

How social value can help London build back better.

A Covid and post Covid approach

Insights paper



London Sustainable Development Commission

February 2021

About the authors

The London Sustainable Development Commission (LSDC) was established in 2002 to provide independent advice to the Mayor of London on ways to make London a sustainable, world-class city. The Commission is an independent body, challenging policymakers to promote a better quality of life for all Londoners, both now and in the future, whilst 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 give their time voluntarily, promoting sustainable development, embedding sustainability into London-wide strategies, and helping make sustainability a meaningful and understandable concept for all Londoners.

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Cover image: Foundation for Future London, Changing minds in challenging times - by Catalyst in Communities CIC.



Foreword

The London Sustainable Development Commission (LSDC) was established in 2002 to advise the Mayor on making London a global leader in sustainability.

The Commission is comprised of 14 individuals who are each experts across a broad range of disciplines which together represent the three elements of sustainable development namely, society, the environment and the economy.

The Commission recognises the important role that development and regeneration plays in the creation of resilient, inclusive and sustainable communities across London. However, there are significant challenges in how this is delivered. The Grosvenor property group recently conducted the largest study of its type into public trust in large scale development in the UK which found that only 2% of the population trust developers and only 7% trust local authorities. People who interacted with the planning system were more likely to believe that large scale development has had a negative impact on their area. Communities wanted to hold developers to account for what was promised and to have more opportunity to influence the outcome of development¹. The LSDC believes that more needs to be done to deliver a truly sustainable city.

For the past 18 months we have been examining the role of a 'social value' led approach to London's regeneration and development, and how focussing on social benefits can lead to better outcomes for the communities involved. Social value is a way of describing the benefits to society from the delivery of goods and services, it includes environmental, economic, or social benefits which, when experienced by people create added well-being and a better quality of life.

Most recently the COVID pandemic has highlighted the existence of stark inequalities within our city. Poverty has been linked with poor health outcomes, people from black, Asian and minority ethnic backgrounds have been disproportionately affected by the virus, communities lacking in access to green space have not had the same opportunities as others to benefit from such spaces, and poor housing standards within certain communities and boroughs have been linked to higher vulnerability to a range of respiratory and associated conditions, including COVID.

When we begin to recover and build back our communities and our city, we have a unique opportunity to reflect on this inequality and to use the tools at our disposal to address this issue.

At its core, social value is a way of understanding and quantifying the societal benefit of changes and interventions made when delivering public goods and services often through the development and regeneration of places. But the broader principles underlying how social value is measured, delivered and evaluated could usefully demonstrate how to put communities and London's citizens at the heart of this recovery.

This insights paper suggests a number of principles which should inform a social value approach to regeneration and recovery in light of the COVID pandemic and identifies a number of key themes emerging through the recovery process and suggests how social value approaches could help.

Maria Adebawale Schwarte, David Elliott
LSDC Social Value sub group co-chairs

¹ <https://www.grosvenor.com/our-businesses/grosvenor-britain-ireland/building-trust>

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1. Purpose of this document

This document outlines some of the challenges facing London and its communities in recovering from the COVID pandemic. It seeks to highlight how approaches and methods being developed and used to demonstrate social value, predominantly within the built environment, can help those involved in helping build back better. The document is intended to both inform the immediate recovery work currently underway across London but also to help stimulate longer term change to the structures and systems, such as the planning system, which operates to deliver London's future development.

The document is aimed at policy makers nationally, in London and other cities around the UK, local authority planning and regeneration teams responsible for neighbourhood planning and regeneration, organisations involved in the regeneration of our cities including investors and developers, built environment industry bodies, social value expert organisations, businesses, local anchor institutions and critically communities whose voices should inform the decisions being made and who can help contribute to building a more sustainable future.

London is one of the most diverse cities in the world, with approximately 40% of the population born outside of the UK and over 300 languages spoken. 40% of Londoners are from Black, Asian and Minority Ethnic (BAME) backgrounds and our city is home to approximately 1 million European citizens². Our communities are defined and strengthened by diversity of age, sex, gender, faith and dis/ability. London also has areas of immense wealth but at the same time has some of the poorest communities in the UK and wealth is spread unevenly through the city. Growth and development in London should seek to protect and enhance the diversity of London's communities which both give the city its cultural character and shape its future. Regeneration and development across London should be delivered with and for communities, both existing and new, who are local to the development and who will be impacted by the growth in their neighbourhood.

We hope this document will stimulate action and that some of the ideas and recommendations contained within will be taken forward.

2. Summary and key recommendations

London has been adversely impacted both socially and economically by the pandemic. As London recovers it must do so in a way that directly addresses these social and economic challenges. A social value approach ensures that Londoners are placed at the heart of the recovery and that building back **really is better** for Londoners rather than reverting to business as usual. Social value is a way of describing the benefits to society from the delivery of goods and services, it includes environmental, economic, or social benefits which, when experienced by people create added well-being and a better quality of life.

The London Recovery Board is leading the plans to build back London and has a number of guiding principles informing the recovery work including addressing social, economic and health impacts of the pandemic, delivering a cleaner greener London and ensuring Londoners are at the heart of recovery. These plans bring together the GLA, London

² https://www.london.gov.uk/sites/default/files/intend_to_publish_-_clean.pdf

Councils and representatives from London's business and community sector to work collaboratively on this challenge.

The LSDC has worked with a range of built environment professionals including an advisory group, LSDC Commissioners, GLA officers and stakeholders from development, planning, social value, sustainable development and academia³ to understand the main challenges facing London's communities as the city recovers from the pandemic. This paper examines four of those challenges - as identified by our advisors - and suggests responses, example approaches, and who would be responsible for taking action. We make direct links to the recovery missions developed in conjunction with the London Recovery Board and which help focus efforts and enable collaboration between a range of organisations including the Greater London Authority, London Councils and other stakeholders across London.

We have described a wide range of interventions, some immediate and some much longer term, which could help recovery efforts and improve outcomes for Londoners now and into the future.

We have also made a series of high-level recommendations focussing on priority areas for further work. The detail behind these recommendations will need to be developed further in order to enable their delivery. We are keen to hear from stakeholders across the built environment and social value sectors who wish to work with us to develop these ideas further. The summary recommendations below include both short, medium, and long-term actions from the wider list (contained in section four of this paper), to prioritise. These recommendations are aimed primarily at policy makers across London working within the built environment sector but also national policy makers and London built environment professionals.

Use procurement and spend to drive growth in sustainable local economic development to increase local economic activity.

Short term:

- Review and amend procurement frameworks to drive social value through spend including support for local businesses, jobs and skills development.
- Integrate and support initiatives and approaches that will have the potential to deliver improved social value outcomes as part of recovery programmes e.g. social enterprises and local community based businesses.

Medium term:

- Work with partners to influence procurement practices to support community prosperity building and thriving local economies.

