



Social Value in Regeneration and Placemaking

Consultation Document

To respond to this consultation, please visit:

<https://www.surveymonkey.co.uk/r/LSDCsocialvalue>

Closing date: Monday 15th March 2021

For all enquiries, please email jude.hassall@london.gov.uk

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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Front cover image: Foundation for Future London, Changing Minds In Challenging Times by Catalyst in Communities CIC.

Foreword

London has ambitious regeneration and placemaking goals which will transform how many Londoners live, work and play within their neighbourhoods. Too often, however, regeneration is something that is “done to” communities. People feel left out of important decisions that will affect their neighbourhoods. Developments are created which may meet economic and environmental goals, but which fail to enhance the lives of people that live in them.

The London Sustainable Development Commission (LSDC) believes that placing social value at the heart of regeneration and placemaking unlocks new ways of working which will deliver great places that serve the people who live in them.

The draft new London Plan sets out a comprehensive approach to encouraging Good Growth. “Building strong and inclusive communities” is at its heart and there are clear ambitions towards supporting more local people to play active roles in shaping their neighbourhoods. The LSDC is interested in how these ambitions could become reality, through action at London, Borough and neighbourhood level and with the active and enthusiastic participation of developers, local authorities, housing associations, investors, planners, designers and the communities that they serve.

The COVID-19 pandemic has created unprecedented times for London’s residents, businesses, public and voluntary services, times that have demonstrated the resilience and strengths of our neighbourhoods but also the stark inequalities in opportunities and outcomes that exist within our city. Poverty has been linked with poor health outcomes; people from Black, Asian and minority ethnic (BAME) 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 these spaces; and poor housing and air quality standards within communities and boroughs have been linked to higher vulnerability to a range of respiratory and associated conditions, including COVID-19. We are only starting to understand the intersectionality at play across these categories, but regardless: if you are poor, from a BAME background or live within particular postcodes, you are more likely to have been adversely affected by the pandemic.

This is an important moment for us all as we consider the type of city that we want to build and the types of places where we want to live. What does it mean to build back better? How can we create a fairer, more equal and more inclusive city? How can we create places which make Good Growth a reality for the people that live in them? We believe that the continuous reinvention of London gives us chances to support communities, help young people to thrive, reduce inequalities, build economic and employment opportunities for all and deliver a clean and green London.

These things will not happen by chance, however. There will need to be deliberate action at city and borough level, changes in how we conceive, design, develop and support communities, and system-wide commitments to social, economic and environmental outcomes.

In 2019, the LSDC set out to learn more about how social value can be created by regeneration and placemaking. This work has become even more important in light of

COVID-19 and our collective desire to see a recovery that truly addresses the challenges that our city faces.

We have undertaken a series of activities to build our understanding, and now we want to hear your views on how different organisations and communities can best work together to improve the social outcomes of regeneration projects across London. We want to hear from as many voices as possible, so please do share this consultation paper with your contacts and colleagues.

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Introduction

London has ambitious regeneration and placemaking goals which will affect how Londoners live, work and play within their neighbourhoods. Regeneration can bring many positive outcomes: skills development and employment opportunities, enhanced social infrastructure and connections within and between neighbourhoods, improved health outcomes and more.

However, these things will not happen without deliberate action. Too often, regeneration is something that is “done to” communities. People feel left out of important decisions that will affect their streets. Developments are created which meet economic and environmental goals, but which fail to enhance the lives of people that live in them. Planning regulations which can support social and environmental goals are at risk of being relaxed to suit the commercial needs of developers rather than the human needs and expectations of London’s citizens.

The London Sustainable Development Commission (LSDC) has set out to learn more about how social benefits can be effectively delivered through regeneration and placemaking in a growing London. We want to explore models and processes of development and regeneration which place much greater emphasis on the social outcomes that they will deliver. So our first question is: **how can greater social value be delivered through the process of regeneration and development projects?**

Some of these models are starting to emerge and this document contains some case studies which demonstrate what can be done. These new models, however, are only appearing in specific cases and not as the norm across London. Our second question, therefore, is: **how do we build consistency in approaches to social value across London whilst still supporting imaginative and innovative projects?**

The draft new London Plan sets out a comprehensive approach to encouraging Good Growth and we are interested in how this translates to local action in engagement, planning, procurement and delivery of schemes and, ultimately, greater social value. There is also significant recovery planning work under way to help London emerge from COVID-19 as a stronger and more equal city. The LSDC has recently published an insights paper which explores a potential outcomes-based framework for recovery planning: [The role of the UN’s Sustainable Development Goals in London’s green and fair recovery](#). Our third question then is: **how can we make best use of the London Plan, recovery planning work and other policy levers to support meaningful local action?**

