs to be mandated and written into planning permissions.” (Eileen Conn, Peckham Vision, Roundtable 3: 07.05.21).

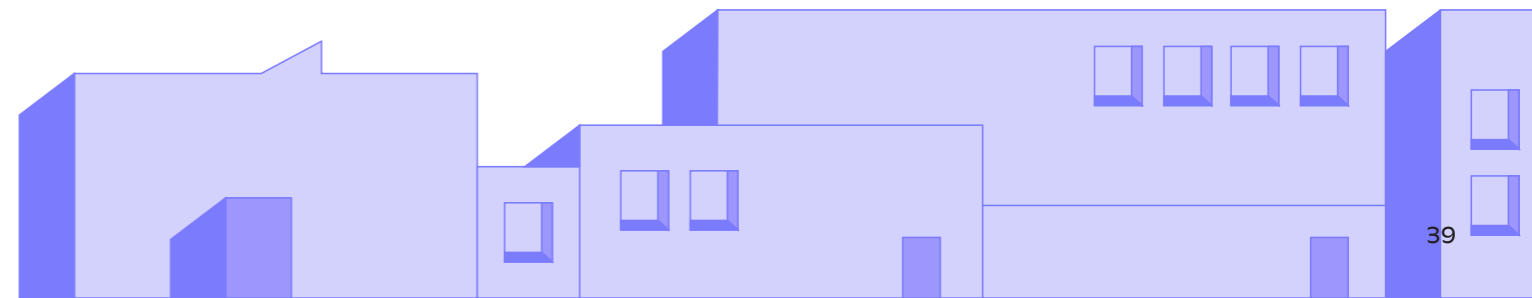
“Community charters are about making sure outcomes truly benefit local communities and are built around identified local needs and expectations” (Joanna Dahlgren, LB Waltham Forest, Roundtable 5: 11.06.21)

Community Review Groups can be established to give communities the opportunity to scrutinise and review development proposals at the pre-application stage. Made up of a representative selection of community members, they can ensure that a wide and diverse range of voices are included in discussions at a very early stage before key decisions have been made. This ensures that local knowledge

and expertise influence design decisions and that there are channels for communities to engage directly with developers and design teams.

Community charters should be prepared by the developer, local authority or community driving a large development or regeneration project and could be delivered through the neighbourhood element of the Community Infrastructure Levy (CIL). The development of community charters offers an opportunity to convene existing and future residents to act as clients rather than consultees. The use of community charters could also be extended to cover local and neighbourhood plan site allocations and strategic regeneration areas, as well as in design briefs, masterplans and major planning applications. Community charters should be produced by local authorities to support their strategic development plans and could also be requested during pre-application discussions with developers as part of a large planning application. They would only be necessary for particularly long-term and large developments and they should cover clearly defined and contained areas.

Charters should record community engagement and participation and set out what has been requested or suggested by stakeholders and how development will meet specific locally identified needs. Charters should set out key principles at the outset of the development or regeneration project and these should remain unchanged over the course of the project. The early development of a charter would be key to ensure that the aims of any development or regeneration project are articulated and maintained throughout the project. This is particularly important as new actors become involved in a development at different stages. Community charters offer continuity and can be used to shape the metrics against which the success of a project is evaluated over time.



Protect and support long term local management and community stewardship

Owners - Communities, developers, investors, local authorities and development corporations will all need to collaborate to deliver long-term management plans that secure and preserve social value.

Long-term management plans for major developments which define community governance structures should be developed. These plans could support communities by establishing the Right to Transfer and Manage and use designations such as Assets of Community Value (ACV), which give communities the first right to bid on an ACV if it is put up for sale. A range of local authority support would promote the ownership and management of community assets by local communities in the long term.

Favourable public sector lending or equity investment should support the community ownership and management of council assets or the eventual purchase of ACVs and ensure that these tools are accessible to all communities. This could be further supported by facilitating long-term leases or the transfer of council-owned freeholds to community groups.

These measures should be accompanied by training and support for borough property teams to develop social value letting frameworks to provide a clear understanding of social value priorities as well as fair and transparent means of allocating sub-market leases. A pilot programme to provide funding for local authority property teams to test the implementation of social value letting frameworks should be supported. This will help to reduce risk for social value leasing and offset lost revenue while a longer-term cost-benefit evaluation can take place.

The benefits of community stewardship or ownerships are long-lasting and ongoing in comparison to one-off community benefits secured in procurement or construction. Any long-term management plan should set out a clear distinction of roles and responsibilities which outline expectations for management and maintenance and opportunities for stewardship and, if desired, community skills development and training for the management of new spaces and the creation of long-term community governance.

This recommendation should support the development of partnerships and build the capacity of community groups to secure and sustainably operate shared assets, for example, building on initial pilots such as the Boosting Community Business London pilot.²⁶ There is also an opportunity to work in partnership to support exemplars in Community Improvement Districts, expanding traditional BID model to safeguard valued social infrastructure, demonstrate inclusive decision-making and develop innovative financial models.

Playbook references: Old Oak and Park Royal Development Corporation Community Review Groups; The People's Empowerment Alliance Custom House (PEACH) Community-led Masterplans; PLACED Academy for the built environment; Detroit's Ella Fitzgerald Park; Village Design Guides; Forres Town Hall Community Asset Transfer process; Chichester Community Development Trust; Camden Citizens' Assembly on Climate Emergency



Recommendation 2:

Emphasise the role of places and spaces in delivering social value

Recognise and protect buildings, places and social infrastructure that support community networks and create social value

Owners – Developers, local authorities and development corporations will need to work together to identify and protect community assets impacted by development and regeneration.

“Any definition of social value must reflect what is already there and what people in communities already value. It should record existing assets and what is valued locally, and heritage should be included” (Claire Richards, Ft’work, Roundtable 1: 30.04.21)

There is a need to develop more mechanisms to protect certain land uses or heritage features when identified as important to social value. This should be supported by a planning system that protects specific land uses and informal spaces to support the social and community groups that use and benefit from these, building upon existing mechanisms such as the Community Infrastructure Levy and Section 106 agreements. This approach recognises the social value embedded in specific places and the difficulty of ensuring new buildings meet the needs of all previous users of a replaced or demolished space. This could be achieved through neighbourhood plans, local listing, designations of community assets and the use of protective planning conditions. This recommendation should be paired with efforts to understand and support the local economies and existing social networks of an area, drawing on the methodology set out in the Mayor of London’s Connective Social Infrastructure Good Growth by Design guidance.²⁷

This recommendation seeks to protect spaces that are particularly vulnerable to development and regeneration processes. In particular, the spaces that are impacted by increased rents or business rates

can adversely impact disadvantaged communities and lead to the loss of vital social and community infrastructure. The recommendation seeks to address systematic issues of equity in the built environment and support these community spaces that are at risk of being lost following development and regeneration processes.

Ensure integration between development projects and existing and surrounding places

Owners – The GLA, local authorities, development corporations, developers, architects and designers will all need to ensure that development projects identify wider opportunities for social value delivery at the neighbourhood scale.

“Often development is focused only within its boundary, red line, while there are often impacts beyond a red line, both positive and negative” (Alex Green, British Property Federation, Roundtable 3: 07.05.21)

Require developments to look beyond development site ownership boundaries and map geographies of interests and specific identities that would be impacted by development. The impacts of development and regeneration can be far-reaching and communities are not always tied to a specific site or place and can instead be interest-based. The assessment of development and regeneration impacts could be modelled on Equality Impact Assessments and identify the immediate and long-term risks and effects on particular communities and groups with protected characteristics.

This approach reframes development and regeneration processes within a wider neighbourhood as part of a long-term process of change. Specific local needs can therefore be addressed at the neighbourhood scale, delivering social value to a wider set of stakeholders beyond

the residents and businesses that will occupy new developments. It can also seek to map, understand and mitigate the adverse impacts of development and regeneration. This therefore minimises the negative impacts and maximises positive outcomes for a wider neighbourhood and can therefore create the greatest net social value contributions from development and regeneration.

Develop ways to measure lost social value

Owners – Communities, local authorities, development corporations, developers, housing associations, the GLA and investors all have an opportunity to integrate social value considerations into their role within the development and regeneration process. In particular, the potential that development and regeneration could reduce social value for a particular area or community should be considered by all these actors.

“Understanding existing value is vital and comes from community experience. It’s absurd that nothing is done to understand what is already there. It’s incredible that narratives of community benefits from development can sit alongside actual loss of social infrastructure or existing assets. Before anyone one does anything, there must be a thorough work and a report to understand what is there” (Eileen Conn, Peckham Vision, Roundtable 3: 07.05.21)

“Viability tools do not account for the lost environmental value, economic benefits of access to greenspace or the ecosystem services these spaces provide. Current economic models can actively discourage social value delivery. Need to build in costs (of delivering social value) as early as possible and social value should shape first order decisions.” (Katie Godding, LB Bexley, Roundtable 5: 11.06.21)

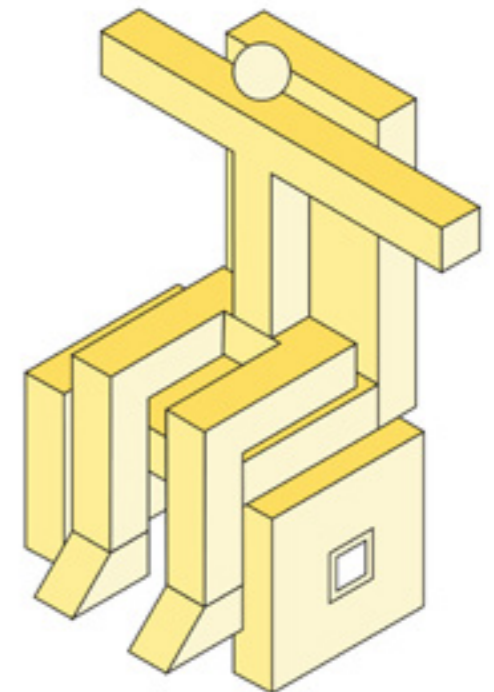
It is important to update current measurement tools so that their methodologies can account for social value lost during development and require specific restorative plans or compensatory contributions from developers to account for any losses. There is a need to acknowledge the harm that can be caused by development or regeneration and to account for this in any evaluation of impacts.

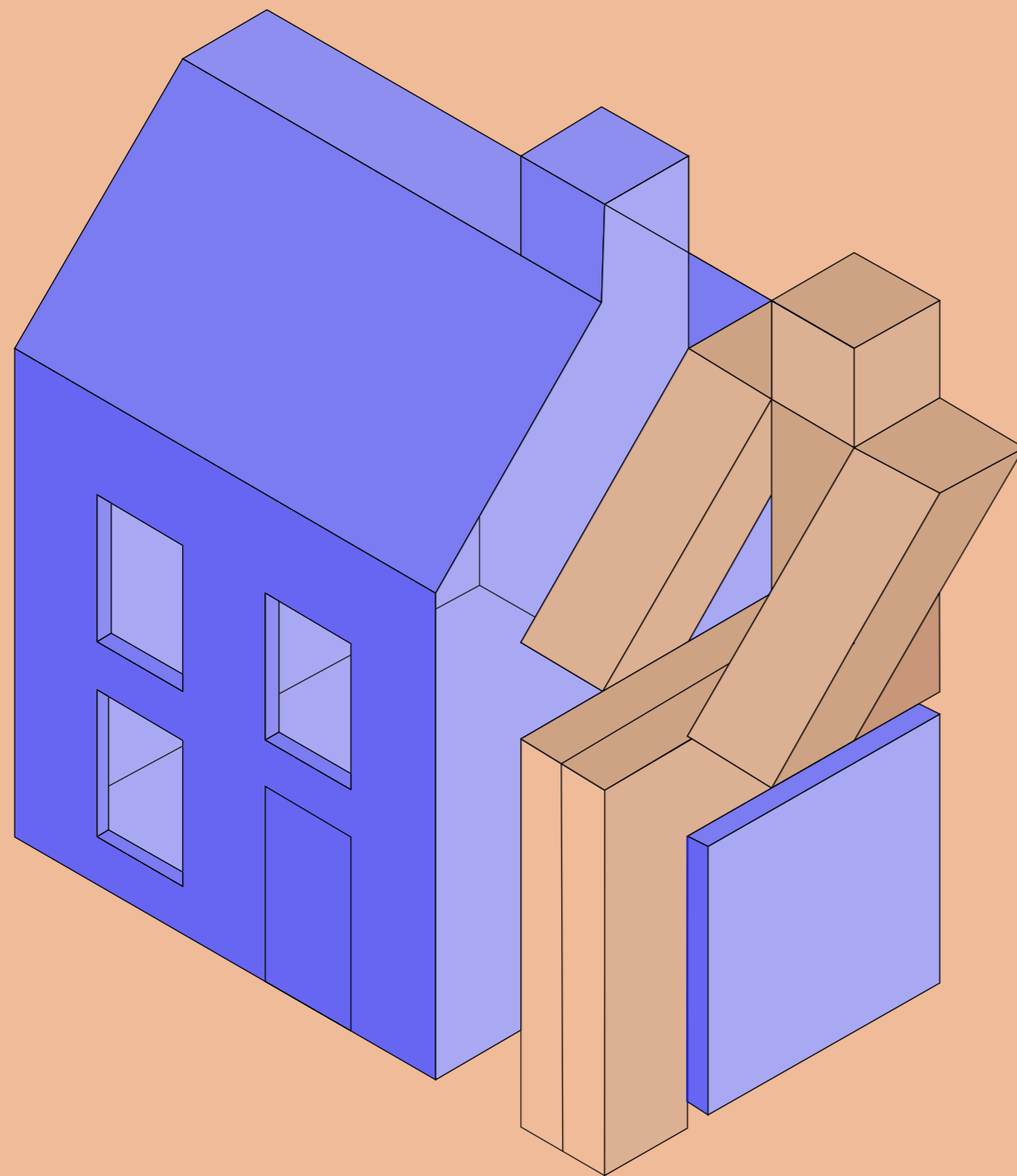
Support the creation of on-site resources embedded in development and regeneration processes providing a physical meeting place for stakeholders

Owners – Communities, local authorities, developers, development corporations, architects and designers should consider the opportunities to provide on-site resources during and throughout the development and regeneration process.