Use regional or local planning and development instruments to influence delivery of social value.

Medium term:

- Working with industry bodies e.g. British Property Federation, review the potential for social value to be included within property legal frameworks, e.g. social value lease arrangements.
- Conduct further research on how the planning system might be able to realistically and robustly secure social value.

³ This also includes attendees of a social value workshop, Nov 19 and built environment stakeholders consulted through the development of this work.

Long term:

- Review planning instruments in light of research findings, to secure social value.
- Regional and local development strategies including e.g. economic, social integration and industrial development strategies to be reviewed to include delivery of social value outcomes.
- Review how to include social value considerations in public land valuations to ensure delivery of social value is assured from early stage development.

Use robust and consistent measurement tools to evaluate the success of projects against social value outcomes – align these across London’s recovery work.

Short term:

- Ensure social value targets and indicators are incorporated into London funding and grant allocation for built environment related projects and programmes as part of evaluation methods to align funding with social value outcomes.

Long term:

- Work with stakeholders including investors, local authorities, developers, and communities, across the built environment sector to develop a consistent approach to social value implementation and measurement across London including a common social value indicator set for London.

Use innovation to help improve and increase the ability of communities to inform and lead the understanding and delivery of local social value.

Short term:

- Organisations involved in delivering projects related to the built environment to review innovative approaches to community co-design of neighbourhoods to assess suitable methods to improve the ability for communities to engage in local decision making processes and enable inclusive placemaking e.g. interactive mapping technologies.
- Enable additional online access to planning and development consultation processes via both desktop and mobile devices to help improve access for more Londoners.

Medium term:

- Test methods of capturing neighbourhood social value such as the production of neighbourhood ‘happy maps’ to help inform future changes at community level (See MESA case study) and create a long term local community resource.
- By 2025 improve the ability of Londoners to have easy access to the resources needed to support their active engagement in how local places are designed and activated.



3. Background

Social value is a term used for the societal benefits associated with the delivery of public goods and services. Those benefits can be **economic** e.g. the presence of good job opportunities locally, **environmental** e.g. high quality accessible green space **or social** e.g. supportive and inclusive neighbourhoods. Those benefits are experienced by people and result in improvements to people's quality of life. The changes made in people's neighbourhoods as areas develop over time can have both negative and positive impacts on lived experiences. Social value helps us understand these impacts, enabling local stakeholders to maximise positive and minimise negative outcomes.

Social value as a practice is enshrined in legislation through the Public Services (social value) Act 2012 which describes the need to consider how the public procurement of goods and services can improve the social, environmental and economic well-being of an area.

However, social value is much broader than procurement, and is not limited to describing the impact of change. Social value can help policy makers understand what is important to communities within their existing neighbourhoods. It deals with human perceptions and lived experiences rooted in where people live and challenges us to translate the intangible into something we can identify and measure. A social value led approach gives us the tools to deliver positive outcomes for local communities through this change process, helping identify what's important to communities now, and why, and the likely impact of changes made to their neighbourhoods. It also allows us to act to enhance and protect neighbourhoods and communities who may be vulnerable to change through development and to deliver inclusive growth.

Challenges remain with regard to mainstream adoption of social 'value' within traditional economic models. Social value is not currently captured within standard economic statistics, most notably GDP, which measures productivity however fails to factor in links

between social factors e.g. employee wellbeing and reduced absenteeism, and productivity gains.

Some economists, however, are now acknowledging the power of social capital and its potential value. Andy Haldane, Chief Economist of the Bank of England has recently spoken and written at length about the rise of social capital, particularly during the recent pandemic when charities and volunteer based organisations provided significant additional community services and well-being outcomes. In a speech in February 2020 he concluded that 'there was a time now to look beyond profit and loss and to better quantify well-being and social capital'⁴.

The current review of the UK Treasury's 'Green Book' - which is the main document providing UK Government guidance for the appraisal of public investment - will address the need to broaden the 'value for money' appraisal methodology to include broader social benefits.

The benefits of a social value approach

A social value led approach can result in tangible benefits for local communities that may not otherwise be fully realised or adopted. Benefits include:

- High levels of investment in community assets
- Improvement to local places, economies and community wellbeing
- The creation of and incentivisation for re-investment into local communities
- Inclusion

Social value led approaches can also reduce the adverse impacts of significant local community change:

- Reduction in crime due to focus on creating strong supportive and inclusive communities
- Avoidance of displacement or community isolation
- Countering of individual's social isolation and negative impacts of gentrification

Principles underpinning a social value approach

Social value describes a people centred approach to the design, delivery and evaluation of projects, most notably those in the built environment, where the aim is to understand and maximise the benefits to individuals and/or communities. Whilst specific interventions will depend upon circumstances there are overarching principles which should inform a social value led approach. The graphic below illustrates the principles that the LSDC suggests should underpin a social value led approach to projects and programmes. Each of these principles is expanded on in more detail within the appendix.

⁴ <https://www.hw.ac.uk/news/articles/2020/AndrewHaldane.htm>



Representative and collaborative

- Involve local communities in identifying, protecting and building social value.

Outcomes based

- Link social value outputs to long term outcomes by using frameworks such as the national TOMS (themes, outcomes and measures) to track success ⁵

Measurable

- Ensure measurements capture the value of interventions in ways that are meaningful at project/programme level e.g. monetary value

Sustainable

- Ensure interventions balance economic, social and environmental outcomes

Contextual

- Consider the stage of the project and adopt a whole lifecycle approach

Place based

- Respond to lived experiences and connections with place and placemaking

Additional

- Go beyond compliance and business as usual

⁵ <https://socialvalueportal.com/national-toms/>

The recovery context

The Mayor has recognised the challenges facing London's communities when they begin to both adjust to and recover from COVID. Social and economic damage done needs to be repaired and positive outcomes e.g. rises in community volunteering and support networks, identified and supported. Overall there is a recognition of the need for a collaborative approach across London to deliver the action required. The Mayor, London Councils and other London based organisations have convened the London Recovery Board to coordinate the recovery programme. The overall aim of the recovery work is to:

'Restore confidence in the city, minimise the impact on communities and build back better the city's economy and society'⁶

Under this overarching aim are a series of individual missions which describe the priority areas that will focus efforts for recovery action. These missions cover all GLA policy areas but also describe core challenges for all London stakeholders including the regeneration and development community and are designed to enable collaboration and cooperation in delivery across many different types of organisation. Those organisations involved in the further development and regeneration of London can play a pivotal role in helping to deliver the missions in partnership with other stakeholders, and in so doing demonstrate a commitment to building a more sustainable future city with social, environmental and economic gains. The missions will inform activities over the coming years. The missions are:

- **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.
- **Helping Londoners into Good Work** - 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.