The LSDC has produced this consultation paper as a way of gathering a wide range of views in response to our areas of enquiry. This consultation paper builds upon a series of earlier activities:

- A scoping paper setting out the strategic and policy background to social value, how it fits with activity in London (particularly the London Plan), and the latest thinking and practice around social value
- A working group made up of policymakers, local authorities, developers, academics and researchers helping to shape our thinking
- A stakeholder workshop to explore social value in regeneration, how effectively it is currently delivered and opportunities for actions and improvements

- A series of interviews with stakeholders and an online survey to explore a long list of potential options and refine these to the ideas presented in this paper

We would like to thank the members of the LSDC Social Value Working Group, external stakeholders and colleagues across the GLA who have given their time, insights and enthusiasm to this work.

About this consultation document

Consultation process

This consultation process is designed to give you different options for how to respond.

- The **full consultation document** (this document) contains all of our thinking and development work to date, and details of a wide range of recommendations that could have an impact on social value in regeneration in London. It is designed for people who have **a broad range of interest or expertise in social value and the time to review and respond in detail.**
- The **sector-specific summary consultations** are shorter documents and question sets, each with a focus on a specific audience within the regeneration process. There are separate documents for:
 - o Communities
 - o Local authorities
 - o Developers
 - o Investors and funders
 - o Housing providers
 - o Designers, such as architects

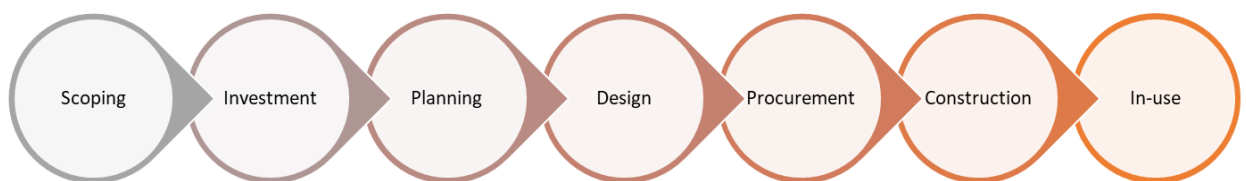
The summary consultations are designed to focus around a short set of broad questions and are ideal if you only have a short amount of time to respond at this stage.

- In each of the summary consultation documents, we will **signpost to relevant chapters** of this full consultation. So, for example, if you are a local authority planner, you may find it interesting to read and respond to the local authority sector summary AND the planning chapter of the full consultation document.

The full set of consultation documents can be found at <https://www.london.gov.uk/about-us/organisations-we-work/london-sustainable-development-commission/our-current-work-and-priorities/social-value>.

Full consultation document

This consultation document aims to take you through the typical stages of a regeneration project as shown in the diagram below.



For each stage, we identify **a vision for social value**. You will find that the vision at each stage is split according to different types of group or organisation, for example,

community groups or local authorities. These are colour-coded as shown in the diagram to help you find your way through the document.



We then provide **case studies** to show how current and recent projects have sought to increase social value at each stage of a regeneration project.

We then reflect on the **current state of play** and suggest **proposals** for how our vision and ambitions could be made a reality.

Finally, in each section, you will find a series of **consultation questions**. These are collated at the end of the document and form the basis on an online survey.

How to respond to the full consultation

Within this document, you will find a series of consultation questions. You can respond to these on <https://www.surveymonkey.co.uk/r/LSDCsocialvalue>

If you are unable to access SurveyMonkey to submit your response, please contact Jude Hassall on jude.hassall@london.gov.uk and we can agree an alternative route for your response.

Please submit your responses by Monday 15th March 2021.

How this consultation will be used

The results of this consultation exercise will feed into the production of a report for the Mayor of London, London boroughs, organisation across the regeneration and development sector and community groups which will include a series of recommendations for action based on consultation responses. Recommendations will also help identify potential further work to be developed by the London Sustainable Development Commission in collaboration with partners.

All input into the final report will be anonymised and any personal data will be kept secure in line with GDPR regulations.

What is social value?

Defining social value

Social value is a way of understanding and measuring the benefit of an intervention or change to a particular community.