Engagement with existing and future residents should be embedded in a specific local context and encourage ongoing discussions, meetings and workshops that extend beyond the narrow window of statutory consultation.

Playbook references: Euston Citizen Scientists; Socio-economic value at the Elephant and Castle





Recommendation 3:

Provide tools and resources to support evidence-based decision making

Develop and support a publicly accessible digital hub to collate datasets for use in recording existing and emerging social value

Owners – Communities, the GLA and investors are all identified as the key owners of this recommendation. The GLA in particular could convene multiple stakeholders together to support a data partnership and embed data into the existing London Datastore hub.

“Data across the borough exists but it’s a poor use of money if all work is scattered and all developers do their own studies.” (Angela Koch, Imagine Places, Roundtable 3: 07.05.21)

An intuitive data explorer embedded within the GLA’s online London Datastore could collate small area statistics and datasets that could be used by a range of actors to identify specific local needs against which social value delivery could be benchmarked. Building upon tools such as the Climate Risk Map, Cultural Infrastructure Map and the Planning Map, as well as future mapping initiatives including those planned under the Culture and Community Spaces at Risk programme, the hub would allow for consistent use of data across the sector.

Access to a central, open, free and easy to use data hub for the public could ensure that any development plan or strategy is suitably supported and scrutinised against existing conditions. This would support a transparent and accountable development and regeneration process and empower communities to develop narratives of their neighbourhoods. This would support local community groups to identify priority actions and the social value outcomes that could address specific local conditions.²⁸ The datasets would need to be consistently checked for any biases and be easy to use, extract and combine.

Support collaborative map-making and data collection practices through digital planning tools

Owners – This recommendation would impact all actors within the development and regeneration process, including private developers, housing associations, London boroughs and investors. The roles and responsibilities for each recommendation are outlined in the table on page 50.

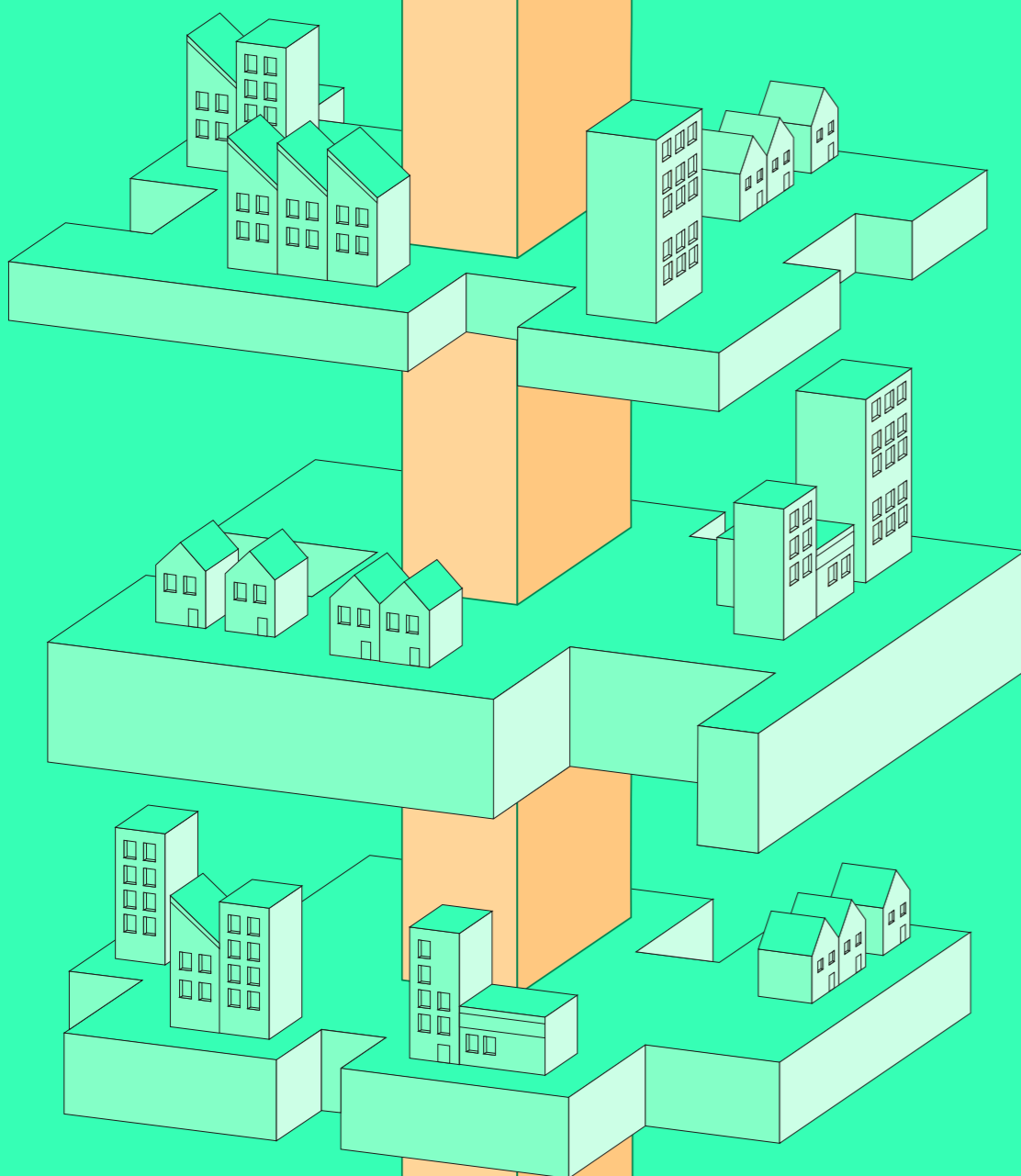
“What is really needed to deliver social value is a bottom-up process to get information from the community and not develop data or evidence of needs without engaging with communities. Same goes for longitudinal metrics: these need to be set by the community to tell the story of change that reflects their lived experiences and priorities” (John Myers, Drummond Street Neighbourhood Forum, Roundtable 4: 09.06.21)

Combine data mining with community production of social value data to build up social value digital map ‘layers’ for London, showing both existing social value sources as well as need. This recommendation suggests working with local authorities to ensure planning policies can be informed by this spatial data. The GLA has a key role as a convenor to prioritise data and set key indicators. Current measurement tools should be adapted to reflect strategic policy goals and should move towards a more nuanced and robust measure of all impacts, including both positive and negative outcomes. This detailed spatial picture of development and regeneration in London, and the layering of spatial datasets can ensure that social value is balanced with economic growth and environmental enhancements to create detailed and place-specific evidence bases.

Support local authorities with a wider range of social value information on which to base investment and land sale decisions

Owners – The GLA and local authorities.

Allowing local authorities more freedom to base investment and land sale decisions on a wider range of social, economic and environmental outcomes, and placing more emphasis on non-financial outcomes, could do much to boost social value outcomes. A new approach to public sector land valuations could create more community-led charities, businesses and social enterprises, and form the basis of a more socially responsive system.



Develop evaluations of social value impacts over time

Owners – Communities, local authorities, development corporations, developers and housing associations would all benefit from systematic evaluation of social value over time to identify best practices, develop an evidence base for what delivers social value and ensure that in the long term, social value can be delivered consistently.

“Social value isn’t a one-off event but accumulates and aggregates every year, so there is a need to assess regeneration impacts longitudinally over time. Also need to assess existing assets over time as well (as these may lose value or increase value over time)” (Lev Kerimol, Community Led Housing, Roundtable 1: 30.04.21)

Develop pre- and post-occupancy survey templates, capturing a range of qualitative and quantitative data, to match with measures of social value and develop long-term appraisals of social value impact. Planning conditions should mandate that these be carried out for major developments over a set period of time. There is a strong consensus that long-term evaluations, pre-existing to post-development, are needed to accurately measure social value outcomes. The robust evaluation of development and regeneration impacts that match local lived experiences is needed to rebuild trust between communities, developers and local authorities. Standard planning conditions and legal agreement clauses should be kept under review to support and promote efficient and effective securing of social value. In addition, reporting annually on social value through the Annual Monitoring Report will help improve the understanding of how the London Plan is contributing to delivering social value objectives.

Establish social value priorities for development and regeneration linked to the needs of Londoners and review these periodically.

Owner – The GLA would periodically review and set the social value priorities for London.

“The concept of social value is still quite cloudy and the question is how we ensure procurement delivers social value for people? A London-wide perspective would therefore be valuable.” (Caroline Pillay, LB Newham, Roundtable 5: 11.06.21)

“Setting out some London-wide standards could counteract fears of demanding too much from developers and limiting growth in the borough” (Emma Brunskill-Powell, LB Newham, Roundtable 5: 11.06.21)

This action focuses on the unique position of the Mayor of London and the GLA to set a strong social value vision for London, particularly in the absence of national policy. Given the challenges of multiple understandings and interpretations of social value across regeneration practices, a city-wide approach to directing social value is highly valuable, especially if it is positioned to bring consistency and predictability to procurement and monitoring frameworks supporting such approaches as community wealth building and local economic development.

GLA intelligence resources could help identify, share and periodically review social value priorities for London linked to the needs of Londoners and use insights to inform GLA housing, infrastructure, regeneration, environment and transport policy, funding and capacity-building programmes.

This action focuses on outcomes, moving away from questions of definitions to agenda-setting based on impacts. In the immediate term, these should be tied to the GLA’s recovery agenda, matching the type and scale of need following the pandemic.

The GLA Intelligence Unit could support the identification of London-wide social value priorities and community engagement could supplement this knowledge with local concerns. This approach would see a London-wide set of priorities and minimum expectations, supported by GLA data, supplemented by a local and tailored approach to social value generation. Such a tiered approach could also scale social value delivery according to the size of a project.

Playbook references: GEOLOOM co-map Baltimore; The Association for Research in the Voluntary and Community Sector

Recommendation 4:

Improve local authority capacity to demand, monitor and assess social value delivery across development and regeneration

Provide advice, training and resources for local planning authorities on assessing and enforcing Social Value Statements and delivering social value and bring forward updated guidance and undertake training for boroughs and Planning Inspectors to ensure a robust approach to viability testing that supports the delivery of social value through the development process.

Owners – The GLA could develop guidance and convene working groups to support training networking and sharing of best practices across local authorities.

“Training and capacity building should happen simultaneously with officers, community groups and councillors/members and could be about people learning together and challenging the view that local authority officers are the ones that know how an area should change.”
(Emma Brunskill-Powell, LB Newham, Roundtable 5: 11.06.21)

This recommendation suggests developing and hosting professional training programmes for local authorities across London, establishing a universal language on social value and sharing resources and best practices. Support and training for planning authority officers would be needed for them to assess and enforce Social Value Statements.

There is scope to ensure the development of London-wide guidance adequately considers social value as early as possible ensuring delivery through the links between planning and social value of key outcomes required by London Plan policies.

Target existing funding streams such as CIL and Section 106, ensuring greater transparency and direction towards social value impact

Owner(s) – Local authorities could review their CIL funding statements to invest in some of the recommendations for improving community involvement in development and regeneration.

Funding such as CIL, could be used by local authorities or made available for community groups, developers and other stakeholders to deliver social value through appropriate infrastructure. Communities have a clear role in setting out their priorities for spend, particularly that proportion earmarked for the local community.

Maximise use of Social Value Statements

Owner(s) – Local authorities and development corporations could embed the requirement for social value statements in their strategic plans and require developers to deliver these with their applications.