All missions will be expected to integrate a number of cross cutting principles to ensure that overarching mayoral priorities are embedded in the recovery programme, including

⁶ https://www.london.gov.uk/sites/default/files/recovery_programme_overview_-_151020.pdf

environmental sustainability, health in all policies and equality, diversity and inclusion whilst also ensuring Londoners are at the heart of the recovery.

Central to the approach to delivering the missions is to collaborate with and engage London's diverse communities from the outset. More information on the recovery challenges and approach can be found here:

<https://www.london.gov.uk/coronavirus/londons-recovery-coronavirus-crisis/recovering-coronavirus-it-begins-you>

As well as focussing on recovery the GLA has a long term commitment to and acknowledgment of the importance of, inclusive placemaking outlined within the London Plan and underpinning the establishment of a new Committee to review and enable better diversity within the design of the public realm.

The responses to the challenges that are identified in the table in section 4 will summarise where the links exist to these specific missions.

4. Recovery challenges and responses

The LSDC has been working with a wide range of organisations including local authorities, developers, community groups and social value specialists to understand social value through the regeneration process. As part of our work we have convened a group made up of social value practitioners, local authorities, GLA officers from the planning and regeneration teams and LSDC Commissioners.

The group met early in the Covid-19 pandemic to discuss how best this work could respond. The group identified some of the main challenges emerging in their sectors and discussed how social value approaches could help address them. This insights paper is based on the wider work of the group as well as those specific discussions. The table on the following pages summarises the challenges identified by the group and outlines possible responses. We have suggested links between the responses and the relevant recovery missions, summarised further work needed and identified which type of organisation could help develop them further.

Challenge 1. Economic impact:

The pandemic has resulted in sharp falls in UK GDP (falling by 20.4% between April and June 2020⁷). For the development and property market, responsible for delivering much of the regeneration across London pressures on financial flows could lead to reduced budgets, cuts in project expenditure and a 'rush to the bottom' to deliver return on investment in increasingly challenging market conditions. Social value elements could be at risk if seen to increase costs and are beyond compliance. However, whilst budget pressures will cause challenges for those delivering new development across the capital, it is imperative that it is recognised that opportunities do exist to creatively rethink how to build the city back better post COVID with a greater emphasis on social as well as economic returns and redressing the societal imbalances highlighted during the pandemic.

Responses	Examples	Ownership	Recommended further work	Link to recovery missions
<p>Planning instruments to mandate/encourage a social value led approach:</p> <p>Social value policies within regional and local authority planning instruments can help ensure delivery through the planning system. Including requirements for delivering social value within neighbourhood, local, strategic or regional planning frameworks helps set expectations around delivery.</p> <p>Local authorities should require developers to create a social value strategy for developments over a particular size.</p>	<p>Islington Council's Local Plan includes a policy requiring major development proposals to undertake a social value self-assessment which would be added to the development proposal⁸.</p> <p>Salford City Council's social value approach includes a requirement within their local plan for developers to have a social value strategy for developments over a certain size ensuring the onus is on those delivering social value to take a strategic approach⁹.</p>	<p>Social value specialist organisations in collaboration with planning authorities and industry bodies.</p> <p>Regional and local planning authorities including GLA and London Boroughs.</p>	<p>Conduct further research on how the planning system might be able to realistically and robustly secure social value.</p> <p>Review planning instruments in light of research findings, to secure social value.</p>	<p>High streets for all</p> <p>Building strong communities</p>

⁷ <https://www.ons.gov.uk/>

⁸ <https://democracy.islington.gov.uk/documents/s18769/Appendix%201%20-%20Local%20Plan%20-%20Strategic%20and%20DM%20Policies%20DPD%20Regulation%2019%20draft.pdf>

⁹ <https://sccdemocracy.salford.gov.uk/documents/s14063/Revised%20Draft%20Local%20Plan.pdf>

<p>Increasingly strategic public land use decisions will have to be evaluated socially as well as economically with work underway by a range of organisations to understand how this can be done.</p> <p>NB - Proposed changes to the planning system under the recently published planning white paper place far greater emphasis on the Local Plan as a mechanism by which areas will be developed. It will be critical to ensure that social value policies link directly with the Local Plan development and delivery process and that social value is integrated within the local plan itself.</p>	<p>The Better Places Toolkit work by Reading University and Stantec¹⁰ will consider how to integrate social value into public land use decisions.</p> <p>The Liverpool Land Commission¹¹ will investigate how publicly owned land can be used for community wealth building.</p>			
<p>Valuing social value - making the case for investment:</p> <p>Social return on investment techniques allow decision makers to assign proxy financial values to social and environmental factors to demonstrate the costs and benefits of particular interventions. Using national datasets financial values are assigned to proxies taking into consideration varying incomes to calculate the equivalent amount of money that would be needed to have a similar impact on life satisfaction. Demonstrating the value of e.g. a</p>	<p>There are a number of tools available including the HACT social value bank¹² and the national TOMS¹³ that can be used to help evidence value for money of particular interventions and compare impacts of different programmes using financial proxies.</p> <p>The Treasury's Green Book is currently subject to review with an explicit objective to broaden the 'value for money' appraisal</p>	<p>Local authorities, developers and investors - demonstrating the value of planning, investment and development decisions.</p> <p>Central government</p>	<p>Integrate valuation methodologies into policy interventions such as e.g. land disposal, development proposals, real estate uses, infrastructure funding.</p> <p>Developing consistency of value measurements and</p>	<p>High streets for all</p>

¹⁰ <https://www.stantec.com/uk/news/2020/stantec-university-reading-win-research-funding-develop-better-places-toolkit>

¹¹ <https://www.liverpoolcityregion-ca.gov.uk/steve-rotheram-launches-englands-first-land-commission-focused-on-community-wealth-building/>

¹² <https://www.hact.org.uk/social-value-bank>

¹³ <https://socialvalueportal.com/national-toms/>

community hub or a local park could help safeguard community assets, persuade investors about new use opportunities and make a financial case for development that results in increased community wellbeing and long-term sustainability.	methodology. The aim is to include broader social benefits and strategic considerations, such as efforts to deliver transformational change, in addition to the narrower monetizable benefit cost ratio traditionally applied to marginal investments. ¹⁴		methods across London.	
<p>Capturing the value of co-benefits: Frameworks such as the UN Sustainable Development Goals can help monitor success based on outcomes and show the co-benefits of policies and interventions. Linking benefits to wider strategic outcomes could help make the case for maintaining and investing in them.</p> <p>The LSDC's recent SDG insights paper highlighted the co-benefits of a range of policy interventions¹⁵. Clearly identifying the co-benefits and beneficiaries of social value can help make a stronger financial case for expenditure.</p>	The LSDC's recent SDG insights paper highlighted the co-benefits of a range of policy interventions using the UN SDGs.	Organisations and businesses using social value frameworks and the SDGs		Evaluating the success of the recovery - SDG indicators can help identify co-benefits and trade-offs across recovery missions
<p>Green and impact finance to provide new investment models: Social stock exchanges allow investors and corporates to match social and</p>	Many impact investment models include social and environment considerations. Cheyne Capitals social property impact fund	National and regional government, private and institutional investment	Following on from recommendations in the LSDC's Green finance report ¹⁹ on	Green New Deal