There should be guidance developed advising developers and other actors leading developments such as local authorities and communities, how to scope, produce and monitor Social Value Statements. This should be supplemented by local authorities to advocate for, monitor and adopt Social Value Statement requirements in their local and neighbourhood plans.

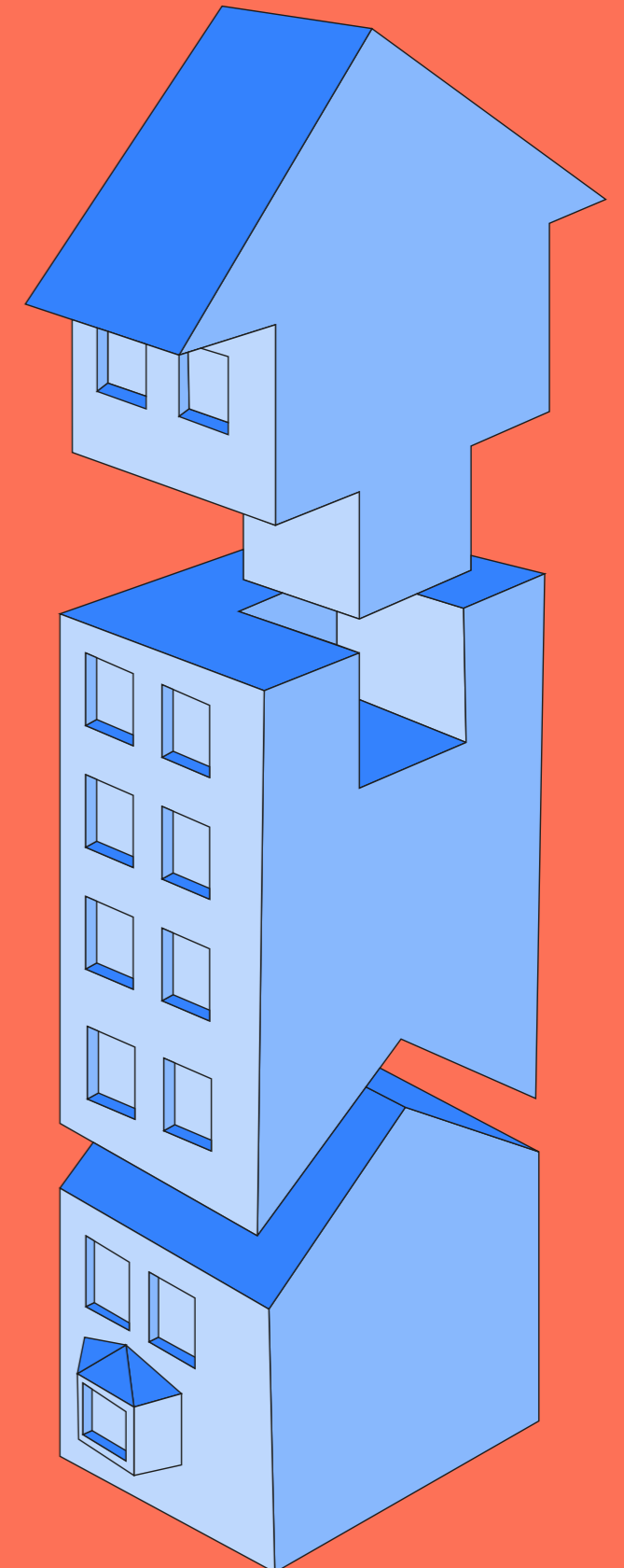
Embed social value in all emerging local plans

Owner(s) – Local authorities could update their strategic planning documents to embed social value in local plans and other emerging strategic planning documents.

In the long-term, local authorities should seek to include social value policies in their local plans and in any planning policy update or review. This would allow local authorities to require the submission of Social Value Statements with major development applications outlining the strategy the project is adopting to secure social value and how that aligns with identified community needs.

Social Impact Assessments should also be integrated into any policy and development plan strategy evaluation. This would require new development plans and briefs to systematically map and identify social value in the plan area and assess the impacts the plan would have on these, identifying risks and mitigating these, stipulating whether and where any lost social infrastructure could be re-provided and ensuring plans have adequately considered the needs of local communities.²⁹

Playbook reference: London Borough of Islington Draft Local Plan Policy SC4 Promoting Social Value; Public Practice Community Engagement Track; London Borough of Waltham Forest Asset Management Strategy ; London Borough of Haringey Community Wealth Building Leases





Recommendation 5:

Deliver social value consistently through London-wide policy

Monitor how 'Good Growth' as expressed in the London Plan delivers social value outcomes across London through the planning system to provide an evidence base to inform implementation and future reviews of the London Plan.

Owner – The GLA would have ownership of this recommendation.

For the purposes of the London Plan social value is defined by the Good Growth objectives and implemented through the policies in the Plan. Annual monitoring of how the London Plan is delivering social value through these objectives will help build evidence to inform how the plan is implemented, including through the development of planning guidance, and future reviews of the Plan. Prior to monitoring delivery a clear understanding will be required as to how well the Good Growth objectives and the policies within the plan align with social value priorities.

Specifically monitor the delivery of social value through the Annual Monitoring Report and use this to inform implementation of the Plan, the development of planning guidance and future reviews of the London Plan.

Owners – The GLA would have ownership of this recommendation.

Based on the results gathered from annual monitoring of the London Plan ensure that policies that deliver social value as set out in London Plan policies (see Appendix 1) are implemented, including in emerging planning guidance, in order to ensure they are delivered in line with the overarching Good Growth objectives. In the long term, the review of the London Plan should ensure social value is delivered through London's growth and development and there are clear mechanisms to deliver and monitor this.

Assess existing pan-London social value policy and delivery to identify best practice and areas where action is required

Owners – The GLA would be well placed to deliver this assessment of London-wide best practices.

As well as monitoring social value delivery through the London Plan there is a need to establish how social value is currently being delivered and monitored across local authorities and regeneration sites in London to identify and share best practices. To improve the implementation of a social value approach to development in London there is a need to understand current practices, barriers and opportunities.

Recommendation 6:

Advocate for policy changes to deliver robust and consistent social value policies across all stages of development and regeneration

Work with partner organisations at national level to develop, learn from and inform best practice

Owners – Developers, local authorities, housing associations and the GLA would all benefit from national policies and guidance to identify the mechanisms for securing and delivering social value through development and regeneration.

There is a need for collective pressure and advocacy at the national level to influence the National Planning Policy Framework (NPPF) and other enabling policy and legal frameworks to support the delivery of social value through development and regeneration. Particular emphasis is needed to allow local authorities more freedom to base investment and land sale decisions on a wider range of social, economic and environmental outcomes and to place more emphasis on non-financial outcomes.

This approach to public sector land valuations is seen to hold the promise to create more community-led charities, businesses and social enterprises to meet the delivery needs of a more socially responsive system. This should also build on the initial work being done as part of the Recovery Property Pledge to influence private sector behaviour and share and publicise best practice in locally responsive property management.³⁰ The appetite and case for more financial tools to support social enterprises and community business growth in London should be reviewed.

These changes should be accompanied by public procurement policies that deliver a more open and transparent procurement regime. These should hold public bodies more accountable, provide support for organisations to engage with best employment practices such as those modelled by the Mayor's

Good Work Standard, Living Wage campaign and others by amplifying best practice case studies and signposting to resources.

Demonstrate best practice through GLA and GLA Group projects

Owner – The GLA has considerable opportunities to embed social value in the delivery, funding and commissioning of projects and programmes across London.

“Moving beyond enforcement is critical. Just policing commitments is not productive to ensuring delivery. Forming a shared understanding and mission is much more effective and long-lasting. Ability to shape programme and investment so they support it is key consideration and helpful to move beyond enforcement. A London-wide approach would be valuable to ensure consistency” (Paolo Nistri, LLDC, Roundtable 3: 07.05.21)

This recommendation would explicitly link transparent, open, empowering and impactful community engagement to the Good Growth agenda, recognising that Good Growth stems from both design outcomes and the development processes that underpin delivery.

There are opportunities for the GLA, as a key funder of development and regeneration projects across the city, to build in social value considerations in the evaluation criteria for applications for funding. For example, the development of a community charter could also be a pre-condition for receiving Mayoral funding for housing or other schemes. Potential demonstrator projects should be identified and funding should support the dissemination and sharing of key findings and best practice from these projects.

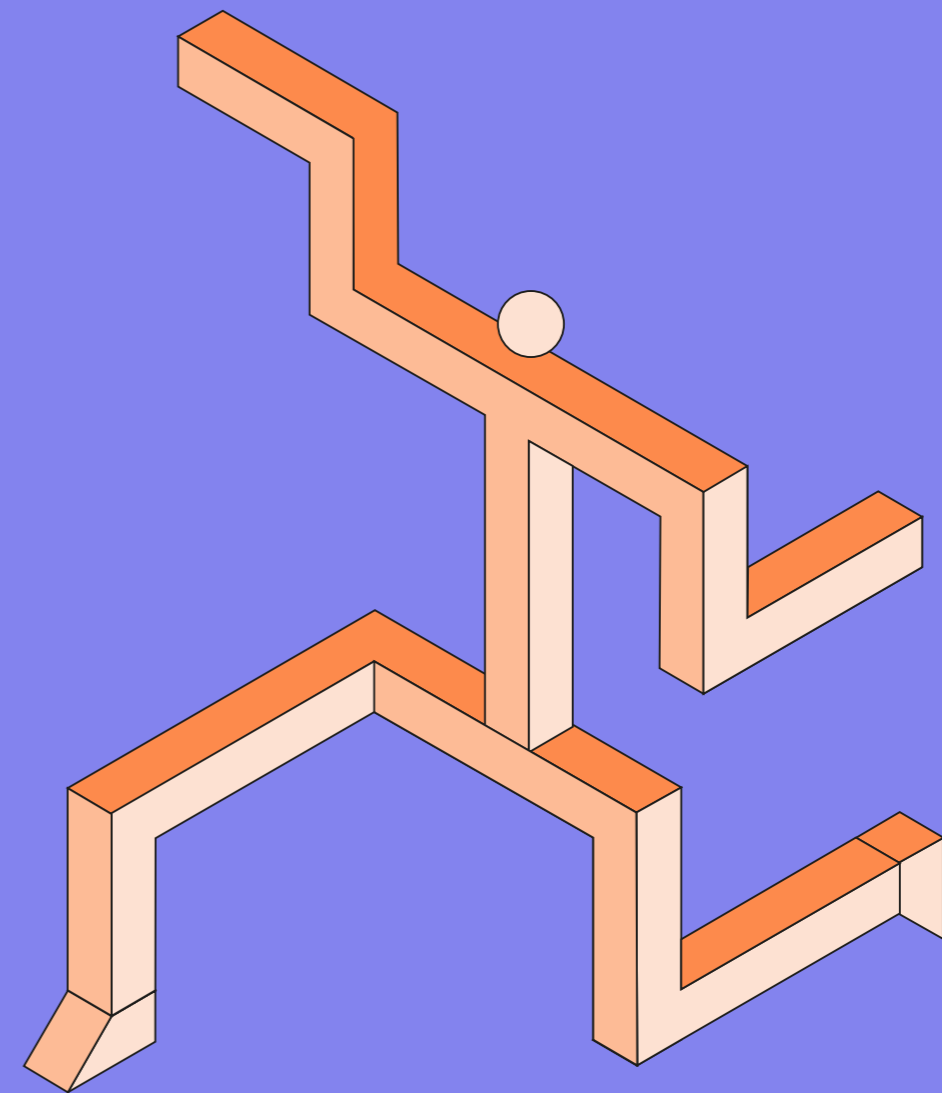
Recognise and promote local economies and other uses which support social value

Owners – The GLA could further advocate for and support local economies and good business practices that deliver social value.

In addition the GLA could conduct research into the scope of the social enterprise and community business sector in London and what can be done to support its growth, building on early findings through the Boosting Community Business London pilot.

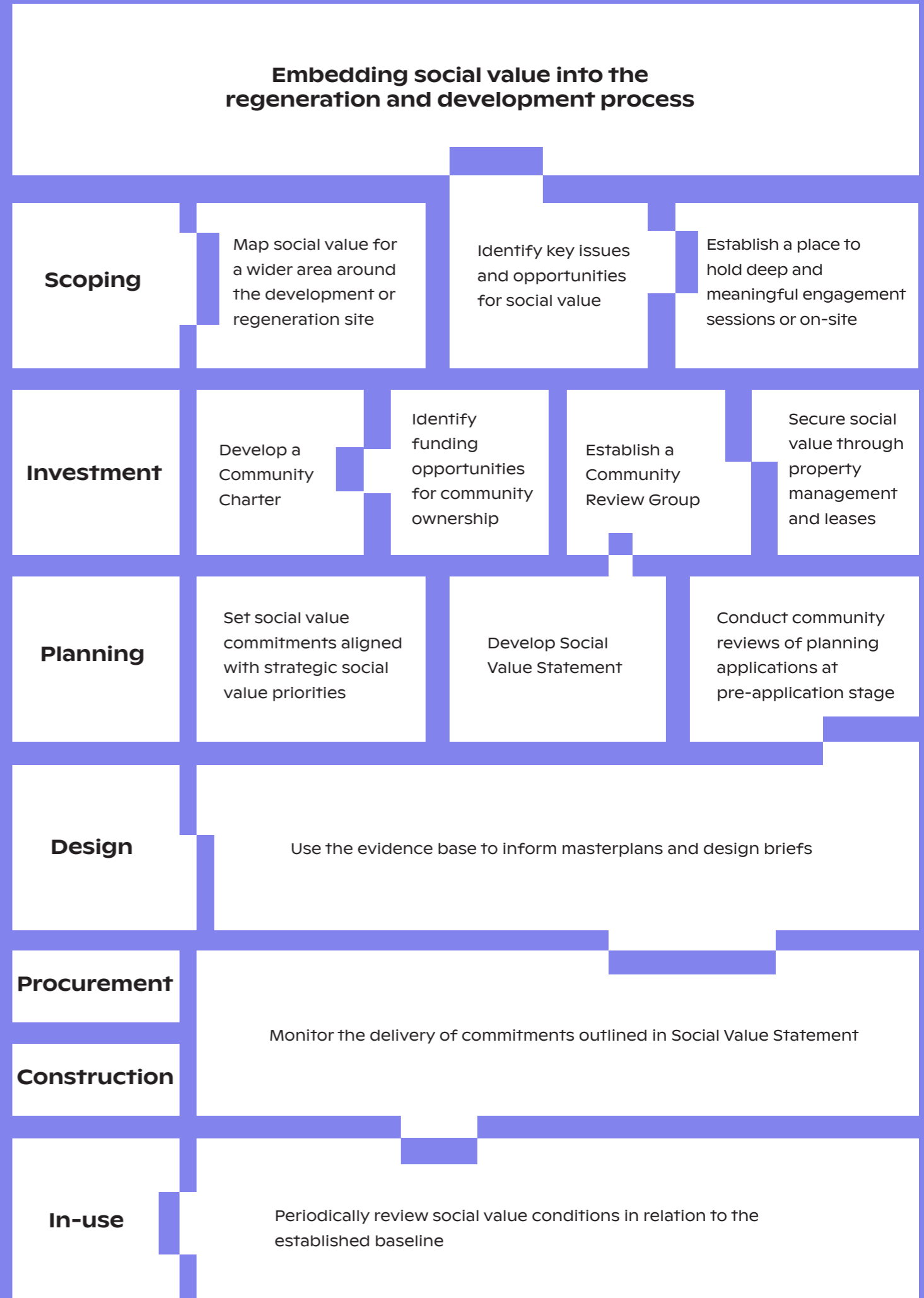
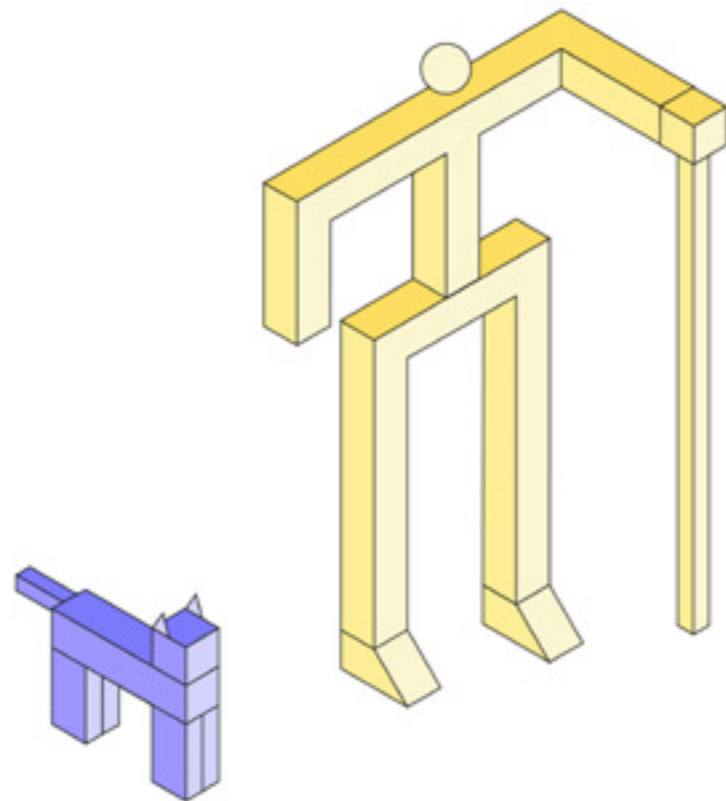
Pilot projects to explore how public assets owned by the GLA and local authorities can directly support social value across their property portfolios by offering preferential rents or discounts to community businesses or through social value leases for example.³¹

It should be a requirement for organisations of a certain scale to be accredited with the Living Wage Foundation and to engage with or adopt the Mayor's Good Work Standard, as a pre-requisite to receiving GLA funding or investment.



5. Roadmap to delivery

The recommendations in Section 4 suggest a comprehensive and ambitious set of actions for a range of stakeholders. The roadmap outlined in this section identifies priority actions, key owners for delivering, monitoring or progressing the actions and an indicative timeframe. The recommendations have been developed to provide short, medium and long-term actions, ensuring that the delivery of better social value outcomes from development and regeneration in London can begin to be embedded within the immediate context of the Covid-19 recovery. Progressing these recommendations is therefore not solely dependent on the availability of significant public funding or constrained by the long timescales of policy or legislative reviews.



Recommendations

Actions

1. Diversify and amplify the role of communities

- 1.1 Create an independent organisation dedicated to community involvement in development and regeneration
- 1.2 Support the development of community review during pre-application processes, community charters for major developments and other
- 1.3 Protect and support long term local management and community stewardship

2. Emphasise the social value of place

- 2.1 Recognise and protect buildings, places and social infrastructure that support community networks and create social value
- 2.2 Ensure integration between development projects and existing and surrounding places
- 2.3 Develop ways to measure lost social value
- 2.4 Support development of on-site resources embedded in development and regeneration processes providing a physical meeting place for stakeholders

3. Provide for evidence-based decision making

- 3.1 Develop and support a publicly accessible digital hub to collate datasets for use in recording existing and emerging social value
- 3.2 Support collaborative map making and data collection practices through digital planning tools
- 3.3 Support local authorities with a wider range of social value information on which to base investment and land sale decisions
- 3.4 Develop evaluations of social value impacts over time
- 3.5 Establish social value priorities for development and regeneration linked to the needs of Londoners and review these periodically

Sector involvement

Timeframe

Priority

Communities	Architects and Designers	Local Authority	Development	Corporation Developer	Housing Association	GLA	Investor and Funder	Timeframe			Priority
								Short	Medium	Long	
■		■				■	■	■			■
■		■	■	■				■			
■		■	■	■			■	■			
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Recommendations

Actions

4. Improve local authority capacity

- 4.1 Provide advice, training and resources for local planning authorities on assessing and enforcing Social Value Statements and delivering social value
- 4.2 Target existing funding streams such as CIL and Section 106, ensuring greater transparency and direction towards social value impact developments and other
- 4.3 Develop London-specific guidance advising developers how to scope and produce Social Value Statements
- 4.4 Maximise use of Social Value Statements
- 4.5 Embed social value in all emerging local plans

5. Deliver through London-wide policy

- 5.1 Monitor how Good Growth as expressed in the London Plan delivers social value outcomes across London through the planning system to provide an evidence base to inform implementation and future reviews of the London Plan
- 5.2 Specifically monitor the delivery of social value through the Annual Monitoring Report and use this to inform Implementation of the Plan, the development of planning guidance and future reviews of the London Plan
- 5.3 Assess existing pan-London social value policy and delivery to identify best practice and areas where action is required

6. Advocate for policy changes

- 6.1 Work with partner organisations at national level to develop, learn from and inform best practice
- 6.2 Demonstrate best practice through GLA and GLA family projects
- 6.3 Recognise and promote local economies and other uses which support social value

Sector involvement

Timeframe

Priority

Communities	Architects and Designers	Local Authority	Development	Corporation Developer	Housing Association	GLA	Investor and Funder	Timeframe			Priority
								Short	Medium	Long	
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Appendix 1: Literature review

A comprehensive review was conducted to assess how social value is understood across the built environment sector and the ways it is being delivered and measured through development and regeneration.

The Literary Review was structured around four primary research questions:

- How has social value been conceptualised and deployed in the built environment sector?
- How is social value measured and what constitutes success?
- What actions have been recommended?
- What barriers have been identified, both to delivering social value outcomes and to change current practices?

Key findings

The following findings were drawn from the literature review. These are detailed below and contributed to the recommendations outlined in Section 4.

- Definitions are many and varied but value add is key
- Both professional expertise and the third sector suggest putting communities at the forefront
- Progressive approaches to evaluation and measurement extend beyond traditional procurement.

Finding 1: Definitions are many and varied but value add is key

In 'Measuring the Social Impact of Community Investment' by HACT (2014) social value is understood as the sum of impacts on individual wellbeing. A range of outcomes, such as participating in an event, an engagement workshop or skills training session, or a change from one condition to another, such as gaining employment, can deliver positive impacts.

In 'Delivering Social Value: Measurement' by the UK Green Building Council (2020) social value is defined as encompassing the economic, social and environmental benefits experienced by local communities, both existing and future, and businesses that interact with the area.

The requirements that followed from the introduction of the Social Value Act, and the subsequent delivery of social value, was always intended to drive businesses to go above and beyond "business as usual". The proof that organisations have met this requirement has come to be known as "additionality".

Demonstrating that you have delivered additional value is tricky to prove and plays out in different ways in different sectors. The first option is to demonstrate that you have delivered over and above policy compliance. The second option is to use industry benchmarks, however these are in short supply for which most development projects and their associated communities are hard to find a truly comparable benchmark. The last option is that it's about assessing the social value of a site before development and after; the subsequent social value should be over and above what was there before, and the differential is the value that has been delivered "additionally".

Finding 2: Both professional expertise and third sector suggest putting communities at the forefront

'Social Value and Design of the Built Environment,' the Supply Chain Sustainability School (2017) defines social value as the direct positive impact on people of socially sensitive infrastructure or architecture. The report indicates ways in which social value can be realised including incorporating peoples' views into design decision-making, supporting social cohesion and integration, promoting health and wellbeing and supporting economic prosperity. The report also suggests that social value is generated by

enhancing design lifespan.

The RIBA 'Social Value Toolkit' (2020) identifies pathways through which good design and socially beneficial developments can deliver 'positive emotions.' The toolkit suggests social value can accrue over time through meaningful connections between people and places.³² The accumulative quality of value the toolkit defines is key because it shifts understanding from being about creating value towards long-term maintenance and management. It encourages the preservation of built assets, public spaces and community infrastructure already in place, as well as emphasising quality of life and wellbeing improvements for those impacted by development.

'Social Design Principles', ft'work (2020) establishes design considerations that relate to people and society are to be given equal status and consideration as spatial design principles during development and regeneration. It recommends use of the term 'social' for outcomes 'pertaining to people' as offering clarity of purpose and outlines six ways to steer development and regeneration processes towards better social outcomes:

1. Identify and address social needs as a precondition for development and regeneration.
2. Protect social infrastructure where it exists and provide it in all new development.
3. Support inclusive communities through making integration a driver of major planning decisions.
4. Assess 'social heritage' alongside 'built heritage' and afford it equal value and protection.
5. Enshrine self-determination as a key component of democratic planning.
6. Prevent displacement of existing communities.

'Good Foundations: Towards a Low Carbon High Wellbeing Built Environment' by the New Economics Foundation (2012) proposes developing stakeholder value maps at the place-shaping (vision-making) stage. Stakeholders are defined as those affected by outcomes and those that can affect outcomes. Maps examine existing neighbourhoods, assets and identify qualities that could be strengthened, and are cross-referenced to wider strategic priorities for an area. The approach allows for the identification of win-wins and trade-offs across social, economic, environmental and financial outcomes, as well as providing information to inform impact measurement

in post-occupancy evaluation.