¹⁴ <https://www.gov.uk/government/publications/final-report-of-the-2020-green-book-review>

¹⁵ https://www.london.gov.uk/sites/default/files/lcdc_-_sdgs_and_londons_green_fair_recovery_1.pdf

¹⁹ https://www.london.gov.uk/sites/default/files/green_finance_full_report_online.pdf

<p>environmental aims with investment pipelines.</p> <p>Social investments include equity and social impact bonds.</p> <p>Projects, especially significant urban renewal or regeneration projects requiring investment and offering social and environmental returns have access to funding pipelines.</p> <p>Funds often require specific social impact targets and take a positive impact approach rather than a typical risk mitigation approach as in ESG investment.</p> <p>Increasingly UK pension funds and institutional investors are looking for investment that has a social impact agenda and is also environmentally low risk.</p> <p>Third sector organisations including charities and foundations provide a vital investment role through grants and funds for place-based projects with social value outcomes as a core requirement.</p>	<p>invests in social housing for vulnerable people¹⁶</p> <p>Social Investment Business is a philanthropic investment fund originally set up by government and the third sector to invest in projects that sought to have both economic and social returns. It now manages 6 funds supporting a wide range of social impact initiatives and programmes¹⁷</p> <p>Foundation for Future London is investing £11 million into social value grant programmes through the <i>Westfield East Bank Creative Futures Fund</i> and the City of London funded programmes such as the <i>Connecting People and Places</i>¹⁸ strand. The collectively beneficial community projects catalyse the lives of people living in and around London's, new cultural quarter - East Bank. The grants support collaborative, participative opportunities for capacity building, growth and upskilling to develop the employment in London's</p>	<p>organisations including UK pension funds, charities, foundations and other third sector organisations.</p>	<p>11 December 2020 the Mayor announced he had commissioned the Green Finance Institute (GFI) to explore opportunities to maximise the flow of private capital into London's environmental priorities. The work of the GFI includes investigating the LSDC's key recommendations, including the potential development of a London Future Finance Facility, to help unlock the investment needed from private and public sources to make London zero carbon by 2030. It will be essential that any facility that is set up invests in projects which integrate</p>	
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¹⁶ <https://www.cheynecapital.com/strategies/impact-real-estate/>

¹⁷ <https://www.sibgroup.org.uk/>

¹⁸ <https://future.london/>

	creative industry and inclusive place making and public realm.		social value outcomes. Include a requirement to evidence social value outcomes from new National Infrastructure Bank investments. Integrate social value outcomes within mainstream investment funds.	
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Challenge 2. The impact on public realm of new working patterns:

Adjusted working and lifestyle patterns in response to the pandemic are having an impact on how we now use our public spaces.²⁰ A rise in people working from home and staying local provides both challenges and opportunities for urban centres including increases in the use of local public green space and pressures to maintain quality and amenity. Reductions in the use of public transport has created both challenges and opportunities in terms of maintaining the reductions in air pollution seen across London over the last 5 years²¹. London’s zone 1 areas have seen retail footfall decline by 63.3% compared to outer London districts where footfall has reduced by 21.9%²². Falls in numbers have led to an increase in the failure of high street businesses in London with 81.2% of accommodation and food service based businesses and 27% of retail businesses temporarily closing or pausing trading²³. Local centres have however played an important role in community cohesion during the pandemic with local facilities and networks providing emergency response including food banks and community information hubs, and the coordination of support for the vulnerable. Hackney’s support service response included the establishment of a local digital map to locate services which included food banks, mental health support and a community library from an independent bookshop²⁴. Vacant high street properties, including retail and office space and the new use patterns of public space offer opportunities to invest in inclusive placemaking, rethinking the design of public realm to respond to community need and encourage thriving, sustainable and resilient local high streets. Anecdotal evidence points to a shift in judgements of value within communities caused by new life and working patterns, some commentators

²⁰ <https://gehlpeople.com/blog/public-space-plays-vital-role-in-pandemic/#:~:text=A%20Gehl%20global%20survey%20on%20public%20space%20usage,that%20public%20spaces%20play%20in%20their%20everyday%20lives.>

²¹ <https://www.theguardian.com/environment/2020/oct/03/dramatic-plunge-in-london-air-pollution-since-2016-report-finds>

²² <https://www.retailgazette.co.uk/blog/2020/03/footfall-plummets-63-wake-covid-19-crisis/>

²³ <https://www.london.gov.uk/press-releases/assembly/the-impact-of-covid-19-on-londons-high-streets>

²⁴ <https://hackney.gov.uk/find-support-services>

have noted a stronger connection to local neighbourhoods and places and an increase in the importance of community networks (see challenge 3). Whilst it is too early to definitively assign these as permanent behavioural shifts they could act as levers for how we plan and design the recovery to build back better.

Responses	Examples	Ownership	Recommended further work	Link to recovery missions
<p>Review of local planning and property use and management approaches:</p> <p>An increase in the flexibility of use for high street properties to allow e.g. use of outdoor space for dining and social purposes could help to support local hospitality businesses.</p> <p>Working closely with civil society organisations to identify alternative temporary uses for support services could maintain footfall in local centres, build local economies, build community enterprise and local cohesion.</p>	<p>Waltham Forest and Islington councils are trialling new social value driven approaches to the use of local authority owned spaces. The Community Benefit Assessment tool quantifies social value and sets parameters for granting access to affordable space ²⁵.</p> <p>As part of the Wembley Area Action Plan previously designated and now underused Strategic Industrial Land (SIL) has been redesignated to Industrial Business Park status to allow space for new business start-ups and policies include the provision of low cost and affordable workspaces for start-ups.²⁶</p>	<p>Regional and Local authorities</p>	<p>Trialling new approaches to linking social value outcomes to property management agreements.</p> <p>Trialling new lease arrangements with existing tenants to allow greater flexibility of use of space.</p>	<p>High streets for all</p> <p>Building strong communities.</p>
<p>Redesign of public realm: Responding to the challenges of new use patterns with measures aiming to enhance</p>	<p>Transport for London has been trialling interventions ²⁷ that challenge a car-based recovery</p>	<p>Regional and local planning authorities, transport authorities,</p>	<p>Disseminate evidence of low traffic interventions</p>	<p>High streets for all</p>

²⁵ https://www.london.gov.uk/city-hall-blog/how-london-boroughs-are-securing-social-value?utm_campaign=High%20streets%20recovery%20newsletter%20%20-%20October&utm_source=emailCampaign&utm_content=&utm_medium=email