Finding 3: Progressive approaches to evaluation and measurement extend beyond traditional procurement

The identification and measurement of the traditionally overlooked value that a project creates can influence the decisions of investors, developers and contractors.³³ 'Delivering Social Value: Measurement,' UK Green Building Council (2020) explores common measurement tools which include cost-benefit analyses (CBA) (which can be expressed as a net benefit (benefits-costs) or as a ratio (for every 1£ spent, x£ benefit created) and Social Return on Investment (SROI), a participative measure in which stakeholders select relevant outcomes and measures. The report favours SROI as both a means for evaluating and forecasting outcomes, while stressing that its specificity makes comparison between projects difficult. Proponents of this approach point to tools such as CBA or SROI models that allow social value to be expressed in terms that are commensurable with financial gains and can be placed on a level footing with these values.³⁴

A number of valuation methods exist. Two of the most well-known include the Themes, Outcomes, Measurements (TOMs), and Housing Association Charitable Trust (HACT) measurement frameworks. The TOMs is credited with better capturing gross social value.³⁵ The HACT measurement framework provides a set of tools to assign monetary values to specific project outcomes based on a wellbeing measurement approach in which monetary figures represent the amount of money a person would need to be given to achieve the same wellbeing improvement.³⁶

'Valued Partnerships: Embedding social value in public contracts', CBI (2020) makes recommendations to address challenges faced when working with public authorities. Recommendations include that: the Cabinet Office should develop a two-tier system of social value operating at a general level with a menu of adaptable metrics to tailor to community aspirations and a proportional approach to support SMEs and that procurement rules move away from the 'Most Economically Advantageous Tender' criteria to explicitly require consideration of non-economic and non-traditional economic benefits.

'Valuing more than money: Social value and the housing sector,' Institute for Public Policy Research (2019) argues for increased weighting for some non-financial bases for decision-making based on best value rather than lowest cost. The report also recommends a hybrid approach to measuring social value (qualitative and quantitative). Similarly, evidence-based 'narratives of change' are recommended; that local economic impacts should be weighted to prioritise local benefits is also recommended. A further recommendation is that specific guidance is required for the housing sector to deliver, as well as to measure social value.

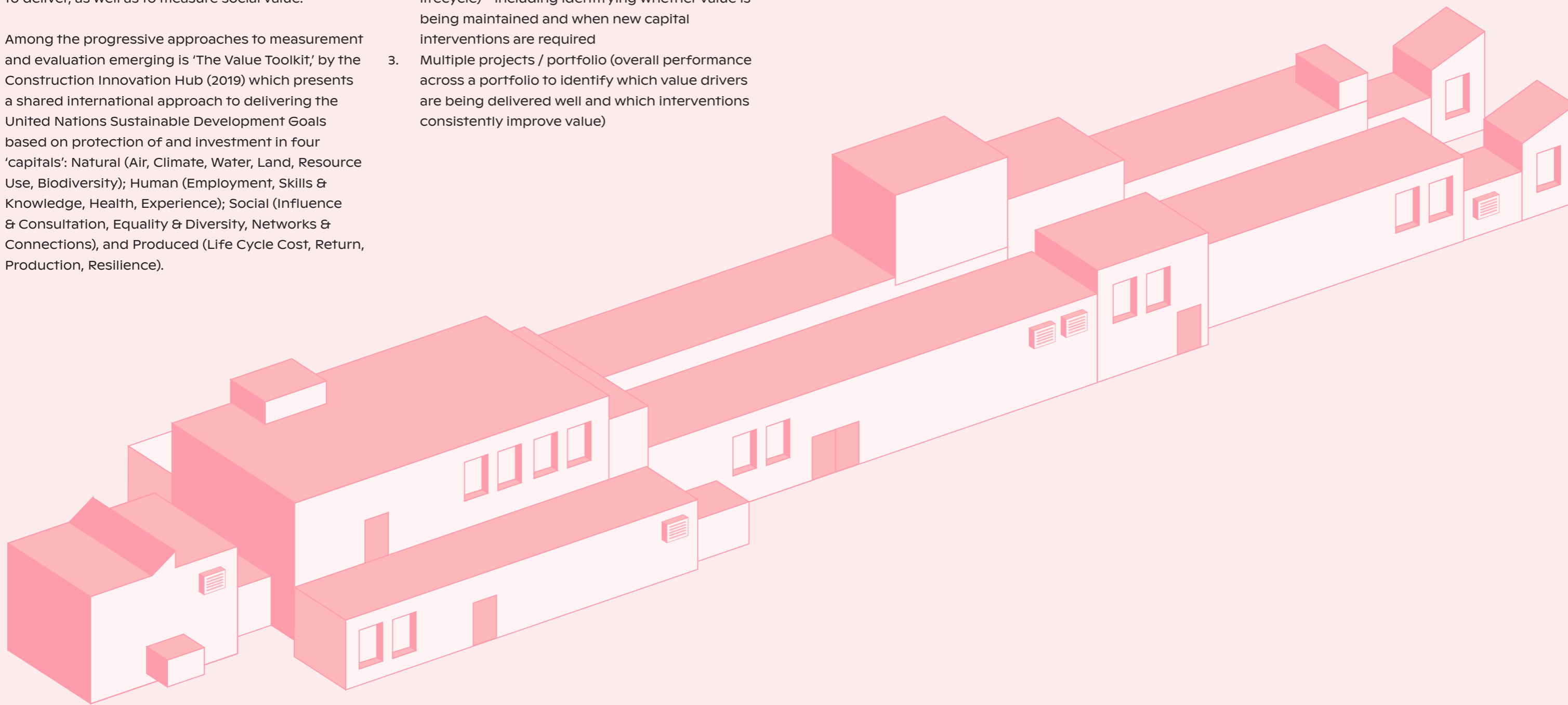
Among the progressive approaches to measurement and evaluation emerging is 'The Value Toolkit,' by the Construction Innovation Hub (2019) which presents a shared international approach to delivering the United Nations Sustainable Development Goals based on protection of and investment in four 'capitals': Natural (Air, Climate, Water, Land, Resource Use, Biodiversity); Human (Employment, Skills & Knowledge, Health, Experience); Social (Influence & Consultation, Equality & Diversity, Networks & Connections), and Produced (Life Cycle Cost, Return, Production, Resilience).

The importance of the toolkit is that it broadens understanding of value, emphasising construction industry dependency rather than impact. In doing so it emphasises the need to factor in the risk of not achieving desired outcomes.

The value toolkit suggests monitoring and evaluation across three stages:

1. Project performance (delivery up to handover) - measures become embedded
2. Operational performance (across investment lifecycle) - including identifying whether value is being maintained and when new capital interventions are required
3. Multiple projects / portfolio (overall performance across a portfolio to identify which value drivers are being delivered well and which interventions consistently improve value)

Wider adoption and delivery of the toolkit require wider understanding of benefit and plain and consistent language be prioritised. Interestingly, professional indemnity insurance is highlighted as offering a novel path for improving social value outcomes because it has become harder to secure following catastrophes like the Grenfell Tower fire. Training and consistent sector engagement are also identified as essential to wider understanding of this broader perspective.



Appendix 2: Consultation detailed analysis

The consultation took place between January and March 2021. The following analysis details the questions, sector breakdown of respondents, findings and suggestions from the consultation that have informed the recommendations.

Consultation questions

The consultation began with three overarching questions before setting out 46 questions organised into 11 themes. The first three questions were:

1. How can greater social value be delivered through the process of regeneration and development projects?
2. How do we build consistency in approaches to social value across London whilst still supporting imaginative and innovative projects?
3. How can we make best use of the London Plan, recovery planning work and other policy levers to support meaningful local action?

The following 46 questions were:

What is social value

1. How do you define social value?
2. Why would it make sense for London to have its own approach to social value?
3. Why would it make sense for London to follow national approaches to social value?

Our vision for social value

4. To what extent do you agree with our vision for social value?
5. What would you add to this vision?
6. What is the most important part of the vision?

Achieving our vision: strategic actions across London

7. To what extent do you think a pan-London framework for social value is a good idea?
8. Who would a pan-London framework help and how?
9. What should a pan-London framework for social value do?
10. What shouldn't a pan-London framework do?
11. How can the Mayor and GLA's role in convening be as useful as possible in delivering social value?
12. What data, support and information about social value would you like from the GLA (that you can't get elsewhere)?
13. What innovative approaches to social value would you like to share with us?

Scoping

14. Which of these ideas do you think will have the biggest impact?
15. How would you get involved with developing these proposals further?

16. How could training and support for communities be developed and delivered?
17. How might the role of community organiser work?
18. How could it have the greatest impact?

Investment and funding

19. Which of these ideas do you think will have the biggest impact?
20. How would you get involved with developing these proposals further?
21. If you are a developer, would you be willing to share a viability assessment with us to help us discuss new approaches?
22. If you are a local authority: how do you currently engage with developers around viability assessments?
23. What skills or capacity would help your authority to engage further with developers on this?
24. If you are an investor or grant funding institution: how are you currently supporting inclusive social value regeneration and place making?

Planning

25. Which of these ideas do you think will have the biggest impact?
26. How would you get involved with developing these proposals further?
27. What insights or evidence do you have around local people's / indigenous people's rights that would help us?

Design

28. What examples do you have of how social value is being integrated into Supplementary Planning Documents and Local Plans?
29. Which of these ideas do you think will have the biggest impact?
30. How would you get involved with developing these proposals further?
31. What approaches could help build community capacity and participation in design?
32. How can Design Review Panels work with local communities to support co-design approaches?

Procurement

33. Which of these ideas do you think will have the biggest impact?

34. How would you get involved with developing these proposals further?
35. How could a London-wide procurement framework deliver social value objectives?
36. How could social value best be integrated into existing procurement frameworks?
37. What are the advantages and disadvantages of a London-wide procurement framework compared to local (and hyperlocal) procurement activities?
38. How are London's local authorities and other public sector bodies valuing social outcomes in procurement (for example, what weightings are applied)?

Construction

39. Which of these ideas do you think will have the biggest impact?
40. How would you get involved with developing these proposals further?
41. What examples do you have for the reach of social value activities through the construction supply chain?
42. What examples do you have of effective community engagement throughout a construction process?
43. What examples do you have of effective meanwhile use that has been co-designed with the community?
44. What impact has this had on attitudes to subsequent development?
45. What opportunities are there for a more strategic approach to meanwhile use?

In-use

46. Which of these ideas do you think will have the biggest impact?
47. How would you get involved with developing these proposals further?
48. What examples can you give of different models for funding and enabling for community ownership and management of assets?

Looking to the future

49. How can the GLA best deliver or support innovation in improving the social value of regeneration?

Sector breakdown of respondents

Consultation section	Total complete responses
Communities	6
Designers	2
Developers	2
Housing Associations	3
Investors	1
Local Authorities	0

All respondents (full)	Partial responses
Clarion Community Led Housing London Bromley by Bow Centre Kentish Town Neighbourhood Forum Harlesden Neighbourhood Forum Naviro Hackney Quest Sustainable Traditional Buildings Alliance BLDA Architects Berkley Group Igloo Regeneration L&Q Group Riverside British Property Federation	Trowers & Hamblins Royal Holloway Professor (University of London) Social Value Portal Evolve

Consultation feedback

The key findings and suggestions that emerged from the consultation analysis are summarised below. A number of themes are identified before a table gathers recommendations that could impact every stage of the regeneration lifecycle. The analysis also identifies specific interventions for various sectors involved across development and regeneration processes.

Key findings of social value in regeneration and development were identified:

- *Action-based:* A change in social value happens as the result of interventions, investment and 'delivery' activities.
- *Impact-based:* Social value is a way of identifying impact - the collective term for broader effects and positive impacts of an action.
- *Additive:* Social value is a source of multiplier effects, distinct from the value of core deliverables, and is value beyond the direct purchasing of goods/services/work.
- *Multi-dimensional:* Social value comprises of social, economic and environmental well-being, operating beyond economic value, savings and preventative spending.
- *Across scales:* Social value can contribute to individuals, communities and society and can accrue over time.
- *Specific:* It is important to unpick the unhelpful conflation of social infrastructure, social value and social impact. As noted in the consultation, the sector should work to "invest in social infrastructure, derive social value and deliver social impact."

Theme 1: The need for a London-wide approach

London is considered distinct enough, both in terms of its make-up and its regeneration and development context - to warrant a specific social value approach. Social value is maximised when grounded and responsive to local needs and context and as such,

a London-specific approach is desirable. Such an approach would bring unity and coherence to the various bespoke approaches currently in use and the use of London specific metrics allows for more ownership of social value priorities.

While there is strong support for a London-specific approach to social value and a pan-London framework to support its delivery, it is paired with a strong desire to ensure the ability to align with national approaches. It is considered feasible and most useful for London to adopt a 'tiered approach' that provides London-specific social value requirements but allows for comparison across regions using some shared benchmarks. The ability to align with regional measures can also help challenge charges of London-centric investment and demonstrate the value beyond London of key projects like HS2 and the refurbishment of Parliament. Regulatory consistency and consistent expectations provide important certainty for investors and national providers, many of whom work across local authority and regional boundaries.

At a high-level, any pan-London social value framework should:

- Improve transparency and accountability;
- Establish shared targets, focus on outputs;
- Provide a focal point for many aspects of citizen inclusion;
- Offer a clear picture of local needs through links to existing GLA data and insight;
- Assist clients to frame social value requirements;
- Provide assistance to supply chains in responding and delivering on increasing social value requests;
- Assist client advisors to give clear advice on power, procurement, vires and commercial arrangements.