²⁶ <https://www.brent.gov.uk/media/16404341/d64-wembley-area-action-plan.pdf>

²⁷ <https://tfl.gov.uk/travel-information/improvements-and-projects/streetspace-for-london>

<p>local neighbourhoods and social cohesion, encourage more sustainable modes of transport with health and well-being benefits and offer opportunities for local enterprise.</p> <p>Ensuring that the design and delivery of such changes is participatory will enhance long term success and that solutions respond to local need.</p> <p>Use of technology and digital innovation can help address short term issues of ability to participate but this must also address communities' access to technology to enable remote participation.</p>	<p>and respond to the need for more pedestrian space, improving walking and cycling infrastructure as well as improving the design of the public realm.</p> <p>Formats such as the Mayors design review panels²⁸ could help deliver participatory approaches to inclusive public realm design to stimulate design responding to local needs.</p> <p>Digital innovations in planning including e.g. SidM systems offer new opportunities for greater involvement and access to the planning process.²⁹</p>	<p>e.g. TfL, NGO's and community stakeholders.</p>	<p>to identify successful approaches</p> <p>Working initially with the Mayors Design Advocates³⁰ and review panels establish a model of community involvement in design.</p>	<p>Green New Deal</p>
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Challenge 3. Stimulating inclusive, innovative and sustainable economies and businesses at local and hyperlocal level:

London as elsewhere will suffer economically from the COVID crisis, impacting Londoners directly. Job losses in London like the rest of the UK are likely to be significant. The rise of local and community driven responses to the crisis could drive local opportunity. Since March 2020 700 mutual aid groups have developed across London providing a range of support for communities and individuals most impacted by COVID, and across the UK there are approximately 1,000 social enterprises worth £60 billion to the UK economy and employing over 2 million people³¹. The impact of COVID on high streets (see challenge 2) together with a rise in community networks and the promise of social enterprise could provide a unique opportunity to support local enterprise delivering increased social value. Supporting local supply chains helps develop economies rooted in the local area providing new economic opportunities in the form of jobs and skills for communities.

²⁸ <https://www.london.gov.uk/what-we-do/regeneration/advice-and-guidance/about-good-growth-design/london-review-panel>

²⁹ <https://futurecities.catapult.org.uk/2018/06/22/plantech-week-2018-exhibition/>

³⁰ <https://www.london.gov.uk/what-we-do/regeneration/advice-and-guidance/about-good-growth-design/mayors-design-advocates>.

³¹ <https://www.socialenterprise.org.uk/wp-content/uploads/2019/11/Capitalism-in-Crisis.pdf>

Responses	Examples	Ownership	Recommended further work	Link to recovery missions
<p>Procurement to drive social value: Procurement and spend can be used as a way of driving local economies and helping support local business.</p> <p>Procurement frameworks exist which deliver social benefit supporting local supply chains and linking employment requirements to local communities.</p> <p>Community wealth building approaches are increasingly being used to influence local spending plans.</p>	<p>The Preston Model illustrates how, through integrated, strategic and collaborative approaches to local development, more inclusive and thriving local economies with community benefit can be developed, (see case study).</p> <p>In Newham, the Community Wealth Building strategy³² is designed to increase local spend (currently 28%). By engaging with anchor institutions, it is hoped that this will increase through increased spending power.</p> <p>The GLA's responsible procurement policy commits to delivering social value through the supply chain. A London equivalent of the national Themes Outcomes and Measures (TOMs) framework has been developed measuring the financial benefits to the community of delivering social value through procurement with a toolkit to guide delivery. This</p>	<p>National, regional and local government. Large local anchor institutions with significant procurement needs and spend.</p> <p>Commercial partners delivering large infrastructure, development or regeneration projects.</p> <p>Trade and industry bodies.</p>	<p>Production of guidance on how procurement can deliver social value to build local economies.</p> <p>Boroughs, other local government bodies, local anchor institutions and commercial partners should embed social value within their responsible procurement policies to drive positive social outcomes.</p>	<p>Helping Londoners into good work</p> <p>Green New Deal</p>

³² <https://www.newham.gov.uk/council/community-wealth-building/1>

	<p>framework is now being trialled to deliver and measure social value outputs in a number of GLA grant programmes, Transport for London, the Met Police and London Fire Brigade. This will provide evidence from which to plan future social value delivery.</p>			
<p>Levers to support 'good' local jobs and skills development: Social value is often delivered on development projects through schemes offering apprenticeship opportunities to local people from specific target groups (e.g. 18-24 yr olds NEET) which can enhance inclusive and diverse growth.</p> <p>These can be mandated as part of planning conditions or through procurement frameworks.</p> <p>A core element of the recovery planning for London embedded in multiple missions will be to deliver a growth in jobs and skills.</p> <p>Social value approaches can target the delivery of jobs and in particular, skills as part of strategic partnership approaches to recovery planning.</p>	<p>The Scottish Future Trusts Community Benefits Toolkit for Construction³³ highlights the employment, skills development and training benefits that can be delivered through construction projects and provides guidance for contractors on how to include these within proposals.</p> <p>As part of the regeneration of the Olympic Park in Stratford through the London Legacy Development Corporation over 320 young people have benefitted from apprenticeship programmes, some delivered as part of construction contracts with partner organisations. Working with local employers and development partners on the project a further 1,500 young people have accessed training</p>	<p>National, regional and local government.</p> <p>Commercial organisations involved in infrastructure delivery or development.</p> <p>Skills development organisations.</p> <p>Trade and industry bodies</p>	<p>Embed jobs and skills delivery through levers such as procurement frameworks, and grants and funding outcomes.</p>	<p>Green New Deal,</p> <p>Helping Londoners into good work</p>

³³ https://www.scottishfuturetrust.org.uk/storage/uploads/Community_Benefits_Toolkit_-_For_Construction.pdf

	courses with 900 securing ongoing work as a result. ³⁴			
<p>Models of local ownership and support for a social economy. Opportunities exist for the reuse of vacant commercial premises for community benefit.</p> <p>This may provide opportunities for high streets to support small growing businesses, businesses trialling new circular economy models such as service rather than goods based approaches e.g. repair shops, social enterprises, freelance work spaces, and mutual aid initiatives such as community food banks, activity centres for children and young people and information hubs for accessing the support available to communities through recovery.</p> <p>Support for a social economy across London could provide opportunities for growing an economy generating community benefit, impact and social value.</p>	<p>Hackney social enterprise partnership supported 300 social enterprises within the borough including help to sell goods and services to the borough, collaboration to shape future procurement and a toolkit to help businesses incorporate social value within business practices.³⁵</p> <p>The FabLabs model³⁶ provides evidence of how vacant space within neighbourhoods can be used to drive local innovation and creativity creating potential skills development and future job opportunities.</p>	<p>Regional and local government, civil society organisations including those supporting community enterprise, academic institutions/innovation hubs.</p> <p>Regional business support networks, e.g. Business Improvement Districts.</p>	<p>The development of a package of support for social enterprises and community businesses across London.</p>	<p>Green New Deal</p> <p>Helping Londoners into good work</p> <p>High streets for all</p> <p>Building strong communities.</p>