There is reticence across the sector to work to any framework that is too prescriptive and rigid. Any pan-London approach would need to build



in a degree of flexibility, be needs responsive and be reviewed regularly to ensure impact. Any pan-London framework should not monetise or quantify outcomes that are not reflective of communities' real needs or the priorities of a given regeneration area.

The sector would be most responsive to a framework that delivers on communities' input, rather than providing yet another framework for community consultation. Any framework or approach which sets up social value as 'additional' benefit only, and therefore disposable, will not be well regarded. There is also concern that given London's connectivity, there is difficulty in calculating and attributing social value to individual developments or tracking who exactly is impacted by given measures.

In terms of delivering a social value framework, there will be an expectation that the framework should be applied evenly across public, private and third sector organisations. If the framework is delivered through planning conditions, it will be considered most effective if applied to all schemes, not only those called in by the Mayor. There is a strong sense that for any framework to succeed it should be introduced alongside a 'capability uplift' programme that offers training to all officers and stakeholders - both on making use of the framework and more widely on the benefits of securing social value in regeneration and development schemes.

There are divergent opinions on the possibilities and usefulness of a London-wide procurement framework. Some consider a pan-London procurement framework the 'perfect median' to deliver a strong route to market for a pan-London social value strategy. It would allow for the London-wide social value strategy to be articulated at a framework level, giving local authorities the ability to use call-off processes and mini-competitions, as well as at the sub-framework level through the application of locally specific requirements. A London-wide procurement approach would allow for a more consistent and less fragmented approach while still allowing for local procurement activities. A shared London procurement framework would allow for lessons learnt to be incorporated collectively to support overall improvement. It would also allow bidders to be able to learn and adapt to one framework, rather than adapting to each local authority.

In contrast to these advantages, a pan-London procurement framework is seen to risk losing the particular needs of specific communities. It also weakens the opportunities for local ownership of the process. Unless applied evenly across the public and private sector, the framework risks creating a non-competitive market and losing the gains made by the public sector. A pan-London framework risks secured initiatives becoming less impactful through being spread across a broad range of outcomes. Some operators may be restricted to, or prefer to work in, a single local authority or area of London, making deliverability across London difficult - although there is potential for this to be mitigated by separating a London procurement framework into lots (including pan-London and local supplier lots) which still work to the same strategy but have a differently defined capacity to deliver.

Current approaches to integrating social value into existing frameworks happen as part of the specification and contract. As the Social Value Act requires social value to be within the contract, the responsibility remains with the contracting organisation. Some question the need for a specific social value procurement framework given the existing frameworks like the Mayor's London Development Panel 2. While some consider it possible to integrate social value into existing flexible procurement frameworks with social value 'hooks', there is a general concern that this will be considered a 'substantial amendment' and thereby risk the framework and each call-off to challenge. It is considered possible that frameworks can set overarching social value criteria in relation to operations when appointing suppliers.

New frameworks could offer guidance on social value weightings, steps and process, although it should be noted that this might impact buyers' use of the framework. In terms of valuing social value in procurement, London is the leading region in terms of the proportion of local authorities with a social value strategy. 9% is currently the average weighting for social value in procurement processes across London, and ranges of 2% up to 30% are reported nationwide. While some local authorities have developed bespoke approaches to social value procurement, others are favouring the TOMs framework while Housing Associations favour HACT's Social Value Bank and Wellbeing Valuation approach. However, there is still an overarching sense that

there is very limited procurement valuation and measurement of social value outcomes across public sector bodies.

If a London-wide procurement framework is pursued, it will be considered most effective in terms of delivering social value if it:

- Provides consistency for bidders;
- Allows local authorities and other public bodies to compare bids easily;
- Can be measured and enforced consistently;
- Helps to create locally relevant social enterprises and NGOs to deliver to the framework;
- Improves diversity in the sector;
- Helps create sustainable training and employment opportunities.

Both the GLA and the Mayor are seen to have crucial roles to play in securing social value through regeneration projects in London - particularly in relation to the authority's ability to trial new approaches, its access to data and the Mayor's ability to convene. The GLA is seen to hold the necessary appreciation of the complexity of London's needs to create and test an outcomes-based approach to procurement and development. It is felt that there is still a need to understand what social value outcomes can be achieved through regenerations, alongside to communicate with and bring the industry along and that the GLA is in a strong position to lead this demonstration phase.

The Mayor and the GLA need to consider how to re-balance an ongoing growth imperative with the social regeneration needed in London. As noted in the consultation, there is an "inherent tension between the need to involve the community, democratic processes and the need to meet housing targets and profit-led construction delivery" (Kentish Town Neighbourhood Forum). There should be a particular focus on nurturing grassroots organisations that are often working in more nimble, innovative and place-based ways (only further evidenced through the Covid-19 response).

In particular, the following points were identified in the consultation as priorities for the GLA and Mayor to take forward:

- Set up a pan-London social value framework (one which allows for local

adaptation, similar to the TOMs);

- Identify social value priorities linked to the needs of Londoners;
- Lead and assist in social value measurement and transparent tracking;
- Manage centralised data hub linked to London's social value priorities;
- Fund community and local authority support needed to deliver social value through targeted grants;
- Convene and share expertise across the regeneration journey;
- Facilitate training for communities across all aspects of the 'regeneration journey', coupled with communication training so this knowledge can be effectively shared and conveyed;
- Provide enforcement mechanisms and support;
- Support community capacities and processes (such as community organiser roles linked to specific regeneration schemes or neighbourhoods).

Theme 2: The need to strengthen the role of communities

No approach or framework is expected to be successful in delivering social value without increased community investment and capacity building. Capacity building and training needs will vary across development contexts and require a nuanced approach. Any training or community support needs to have channels through which to impact and embed outcomes into regeneration programmes, or it risks being ineffective and trust-breaking. This also requires increased capacity building within delivery partners, investors and local authorities to be better positioned to receive and direct community knowledge.

Embedded community organisers, community impact officers and resident engagement leads are all seen as possible models. Capacity-building should be offered at no cost to community members, funding by reliable grant funding sources or be incorporated as a project cost (although this has its limitations). Any training should enable communities to realise the maximum possible opportunities and benefits from a given regeneration project.

There is broad support for increasing community organiser roles across London's regeneration landscape. The focus of this role should be to gather

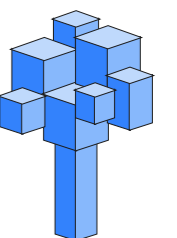
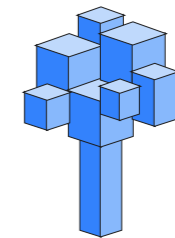
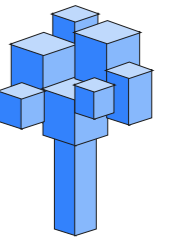
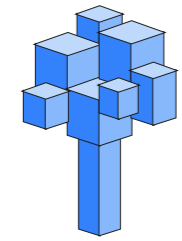
and communicate the needs of the communities impacted by a particular scheme (including a consideration of future residents and community) to inform the social value contribution of a given project. The function is considered all the more crucial in the wake of Covid-19 where data has not yet caught up with new community needs. Community organisers will be considered most effective if funded and appointed independently of main actors in a given regeneration scheme – this suggests a role for external funders, philanthropic bodies or the GLA to play. It is seen as crucial that community organisations be embedded in particular communities and hold a detailed understanding of the parameters and drivers of a given project so they can balance aspirations and deliverability as appropriate to London wide priorities and local needs.

Theme 3: Securing social value along the regeneration journey

There is broad support for the LSDC's social value vision as set out along the regeneration journey. The following additions and emphases would strengthen the LSDC's overall vision:

- An enhanced focus on a 'lifecycle approach' which is reflective of the speed and timescales of regeneration processes and acknowledgement that this 'journey' can happen repeatedly at different development phases in large schemes;
- Stronger clarification on the mechanisms and legal instruments that would enable implementation;
- Stronger emphasis on 'hyper local' needs and knowledge;
- Stronger emphasis on partnership working across public, private and third sector actors;
- Inclusion of 'hard power' mechanisms to deliver and enforce the vision;
- More emphasis on ensuring every aspect of the process has a representative cross-section of the community 'informed about, involved and benefiting from it';
- Stronger emphasis on transparency and accountability between developers (and supply chains), local authorities and communities;
- Ensure the sustainability of community development is embedded in regeneration plans

- so that community spaces and public spaces do not struggle in the long term;
- Stronger focus on resident well-being, especially in relation to environmental issues;
 - Further recognition of community-led development schemes;
 - Acknowledgement and representation of future prospective residents and communities, not only existing communities;
 - Addition of place-based anchor institutions as key partners.



The following table summarises the suggestions and areas of focus as set out in the LSDC consultation document along each stage of the regeneration journey.

Action with the biggest impact	Additional feedback and suggestions
Scoping	<ol style="list-style-type: none"> 1. Guidance for local authorities and housing association on how to embed social value in project briefs - helping genuine social value not to get lost against other requirements like financial contributions; ensure social value generation is considered at a sufficiently early stage. 2. Encouraging the use of mapping in developing visions, identifying social value assets and measuring the value of the impact of regeneration - supported by convened expertise to establish collaborations and best practices in this area. 3. Require developers to support communities to develop a vision for the area (with GLA in a coordinating role to help foster shared vision). <ul style="list-style-type: none"> • Several proposals in this area expected to overlap with proposed planning system changes – for example, local design codes would reinforce elements like requiring developers to support communities to develop a vision and Design Review Panels are expected to play a more active role in assessing community vision and guiding how this translates to design. • Expand the actions to include not just existing communities but those in housing need and more transient forms of housing. • Provide core funding for organisations to maintain the guidance and training already offered for communities embarking on regeneration projects. • Respondents willing to share models and toolkits to support London social value scoping toolkit • Respondents are interested in participating in something like an innovation panel to support better mapping and measuring approaches.
Investment and Funding	<ol style="list-style-type: none"> 1. Influence national policy-makers to allow social value to be used to discount public sector land value in 'best consideration' sales - other desirable proposals on funding and grant-giving would follow on from this. 2. Place requirement that development funded by public funds must have social value returns for local people through design, development and when in use. <ul style="list-style-type: none"> • In terms of viability assessments, there is a need for collective discussions which support cross-party acceptance of necessary changes. • Some in the industry favour a standard model for viability assessments (as the more routes through are seen to lead to more ways to 'game' the system). • More work is needed to hold commitments to account - a more transparent way of identifying social value / S106 failures would influence market behaviours (e.g. more local reporting on S106 to increase responsibility and hold third parties to account).

3. Explore different financial and grant funding models with developers to consider how longer-term consideration of social and environmental outcomes affects the viability of their investments - especially important in relation to the current system of commercial imperatives and the state of public finances post-pandemic; there is a need for greater imagination in the way that public investment and support is channelled in context of potentially heightened expectation of return on the public funds or assistance advanced.
4. Recognise and support the role of grant-making and funding institutions - need for earlier and more widely understood availability and rules of public grant funding, increasing appropriate hardwiring into a given project.
5. Local authorities have more freedom to base investment and land sale decisions on a range of social, environmental and economic outcomes and to place more emphasis on non-financial outcomes.

- In terms of viability assessments, there is a need for collective discussions which support cross-party acceptance of necessary changes.
- Some in the industry favour a standard model for viability assessments (as the more routes through are seen to lead to more ways to 'game' the system).
- More work is needed to hold commitments to account - a more transparent way of identifying social value / S106 failures would influence market behaviours (e.g. more local reporting on S106 to increase responsibility and hold third parties to account).
- Without training and sufficient resourcing for local authority officers, any framework won't be able to be properly applied and implemented.
- Respondents are willing to work together to put a 'reasoned argument' to the national government in support of relaxing the regime restricting how a range of values can be considered in public land and asset disposal.
- Collaborate with developers and public sector bodies to formulate a range of models to support 'gap funding' necessary to secure social value outcomes that may not be delivered otherwise. This could include: conventional grant funding models, use of joint venture vehicles, use of recoverable grant methodologies or public sector debt/ equity arrangements, use of social impact bonds or community purchase arrangements, use of public sector land or funds as seed capital delivered in expectation of return, use of public sector guarantees to hedge against project-specific contingencies; continued use of PWLB funds, RTB recipients and commuted sums on a targeted basis
- Support public sector lending and/ or equity investment to community-led housing (while private financial institutions catch up).