³⁴ <https://www.queenelizabetholympicpark.co.uk/our-story/transforming-east-london/east-works-jobs-skills-and-business-growth/working-capital-widening-the-talent-pool>

³⁵ <http://www.hcd.coop/Pioneering-Social-Enterprise-in-Hackney>

³⁶ <https://www.fabfoundationuk.org/what-is-a-fablab/>

Challenge 4. Digital innovation to increase delivery of social value:

The need to lock down during the COVID crisis demands a reliance on digital technology to access a range of services including schooling provision, local support, help and advice. Communities and sections of society without digital access or the necessary skills found themselves isolated and more vulnerable than previously. This speaks to wider issues of access to digital technology addressed in the digital access mission but also to the potential for marginalisation. The ability of communities to participate has resonance not only as part of the recovery but also as an integral element of how London grows as a city. New planning proposals as part of the planning white paper place a greater emphasis on digital tools to speed up the planning process, and for there to be potentially fewer opportunities for communities to input into how their local area develops. At the same time new digital innovations will unlock the ability to digitise and spatialise social value, allowing practitioners to connect with and consult communities like never before and creating new products, services and tools that can be replicated and scaled up for wider use. Balancing innovations that offer greater democracy of decision making with access to those innovations will be critical to their future success. Access to technology and digital services will have a significant impact on Londoners ability to influence the shape of their future city, neighbourhoods and life chances as increased use of technology will transform the way we as citizens interact with a changing city.

Responses	Examples	Ownership	Recommended further work	Link to recovery missions
<p>Mapping social value: New digital mapping techniques are now under development enabling social value to be spatially represented and relying on community participation.</p> <p>This technique demonstrates visually the social value assets within a locality enabling better decision making as part of local development planning. New innovations such as QR codes to geolocate assets could provide a way for communities to engage long term with the ongoing building of community asset maps.</p>	<p>Reading University’s MESA pilot (see case study) uses digital mapping informed by community feedback to produce ‘happy maps’ of a local neighbourhood. Establishing such maps as a community asset to be developed and retained could also help inform the local plan development process.</p>	<p>Local communities, local authorities, developers, architects.</p>	<p>Pilot this approach in London to test viability and use. Investigate how other mapping layers could be integrated into one interface (e.g. Bloomborgs climate vulnerability maps)</p>	<p>High streets for all</p> <p>Digital access for all</p> <p>Green New Deal</p>

<p>Digital design and inclusion techniques: Involving communities in the codesign of projects is challenging, however community led design can result in more effective placemaking.</p> <p>Gamification of the process (e.g. Minecraft, Sim City) could offer approaches to help give marginalised audiences such as young people the opportunity to input into the future design of their neighbourhoods.</p>	<p>Cambridge University's Department of Architecture used computer game Minecraft to allow local participants to redesign a local neighbourhood³⁷ This technique resulted in the team being able to identify common themes emerging from participants as well as acting as a stimulus for conversations about the place between a broad range of local people.</p>	<p>Regional and local authorities, architects, developers.</p>	<p>Further work needed to understand the viability of delivery and impact -next steps would be to test this approach on a specific development or neighbourhood site.</p>	<p>High streets for all</p> <p>Digital access for all</p> <p>Green New Deal</p>
<p>Access to technology: As part of efforts to support community groups providing frontline support services, some housing associations have initiated laptop repair and redistribution initiatives and initiatives to support access to technology.</p>	<p>L&Q's Placemakers Fund ³⁸provided funding for digital capacity building through workshops and training, as well as an employment support programme to help residents out of lockdown offering e-recruitment opportunities and support with CV and employability, and legal advice workshops delivered to residents.</p>	<p>Local and regional authorities, community groups, developers, commercial digital organisations.</p>	<p>Investigate how initiatives such as these can be integrated into the design and delivery of place-based approaches to recovery.</p>	<p>High streets for all</p> <p>Digital access for all</p>
<p>Innovation to drive participation: New innovation using smart phone technology can help those involved in regeneration or renewal schemes to connect more effectively with certain sections of the community.</p>	<p>Some housing associations have moved consultation processes online, at the Acton Gardens development the move to digital has increased interest within the resident community with L&Q reporting that AGM registrations for December 19 were at a 10 year high.⁴⁰</p>	<p>Local and regional authorities, community groups, developers, commercial digital organisations.</p>	<p>See above</p>	<p>High streets for all</p> <p>Digital access for all</p>

³⁷ <https://www.cambridgeindependent.co.uk/news/making-the-most-of-the-river-is-as-easy-as-playing-minecraft-9052859/>

³⁸ <https://www.lqgroup.org.uk/landq-foundation/placemakers>

⁴⁰ Email correspondence from L&Q head of Estate regeneration for London.

<p>Whether as part of involving communities in the development and design of local plans or for e.g. post occupancy evaluation, innovation could play a significant role in improving how we connect with communities and deliver better social value.</p> <p>Smart phone usage is widespread across the UK with approx. 90% of 16-64 yr olds owning a smartphone³⁹. More users access the internet using their phones rather than laptops. It is worth noting however that this drops significantly in the over 65 age bracket and alternative provision would be needed for this group.</p>				
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³⁹ <https://www.statista.com/statistics/271851/smartphone-owners-in-the-united-kingdom-uk-by-age/>

5. Conclusion

The LSDC began our work on social value before the pandemic struck, and we had identified a range of opportunities for delivering better social value across London as part of the regeneration and development process. We have used this existing work and adjusted our focus with the help of our expert advisory group onto the challenges emerging from the pandemic.

This paper sets out a range of potential approaches which could help inform the work of those organisations involved in helping London and Londoners recover from the pandemic. We have outlined which types of organisations could take these approaches forward and how they can be understood in the context of London's recovery. We have also made a number of recommendations, both short/medium term tactical opportunities and longer term more transformational actions.

As London begins to contemplate a post pandemic future there is a unique opportunity to reframe our city. Understanding what works for communities, what they value and why will help ensure that the future we build back, works better for all Londoners. Social value approaches give us the tools we need to do this and should be at the heart of recovery planning in London and integrated in how we regenerate our city going forward. This will require a comprehensive and consistent approach to social value throughout the recovery work and beyond. Work will be needed to ensure that regional and local planning and development powers are used effectively to drive social value as standard practice and London stakeholders should seek to harmonise definitions and measurements of good practice.

We hope that this will stimulate further work and action to implement new ways of working and innovative approaches to current challenges to deliver better outcomes for all Londoners as we begin to start the work of rebuilding our city.

6. Appendix

Case study 1 – Community ownership and repurposing high street spaces

Starting as a pop-up shop filling an empty space in a shopping centre in Ashford in 2015, Made in Ashford was a space for start-ups to share and test out their products and trading proposition in a high street setting at very low cost. It was successful and as a result a community interest company was formed to take the premises on a permanent basis providing an outlet for over 50 local creative businesses to sell in a shared space. In addition to providing a retail space the group also run arts and crafts-based activities for the local community to improve wellbeing. These are funded through the commission gained from sales through the shop.

One critical success factor of this initiative has been the strong relationship with Ashford Borough Council who provided initial funding for refitting the shop and formally commissioning a founding member to be manager of the space. This successful enterprise is now moving to a larger location in the town centre to increase the offering to the local community and businesses.

Creative approaches to vacant high street and retail spaces demonstrated by the Made In Ashford example can provide opportunities to support local businesses offering both economic growth potential but also community value through social purpose.



<https://www.madeinashford.com/pages/made-in-ashford>

Case study 2 – Community wealth building – The Preston Model

In the early 2010's Preston faced multiple social and economic challenges which have some similarity to the challenges we now face as we recover from COVID. The long-term decline of industry and manufacturing in the 1970's had led to rising poverty in the city. The post financial crash recession in 2008 brought in a policy of austerity which negatively impacted public spending and resulted in job losses and further increases in poverty and also to the abandonment of a £700 million regeneration project expected to provide the investment needed to transform the city centre. In response to these challenges the city council adopted a community wealth building approach centred on a number of elements:

- Pluralism of ownership of the economy - encouraging more diverse ownership models including community organisations, small enterprises, cooperatives and municipal ownership.
- Making financial power work for local places - increase local flows of investment e.g. public sector pension funds encouraged to invest in local assets and initiatives, mutually owned banks and community credit schemes are encouraged to grow and regional banks are established.
- Fair employment and just labour markets - using the power of large local anchor institutions to adopt best practice with regard to recruiting locally from lower income areas, paying the living wage, and building clear progression routes for those from less advantaged backgrounds.
- Progressive procurement for goods and services building in the need to develop and support local or regional supply chains, SME's, social enterprises and other community based businesses.
- Socially productive use of land and property - the function and ownership of local assets held by anchor institutions e.g. education, public sector, major local corporates, can be challenged to extend community use.

In 2011 Preston City Council began discussions with local anchor institutions to identify actions they could take to enhance community wealth. Procurement was a key element of the programme. Analysis of anchor institution procurement practices identified that of the £750m spent by those institutions only 5% was spent with organisations based in Preston and 39% in the wider Lancashire area meaning a loss of £458m potential spend. The institutions worked to identify types of spend, and opportunities to harness more of their buying power to improve the economic and social benefits provided. In 2016 the analysis showed an increase in locally retained spend from 5% to 18.2% in Preston and 39% to 79.2% across the wider Lancashire area.

By collaborating with other local organisations and using the significant spending power of the group, Preston has demonstrated how procurement can boost the competitiveness of local business and improve their economic outlook. This in turn should benefit local communities. This approach to using spending power to focus on local economic development opportunities is not limited to Preston with other examples of community wealth building across the UK.

Case Study 3 – Reading University – Mapping Eco-Social Assets

The Mapping Eco Social Assets (MESA) project used mapping and community engagement activities to gather information on the social and environmental value of a local neighbourhood. Planning and spending decisions should be based on environmental, social and economic values but these are difficult to understand without understanding what is important to the local community. The team developed maps which could be used by the community via a number of consultation events to collect information on where the social and environmental value resides within their local area. The project looked at how streets, parks and facilities currently support; connections between people, active lifestyles, positive emotions, pride and participation and also asked what the community would like to improve locally. Local assets were identified against the following factors:

- Connection (social and responsible)- community centres, religious buildings, primary schools, bus stops and streets
- Active lifestyles (hobbies and free time) - schools, local pool, streets, ice cream shop, college and local pub
- Positive emotions (happy and proud) - home, sheltered housing, religious buildings, schools, play areas and parks.
- Taking notice (beautiful and natural) - River Kennet, Kennet and Avon canal and Thames, Blake's lock, the gas holder and cemetery.
- Flexibility and freedom (room for improvement) - streets and crossings, shopping provision, sports and recreation options, play facilities, lighting, waste and recycling.

For each factor a set of questions were asked e.g. Connection questions included, 'Is there anywhere that you find you tend to stop and talk to people regularly?' The community was also asked to imagine their area in two years' time and to identify elements where improvements could be made against each factor.

These community maps were combined into a layered digital map with each factor colour coded, connectivity was blue, activity orange etc with brightness levels adjusted to reflect volume of discussion for that location. In this way the overlaps in values can be seen spatially. This highlighted the fact that the parks generated a lot of positive emotions and the cemetery and riverside are great places for taking notice and for mindfulness.

Using social value measurement and valuation techniques the team were able to identify the potential value of assets. The team used the HACT social value bank which apportions monetary values to social value. This uses the social return on investment method to assign financial proxy values relating to activities or processes that don't normally have costs assigned e.g. cost of a reduction in social isolation. Using this method, the team was able to assign proxy financial values for positive responses, e.g. 'I talk to neighbours regularly' has a value attributed to it of £4,511 by the HACT social value bank method.

The techniques used as part of this project could help identify the value of actions taken locally as part of regeneration and development and guide informed choices based on social and environmental as well as economic value. Delivering initiatives designed to help London's communities recover from the pandemic may take an area based approach to allow for better coordination across multiple projects and policy areas. Mapping the existing eco social assets at neighbourhood level would allow better appreciation for where to focus these initiatives.

Social value principles

I. Representative and collaborative

Social value is about creating better communities and places for people to thrive. Their involvement in how to do this is critical to success. Social value interventions and activities should be identified with participation from the community, ensuring that all parts of the community are represented and involved from the earliest stages of the process. Within the regeneration and development process it is common to consult and inform communities. This paper argues that a much more participatory approach is necessary. Examples of participation include:

- Early stage engagement at the scoping stage of proposals, involving and engaging actively with communities to shape outline plans.
- Co-design with communities, see MESA case study.
- Building local capacity with planning functions to help communities participate through the planning stages either directly or via community liaison officers.
- Involvement in managing delivery, building in roles for community participation through representation on e.g. delivery boards,
- Incorporating elements of community ownership of schemes e.g. managing community assets in the longer term such as community hubs, youth centres, commercial meanwhile spaces etc. (see later examples of community ownership models)

II. Outcomes based

Social value should be based on outcomes not just outputs. Typically, it is delivered as part of development contracts and monitoring long term outcomes is not factored into the delivery of the projects. Therefore, interventions and their benefits to local communities can be short lived. The UN Sustainable Development Goals' (SDGs) systems-thinking approach can help integrated decision-making that can unlock win-win outcomes across a range of economic, social and environmental issues. The SDGs also promote community co-creation in local decision-making; focus on prioritising the most disadvantaged and reducing inequalities; and promote a partnership approach - all of which are necessary to support London's green and fair recovery. The examples below highlight how specific interventions such as providing apprenticeship posts as part of development contracts can contribute to a broader more strategic outcome.