Planning

1. Community plans - should be a starting point for working in a given area, not a replacement of consultation but helping to balance out the feeling of over-consultation on individual projects.
 2. Local authorities to require social value as a material consideration in planning.
 3. Influencing NPPF to better establish social value as a standalone concept within the planning system - in contrast to its current position subsumed within the concept of sustainability - all other proposals in this stage would flow from this change but will be hard-won, especially given the proposals set out in the recent White Paper which suggests moving away from the policy-based system to rules-based system with reduced discretion. Need to lobby government to ensure any changes do not reduce the ability to secure social value.
 4. Incorporating a more holistic approach to a social value within the context of sustainable development NPPF
 5. Building capacity within communities to enable active participation in planning helping hold developers and decision-makers to account and drive better social value outcomes. Again, the proposed White Paper changes present a challenge here as proposals suggest public participation will happen primarily at the plan-making stage than the development management stage, and as such community upskilling should focus on the plan-making stage (this is distinct from the reactionary role currently played by communities via making representations to planning applications).
 6. Building the capacity of planning committees, local authority officers and communities – this is essential but limited transformation is possible with current levels of local authority staffing and resourcing and the time required to deliver this work properly.
- Overall sense the views of communities (both present and future) are not given sufficient weight in the planning process.
 - A common scenario for committee members is to face the dilemma of listening to community views versus going against officer advice on planning proposals and risking expensive appeals.
 - Need to ensure the tensions between existing and new residents are not inflamed by an approach that gives some community members a greater 'right' to social value over others.
 - Planning mechanisms to generate social value do exist, but the powers and resources to compel involvement or contributions are lacking.
 - There is some sense that social value is covered implicitly by the current ongoing changes to the planning system.
 - Using local needs analysis and community mapping to develop a standardized definition of social value alongside local authority planning processes are all considered helpful.
 - There are opportunities for SPDs to reflect social value where there are overlapping concerns, for example sustaining social value through other longstanding planning protections like listed buildings or AONB.
 - Incorporate a social value section into the design and access statements as standard.
 - Respondents are willing to work up representations on changes to the NPPF and the future of the planning system.

Design

Action with the biggest impact

1. Build capacity in local communities to participate in design processes.
2. Encourage more local representation on Design Review Panels, including upskilling local people to participate – need to enhance capacity to respond to future design and community challenges and provide more information about scope and constraints of a scheme to increase transparency and opportunities to challenge design decisions. Collectively this will lead to increased acceptance of change and creates a stronger sense of stewardship and responsibility towards use and maintenance.

Additional feedback and suggestions

- Successful approaches to build community capacity and participation in design include: resident-led regeneration steering groups, investigatory site visits, history and heritage workshops, design competitions for young people, young people interested in the build environment field as local coordinators, Consultative Access Forums, upskilling to enable involvement in the supply chain, construction and in-use management.
- Regional Design Review Panels can aid in removing subjectivity from design decisions and provide a counter-weight to local political decisions.
- Use a similar process to good neighbourhood planning to devise neighbourhood design codes or plans for large regeneration schemes – putting Design Review Panels in positions of critical friends to co-design processes rather than gatekeepers to planning decisions.
- Design Review Panel training at community centres and local colleges.
- Respondents interested in sharing best practices of residents' design processes, hosting visits to schemes, hosting residents groups during their own processes.
- Support for Social Value Community Charters
- Ensure different outcomes from design processes (e.g. community as client processes) can be accepted through planning.
- Support for giving communities more ownership over social value initiatives and creating space to take on co-design and co-delivery roles, with designers as facilitators and translators.
- Could a social value industry standard (like BREEM/BRE) apply to design processes?

Procurement

1. Encouraging London's public sector to go further than the requirements of the Social Value Act – bring all councils up to the level of those leading the way on this (e.g. Islington applying the act to planning and requiring Social Value Statement in planning applications), rewarding councils most progressing this agenda and identifying/holding to account those who are not to build a strong environment of accountability (too often commitments are not being enforced)
 2. Create a common language about social value in London, including parameters for methodologies and measurement – pull all stakeholders in the same direction, HACT has been doing this for the housing sector (could expand for a quick win)
 3. Share knowledge amongst local authorities – expand this action to include all anchor institutions across London so that the approach informs their community investment strategies
 4. Sharing examples of how social value is weighted in current procurement processes – rapid way to inform existing practices
 5. Explore the case for a London-wide procurement framework
- A number of models and approaches to social value have proliferated recently – a process of consolidation and alignment will aid and increase impact (and efficacy of reporting)
 - Important to undertake pre-market engagement and use of the flexibilities in the current (and future) procurement law regarding engaging with potential bidders and the wider marketplace to: communicate social value requirements, received feedback, ascertain proportionality of potential social value outcomes.
 - There are risks of conflating all procurement practices into a centralised approach (e.g. National Procurement Policy Statement requirements for all procurement to deliver strategic national priorities which can be incompatible with the social housing sector's freedom to operate as independent organisations with charitable objectives).
 - Risks of Housing Associations' reclassification as Public Bodies if procurement processes are mandated.
 - Lobbying for the Social Value Act to incorporate a wider range may have advantages but only if it would change behaviour - note that goods and works would be the focus of the lobbying as all services as already covered by the Act.
 - Respondents willing to provide advice on structuring pan-London procurement framework in line with post-Brexit procurement laws and provide practical advice on incorporating social value strategies into procurement-compliant approaches
 - Engage a selection of Joint Venture and development partners and involve communities in setting selection criteria and in the selection processes.

Action with the biggest impact**Construction**

1. Expand Social Value Action Plans to incorporate contractors and supply chain partners – social value should be embodied in building and subcontract terms and conditions to create binding obligations. This could be led by developers through requirements to contractors and/or housing associations and local authorities in their building contracts (expanding what is already done to ensure Tier 2 and 3 contractors and manufacturers are engaged)
2. Ensure social value embedded through the supply chain - contractual requirements are key here.
3. Explore scope for a more strategic, city-wide view of meanwhile use
4. Encourage a wider range of employment and training opportunities that can be delivered as part of social value in the supply chain

Additional feedback and suggestions

- The extent to which social value can be delivered through the construction supply chain is limited by decisions at inception, appraisal pre-planning and design stages.
- Focus on scaling up existing successful approaches that already incorporate contractors and supply chain partners (not limited to employment and training options)
- Focus on scaling up and mainstreaming meanwhile use strategies that are already working.
- A more strategic approach to meanwhile use should include pre-market engagement which includes consultation on meanwhile use, engaging with contractors and affected communities to identify meanwhile use needs before procurement starts, circular economy considerations, early provision of community facilities and business space for the duration of the works, KPIs and principles for meanwhile strategy linked to social value measures, strategies whereby infrastructure and services can move between sites.
- Beware overlooking local community needs and desires through a more strategic meanwhile approach – even if communities are in proximity to one another, needs will differ.
- Support self-build, which can include direct construction work or commissioning contractors collectively.
- Respondents willing to work with the GLA to develop building contract guidance on social value obligations and provide advice on drafting and implementing industry-accepted contract clauses.

In-use

1. Develop guidance on post-occupancy surveys and ongoing monitoring and explore how technology and data can improve monitoring + Share the lessons learned from monitoring to create a broader evidence base - together these actions create 'actionable intelligence' and robust data on how social value is being generated within a community and how it can be maximised.
 2. Explore funding models and use procurement to support community-based businesses – robust funding models will facilitate the other proposals in this area.
 3. Explore funding models which provide investment or income to enable local ownership and management and develop guidance on post-occupancy surveys and ongoing monitoring – ongoing maintenance and management is key to delivering social value but is an area of regular failure as unsustainable structures and responsibilities are set up which lack resources in the long-term.
 4. Support the creation of housing co-operatives
 5. Support Community Land Trusts to play an active role in the development and ongoing management of neighbourhoods
- All proposals around measurement & monitoring are important, especially if applied from the very early stages.
 - There is growing expertise around post-occupancy evaluation (versus building performance evaluation – see forthcoming BS 40101 on BPE) and practical community-focused research toolkits (like one produced by ARVAC) which could easily be adapted to incorporate social value.
 - Adopt London-wide SDG approach to facilitate longer-term reporting and monitoring - not in a way that restricts localised social value approach but rather having local social value measures adopted, informed by local research, and understood in terms of SDG alignment.
 - Local ownership and management need to be supported by both structures and funded training, alongside guidance on monitoring and measurement so communities can show successes and failures.
 - Include tenant or resident management operations/co-ops (communities interested in controlling the management and maintenance of their homes) in these actions.
 - Distinguish between community ownership (responsibility for long-term debts) and stewardship (e.g. legal ownership of underlying freehold or long-term leasehold but leased to 'day to day' owners with conditions for community benefit). The benefits of community stewardship or ownerships are long-lasting and ongoing in comparison to one-off benefits in procurement or construction.

In addition to the feedback given, the consultation gathered a number of suggested policy changes and suggestions from key actors across the development regeneration lifecycle. The following table sets show the policy changes and practical suggestions considered key in delivering greater social value for London.

What needs to change in policy

Communities

- Policy and legal frameworks related to common ownership of assets to facilitate a genuine transfer of ownership and management at scale.
- Planning policy to designate sites specifically for community-led housing, thereby using the planning system to dampen land value speculation.
- Requirement through planning policy for developers and housing associations to convene communities (both current and prospective/future) to act as their clients, rather than just as consultees.
- Changes to procurement policy to deliver a procurement regime that is open and transparent and holds officials and public bodies more accountable.
- Directions requiring more accessible planning consultation processes (including translated materials, childcare costs, range of times and locations of meetings)
- A new approach to fiduciary duty and public sector land valuations enables more community-led charities, businesses and social enterprises to form.
- Tightening up of required community consultation in planning policy.

Practical suggestions

1. Standardised accredited training for community representatives who want to be involved in each stage of the 'regeneration journey' (help to re-balance current situation wherein loudest voices or those who know the most about the process dominate)
2. Use more digital tools for community engagement to increase social democracy.
3. More clear mapping of overlapping groups and interests to inform projects, rather than all being subsumed under the 'community' term. This should include an appreciation that communities are not only geographic, but also demographic and intentional. This would lead to a culture change that impacts affordable housing allocations, grants and other common causes across boroughs.
4. Harness and nurture community-led activism and provide mediation for polarised community objectives.
5. Increased funding for social infrastructure, especially youth-focused spaces and programmes.
6. Invest in infrastructure to support community organising and ownership models.
7. Increase the use of social impact bonds across all stages of a regeneration process.
8. Use measures of community engagement to progress through the regeneration journey rather than other metrics.
9. Set up a compensation fund for schemes in recognition of negative impacts and social dis-benefits of development (e.g. dust, noise, disruption)

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7. Increase the use of social impact bonds across all stages of a regeneration process.
8. Use measures of community engagement to progress through the regeneration journey rather than other metrics.
9. Set up a compensation fund for schemes in recognition of negative impacts and social dis-benefits of development (e.g. dust, noise, disruption)
10. Secure a 1% public art fund contribution from regeneration schemes.
11. Set a percentage of development returns for communities based on needs established before development.
12. Set up a fund or committed resources ahead of regeneration to be directed by a community committee (distinct from S106 which is seen to deliver too

Communities

- late in the process for existing communities to benefit from the development process).
13. Set a number of local jobs/ apprenticeships to be guaranteed before development starts.
14. Make viability and sustainability matrices more publicly available before planning permission being granted.
15. Support for Right to Transfer, Right to Manage and ACV processes – these need funding and lending at fair interest rates, favourable public sector lending and/or equity investment should be considered.
16. Pending legislative and policy reform, provide better guidance on SROI to those involved in procurement to make full use of approaches and insights identified already, including lifecycles costs and social returns as well as environmental considerations.
17. Once SROI and social value better understood, establish effective monitoring and evaluation as well as enforcement mechanisms.
18. Upskill and empower public-sector commissioners and contract managers to enforce and maximise social value outcomes.
19. Make tendering more accessible to SMEs, charities and social enterprises.
20. Reflect changes in economic activity and need as a result of Covid – need to prioritise maximising opportunities at this challenging time for communities, charities, SMEs and social enterprises.

What needs to change in policy

Designers

- Embed retrofit and re-greening priorities into social value thinking and policy

Developers

- In the absence of national policy, local policy is needed to drive social value considerations as impact investing is not yet a sufficiently powerful force to drive this alone, nor will the market deliver social value without regulation.
- Change planning policy to allow for clients to actively discriminate in favour of developers with a strong track record in co-production and positive social impact (will be difficult to achieve this).
- Local authorities to disclose the S106 or CIL funds collected through regeneration projects and develop more mechanisms for communities to help determine how contributions are used.

Housing Associations

- Stronger policy steer from the GLA, supported by the National Housing Federation and the Chartered Institute of Housing
- Increased flexibility in procurement policy.
- Policy change to allow for the sale of public land to be based on social value factors in addition to price considerations.

Practical suggestions

1. Take forward a combination of virtual and physical communication to support public participation in design.
2. Increase the use of architectural and developer competitions, paired with public accountability in the design process.
3. Support trained local Design Review Panel coordinators in regeneration areas, paired with an educational programme for community members to engage with the design process.

1. Procurement of developers for public land disposal led by social value considerations.

1. Develop a consistent approach to define and measure social value objectives, with guidelines to support consistent approaches and aid in contract negotiations in terms of securing requirements into enforceable agreements.
2. Develop a feasibility stage system through which specific outcomes can be identified as beneficial to communities and weighted accordingly in development processes.