SDG 11- Sustainable Cities and Communities - Make cities inclusive, safe, resilient and sustainable

Outcome – Target 11.3 - By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.

Indicator – Cities with a direct participation structure of civil society in urban planning and management that operate regularly and democratically.

Output – Planning requirement for all major regeneration and development projects to include direct participation structures, resources and capacity building to support the active engagement of communities in how local places are designed and activated.

SDG8 – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Outcome - Target 8.6 - By 2020 substantially reduce the proportion of youth not in employment, education or training.

Indicator – 18-24 yr olds NEET data

Output – Apprenticeship programmes offering training and work for target groups within communities experiencing regeneration or development.

Challenges remain to ensure that outputs are clearly linked to outcomes which can be monitored in the long term. Linking social value outputs to a strategic framework which could be adopted at regional or local level could help improve accountability, consistency and embed interventions within a wider strategy. The diagram below illustrates the potential linkages from an overarching framework such as the SDGs back through the range of local and statutory instruments governing the delivery of social value outputs. This diagram is based on original work done by CHY Ltd on the need for a consistent framework for social value delivery.

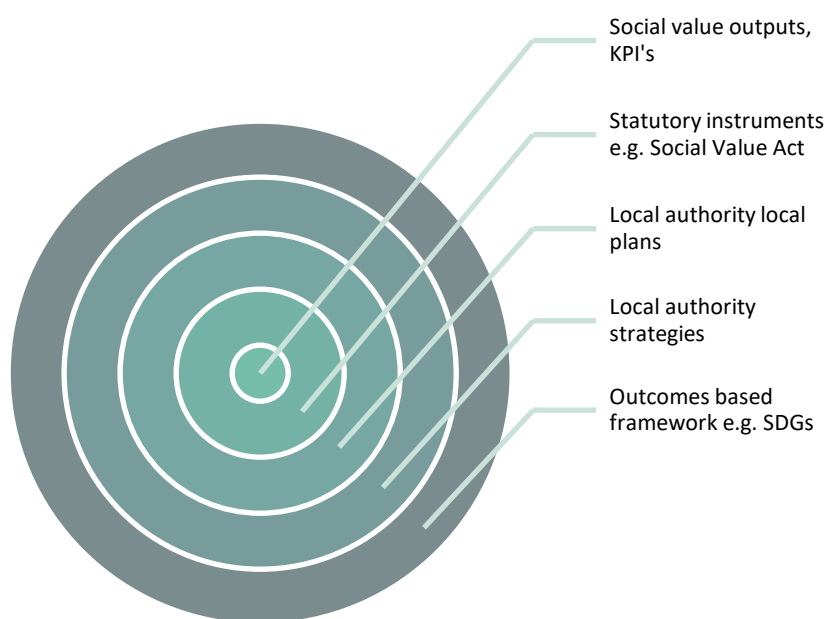


Figure 1- Rudimentary sketch of social value framework interconnections Courtesy CHY.

III. Place based

Social value is intrinsically linked to the lived experience of communities and how interventions and actions can affect this. This is connected inextricably to place and where people live, and it is at that level that social value is experienced. Changes to people's local environment impact directly on their quality of life and therefore social value approaches need to be bespoke and should focus on ensuring positive outcomes for communities in the places they live. Social value can be used to drive more inclusive place making ensuring actions are targeted at those in the community most in need to enhance equality and inclusion. This in turn will help to secure the future diversity and strength of places.

IV. Measurable

Measuring social value is challenging as it includes intangible concepts such as well-being and happiness. The lack of ability to measure an outcome does not necessarily mean it should not feature as something to aim for however measurement can help improve accountability and track success. Social science is moving rapidly into this arena with studies seeking to understand and quantify intangibles to enable them to be better understood and delivered. If social value is to deliver e.g. increased prosperity, understanding of what we mean by prosperity and how the changes made as part of social value plans and programmes can be measured will be incredibly useful. Multiple frameworks for delivering social value exist e.g. National TOMS Framework, Successful Places Toolkit. Frameworks typically include a range of actions under themed areas leading to desired outcomes e.g. promoting local skills and employment. Often proxy financial values are attributed to actions enabling organisations to assess the financial impact of their actions. Social value approaches to measurement have also sought to clarify how to measure intangibles and the work of The London Prosperity Board in particular has used citizen science approaches to develop measurement tools and indicators to help define and then measure 'prosperity' in east London. The work includes a range of interconnecting factors which when put together across a series of scorecards describe what prosperity feels like within communities in the East End⁴¹. Using this data enables policy makers to understand better how to deliver policies that improve prosperity within that community and shows the multi-dimensional nature of concepts such as prosperity helping to shed light on how to deliver and track success in improving those intangible elements.

V. Sustainable

Balancing economic, social and environmental concerns and maximising positive outcomes but also understanding trade-offs is critical to the delivery of successful social value. For example designing public realm and green space involves a range of choices to achieve benefits for environment and community. Understanding the range of these benefits and in some cases the financial impact can help in decisions on which choices to make and balance outputs to maximise outcomes. Social value approaches ensure that these benefits are understood.

VI. Contextual

Social value is often delivered according to the Social Value Act through the procurement of public goods and services. The procurement process provides a suitable opportunity to influence external suppliers and use buying power to deliver multiple benefits. However social value principles and practices also have relevance outside of procurement. Context is also critical to understanding the delivery of social value. Social value can look different according to audience and project phase.

It's vital to understand what is important to communities to ensure that what is delivered through social value approaches is going to be successful. Involving communities at the earliest stages of project development can help identify what needs to change and what's important.

Involving communities in the delivery of interventions can help ensure that social value is long term and community focussed e.g. community ownership of local assets can help ensure their long-term viability and success.

⁴¹ <https://londonprosperityboard.org/lpi-scorecards>

Social value should run through project delivery from early scoping of what is being planned through to delivery and in use and be led by the need to reflect local context and audiences. In this way the benefits to communities can be well understood and successfully delivered in the long term.

VII. Additional

Additionality in regeneration and development is commonly understood as being about how much of the difference that has happened e.g. more jobs, more affordable homes, increase in access to green space is as a result of actions taken by a specific organisation as part of a project. Additionality and the ability to measure the impact being made by an intervention is critical to social value approaches. Social value places an implicit requirement on developers to go beyond business as usual in order to show the value of an intervention. Business as usual follows a compliance driven approach, which from a social value perspective would be covered by a duty to deliver sustainable development and human rights and equalities legislation amongst others, and from a development perspective would also include planning policy.