Housing Associations

Investors

- Stronger policy steer from the GLA, supported by the National Housing Federation and the Chartered Institute of Housing
- Increased flexibility in procurement policy.
- Policy change to allow for the sale of public land to be based on social value factors in addition to price considerations.

3. Require Housing Associations involved in estate regeneration to actively measure their activities from a social value perspective (could be a requirement from the Social Housing Regulator).
4. Enable contractors to be part of the decision-making process so they are better placed to deliver on expectations.
5. Develop measurement tools to track impact with residents pre-and post-project.
1. Increased partnerships between public and private sector in development.
2. Promote best practice in partnership working.

Appendix 3: Roundtables

The roundtables were used to discuss and test the long list of potential recommendations below:

1. GLA guidance on assessing and developing social value statements
2. Develop a practitioner network to share best practices and develop a case study hub
3. Provide s106 guidance for LPAs to establish what can be demanded and delivered
4. Mandate that some engagement is about out-reach and targets hard to reach voices and groups
5. Establishing community review groups (alongside design review panels) to widen their scope to include social value
6. Map community behaviours and develop nuanced “geographies of interest” for any project
7. Develop measurement tools that also capture lost value
8. Develop post-occupancy evaluation templates
9. Develop measurement tools that provide additional weight to local benefits, interventions that reduce inequalities or interventions that preserve existing social value
10. Develop a platform for post-occupancy evaluations to be archived, collated and analysed for lessons learnt and shared findings
11. Develop a data hub of useful datasets for communities, developers and designers to measure and track social value
12. Develop open-sourced platforms for community feedback to regeneration and development
13. Promote design panels to include community members and discuss social infrastructure and value as well as design
14. Fund an independent support organisation to provide resources to communities and LPAs
15. Develop social impact contracts across procurement, asset management and other services
16. Develop community shares (for developments and community assets)
17. Encourage transfer of land, public buildings and community assets to community groups
18. Employ, train and empower communities to be involved in the long-term management of new developments
19. Require estate ballots for detailed design proposals as well as the principle of development
20. Establish community charters for large regeneration and development projects against which measures of success are set and evaluated
21. Develop a Mayoral Statement of Community Involvement to guide boroughs in developing their own and set out engagement expectations and best practices
22. Update the London Plan to require social value statements in all major developments and make these statements material considerations in planning decisions
23. Define Social Value with relation to Good Growth in the London Plan
24. Define Social Value in the NPPF in relation to sustainable development
25. Change viability assessments to include social valuations
26. Afford greater protection to community spaces and the land uses associated with these. Protect the long-term value of non-building built environment spaces (public realm and green spaces for example)
27. Develop 2 planning conditions for a social value plan/assessment/statement at the scoping stage and an updated document at the handover stage of a project to reflect changing opportunities over the course of a project
28. Develop an equivalent pre-app process between planning officers and communities (to address the power imbalances) for both groups to outline priorities and aspirations for regeneration and development
29. Develop pre-app discussions around social value (create mechanisms that remove social value from “trade-off” discussions: social value needs to be truly additional to planning requirements)
30. Update grant funding conditions, from actors such as the GLA or Homes England, to require the production and adherence to social value charters

Roundtable 1: 30.04.21

Attendees:

The group was made up of nine attendees from professional, academic and community organiser backgrounds.

Summary:

The group highlighted the need to develop a pre-application process between planning officers and communities to address concerns early and to mitigate power imbalances between communities and developers that pre-apps can perpetuate. It was suggested that social value could be discussed at the pre-application stage as well.

Developing community charters for large developments emerged as the most popular suggestion and the group considered it useful for these to consider wider geographies of interest, acknowledging communities frequently extend beyond geographical boundaries and that places may have significance for a range of people. The needs of certain groups can be undermined when dispersed or spread out.

Discussions assessed the usefulness of data hubs as a way of capturing social value, but the lack of open access and transparency over data sources meant the use of data was considered limited. As a result, the development of a data hub was not seen as the most impactful solution, instead it was felt an accreditation system and better scrutiny of social value metrics, calculations and statements from developers was required.

The group expressed support for the development of Mayoral Community Advocates with similar remit to the roles of Mayoral Design Advocates, to champion community participation in development and regeneration across London. The creation of Community Review Groups or the inclusion of community members on Design Review Panels were seen as ways to formalise the roles of communities beyond statutory consultation in strategic planning and development management processes that govern development and regeneration.

Roundtable 2: 04.05.21

Attendees:

The group was made up of four attendees from academia, the built environment professions and local authority officers.

Summary:

There was support for a London-wide approach to provide clarity, guidance and consistent terminology and expectations for social value. There was agreement that an independent organisation could facilitate community involvement and ensure local knowledge and experiences inform the approach to social value in development and regeneration. There was also support for the extension of Design Review Panels to include community members and ensure that local knowledge informs design decisions.

Attendees stressed that valued local assets and non-formal community spaces should be afforded protection and, where possible, be incorporated in development proposals. It was acknowledged that the use of these spaces is valuable and they cannot always easily be replaced. There was support for recommendations that establish the social purpose of development and regeneration, where it remains constant across the long lifecycle of a project.

Roundtable 3: 07.05.21

Attendees:

The group was made up of six attendees from academia, the built environment, community groups and local authority officers.

Summary:

There was consensus over the need to develop assessments for post-occupancy and delivery. Additionally, it was felt that assessment of impact should be based on a robust appraisal and mapping of local conditions before any change to ensure changes are assessed accurately in relation to that baseline condition. Attendees highlighted these assessments should extend beyond the boundary of a project to assess wider impacts and should be budgeted for in the project. It was felt that the measurement of impact could be supported by

publicly accessible, intuitive and easily mapped data. Additionally, it was felt there should be a clear methodology developed to consistently perform these evaluations and that impact metrics should be weighted towards those that are locally beneficial or that address specific community goals.

Attendees felt it essential and valuable to be able to change viability assessments to reflect the social value that could be created through development, and by protecting socially valuable places that might not be financially valuable. It was acknowledged it would take a lot of work to change the established process for calculating site or scheme viability. Establishing and funding an independent support organisation for communities was identified as a high impact but costly recommendation, that could identify specific local needs.

Roundtable 4: 09.06.21

Attendees:

The group was made up of three community group members.

Summary:

General comments from the session suggest the definition of social value could be simplified to state that social value is created when needs and aspirations of communities are met by developments and regeneration.

There was a desire for Community Infrastructure Levy (CIL) payments to be, at least partially, allocated by local community groups. Attendees advised against the development of further tick-boxes for developers to complete with the risk that these become weak tools for securing genuine community input. Instead, attendees highlighted empowerment of communities relies on delegation of decision-making powers.

The group's desire for greater community decision-making draws attention to the resource and training needs to deliver this. In particular, the need to offer practical guidance and tools to develop an evidence base were considered beneficial. Crucially, it was also felt that ward councillors and local authority officers could benefit from additional training to appraise the

social impacts of development and regeneration.

A London-wide approach was identified as being beneficial given the unique ability of the GLA to set regional expectations.

Roundtable 5: 11.06.21

Attendees:

The group consisted of individuals working in local authority planning and regeneration teams across London.

Summary:

The challenge of clearly and consistently defining social value was echoed by attendees and the value of a London-wide approach to address this was reiterated. Attendees noted the need for a tiered policy, with strategic expectations and clear minimum standards at the London level; with local authorities able to set locally specific priorities.

It was highlighted that the confusion over the term arises from the fact that social value is closely tied to the definition of sustainable development that planning policies deliver. Additionally, it was felt that there are overlaps between the delivery of infrastructure and the collection of Community Infrastructure Levy (CIL) and Section 106 payments with the delivery of social value. Attendees supported the delivery of guidance on the use of existing planning tools and mechanisms and noted how these can secure social value.

Attendees emphasised the need for social value to be a considered by all actors in development and regeneration and noted that no single party should be overly burdened with considering social value. They felt there is a risk of social value becoming siloed, but stated it should frame all growth and development in an area.

The group supported the establishing of an independent organisation to improve community involvement and capacity. It was felt that training and capacity-building could invite council officers, councillors and community groups to attend sessions together, fostering a sense of shared learning. It was highlighted that this would counter the view that local planning authorities have sole decision-making power to shape how an area changes over time.

It was noted that although development and regeneration actors are often looking for quick wins, there is real value to be unlocked by taking a long-term view. Attendees emphasised that the recommendations should encourage and strengthen this approach. It was felt that local people should be involved from the start in defining and identifying local needs and measuring outcomes over the long term.

Footnotes

- 1** London Sustainable Development Commission (2021) How social value can help London build back better: A Covid and post Covid approach
- 2** Mayor of London (2020) Homes for Londoners: Affordable Homes Programme 2021-2026
- 3** CBI (2020) Valued Partnerships: Embedding social value in public contracts
- 4** UK Green Building Council (2020) Delivering Social Value: Measurement – A guide to measuring social value of buildings and places
- 5** RIBA (2020) Social Value Toolkit for Architects
- 6** See for example: Cain, L. & Moore, G. (2019) Evaluation of Camden Council’s Citizens’ Assembly on the Climate Crisis
- 7** Social Value Portal (2021) Embedding Social Value into Planning: Briefing Paper
- 8** Hatleskog, E. & Samuel, F. (2021) ‘Mapping as a strategic tool for evidencing social values and supporting joined-up decision making in Reading, England’, Journal of Urban Design
- 9** Almeida, A. (2021) Pushed to the Margins: A Quantitative Analysis of Gentrification in London in the 2010s. Runnymede Trust & Centre for Labour and Social Studies.
- 10** <https://www.communityledhomes.org.uk/get-funding/london-community-housing-fund>
- 11** Mayor of London (2021) The London Plan: The spatial development strategy for Greater London
- 12** https://www.london.gov.uk/sites/default/files/lsdc_-_draft_new_london_plan_-_response_2018.pdf
- 13** RIBA (2020) Social Value Toolkit for Architects
- 14** Treeconomics London (2015) Valuing London’s urban forest: Results of the London i-tree eco project
- 15** GLA, National Trust, Heritage Lottery Fund (2017) Natural Capital : Accounts for Public Green Space in London, 2017
- 16** Department of Environment, Food and Rural Affairs (2021) Environment Bill 003- 2021-22 (as introduced)
- 17** Mayor of London (2021) London Plan Guidance: Urban Greening Factor – Pre-Consultation Draft
- 18** Grosvenor (2019) Rebuilding Trust - Research Findings and Summary
- 19** Trotter, L. et al. (2014) Measuring the Social Impact of Community Investment: A Guide to using the Wellbeing Valuation Approach. Housing Associations’ Charitable Trust.
- 20** Jones, N. and Yeo, A. (2017) Community Business and the Social Value Act.
- 21** Trotter, L. et al. (2014) Measuring the Social Impact of Community Investment: A Guide to using the Wellbeing Valuation Approach. Housing Associations’ Charitable Trust.
- 22** Taylor (2021) The Price of Everything and the Social Value of Nothing
- 23** CBI (2020) Valued Partnership: Embedding Social Value in Public Contracts
- 24** London Sustainable Development Commission (2021) How social value can help London build back better: A Covid and post Covid approach
- 25** London Sustainable Development Commission (2021b) Social value in regeneration and placemaking: Consultation document
- 26** Co-operatives UK, Power to Change and the Mayor of London (2020) Boosting Community Business London pilot <https://www.uk.coop/resources/boosting-community-business-london-application-guidance>
- 27** Mayor of London (2020) Connective Social Infrastructure: How London’s Spaces and Networks Help us Live Well Together
- 28** See for example Southwark Council open data: <https://www.southwark.gov.uk/council-and-democracy/open-data> and Barking and Dagenham Data Explorer: <https://www.lbbd.gov.uk/borough-data-explorer>
- 29** Almeida, A. (2021) Pushed to the Margins: A Quantitative Analysis of Gentrification in London in the 2010s. Runnymede Trust & Centre for Labour and Social Studies.
- 30** Mayor of London (2021) Recovery Property Pledge
- 31** Future of London (2021) Creating Public value: How Buildings can Better Serve our Communities
- 32** RIBA (2020) Social value toolkit for architecture
- 33** Trotter, L. et al. (2014) Measuring the Social Impact of Community Investment: A Guide to using the Wellbeing Valuation Approach. Housing Associations’ Charitable Trust.
- 34** UK Green Building Council (2020) Delivering Social Value: Measurement – A guide to measuring social value of buildings and spaces
- 35** UK Green Building Council (2020) Delivering Social Value: Measurement – A guide to measuring social value of buildings and spaces
- 36** Trotter, L. et al. (2014) Measuring the Social Impact of Community Investment: A Guide to using the Wellbeing Valuation Approach. Housing Associations’ Charitable Trust.