There is no one definition of social value, but the following are often used:

“If £1 is spent on the delivery of services, can that same £1 be used to also produce a wider benefit to the community?” (Salford City Council)

“The quantification of the relative importance that people place on the changes they experience in their lives.” (Social Value UK)

“The additional benefit to the community from a commissioning/procurement process over and above the direct purchasing of goods, services and outcomes.” (Sustainable Procurement Taskforce)

“Social value is about maximising the impact of public expenditure. It looks at what is created, and sometimes what is forsaken, through a commissioning process. It is therefore also about what we value in the public realm. Social value considers more than just the financial transaction.” (National Association of Certified Valuation Analysts)

Many definitions of social value focus on the procurement process. This is because the [Social Value Act 2012](#) requires consideration of social value in the procurement of goods and services by the public sector.

However, social value could be considered more widely as the full impact of programmes across social, environmental and economic concerns. This might capture changes in an individual’s wellbeing, the strength of relationships in a group, or changes in the physical environment of a local area.

Social value is often less well understood than environmental or economic value as it deals with human perceptions and lived experience and challenges us to translate the intangible into something we can identify and measure.

Defining social value in regeneration and development

Social value is a relatively new field with new ideas and approaches emerging all the time. The development sector is arguably leading the way in delivering and translating social value into a reality. This is in part because social value is intrinsically linked to people’s experiences and these are connected to the places where we live, our neighbourhoods and our sense of place.

The RIBA published its Social Value Toolkit for Architecture in June 2020 and considers that:

“The social value of architecture is in 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

(autonomy). There is also social value in participation, supporting communities to help design and build their homes and neighbourhoods."

The development or regeneration process affords a unique opportunity to impact our experiences of place. Each community is different so there is no one-size-fits-all approach to what social value looks like. However, there are methodologies and approaches to social value which can be applied whilst hearing the voices and recognising the needs of each specific community.

Bringing social value to life

At a workshop held in November 2019, stakeholders identified some ways in which the social value of a regeneration project might be demonstrated. These are shown in the diagram below.



Each of these is being delivered through regeneration in London today. However, they are not all happening on any one regeneration site (as far as we know). And they are not happening consistently across London. Each regeneration or development project is working within its own vision, plans and capabilities. This must surely mean that opportunities are being missed to deliver better outcomes for London's citizens, businesses, communities and economy.

"There are very few built environment projects that have a complete story to tell at present." (Quote from stakeholder workshop, 2019)

Does London need its own approach to social value?

As we have seen, there are multiple definitions, methodologies and approaches to delivering social value, available across the whole country. Our question then is: should London use these nationally recognised approaches or is there something unique about the capital which suggests it needs a different approach?

In many ways, London is a city like many others. It has its commercial and retail centres, residential neighbourhoods, older “villages” subsumed by growth, new developments on old industrial lands and in the outer suburbs. It has a young and diverse population, a mix of educational and cultural institutions, and the infrastructure to support a 24/7 economy.

There are ways in which London is different, however.

It is a city at a much larger scale than any other in our country with high density of population and housing. It faces the most extreme social inequalities in the country, with billionaires living cheek-by-jowl with some of our most deprived neighbourhoods. More than one in three children in London grow up in poverty – whilst this is not unique, it is exacerbated by the higher cost of living in London and brought into sharper focus when looking at issues of housing quality, rents and overcrowding. These issues also contribute to significant public health issues: we know that poor quality, overcrowded homes can be a vector for illness and have significant impacts on mental health.

At the same time, London has very high land values – meaning that it is an attractive place for development and regeneration. The prospect of high returns for developers means that local and city authorities can demand more from developments: better environmental performance, higher carbon standards and – we believe – better social outcomes and social value.

London is not one homogenous place: it is a patchwork of communities stitched together by time, infrastructure, innovation and social change. Each community has its own richness, its own creativity and its own potential. There are great examples of local issues being addressed by community action – we reflect on some of these in the case studies in this document. Social value speaks to this diversity and localism.

Last but not least, London is perhaps unique in its governance, with its blend of city and local governance, its devolved powers and its leadership.

We are interested in your views on whether London could and should adopt a different approach to social value in regeneration. There will be pros and cons. We do not want to propose a London approach just for its own sake. Rather we want to understand how London could do things differently because London is itself different.

Consultation questions

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

Imagining the future

Here we set out our vision for social value in regeneration for separate audiences: communities, developers, local authorities, housing providers, investors and designers.

What will it be like to be part of a regeneration project in London which places a real emphasis on social outcomes? What roles will different people and organisations play?

A common understanding

We want to build a common understanding of social value across the regeneration and development sector. We want to see social value woven into the fabric of regeneration and placemaking projects. Collectively, we need to move from our starting point of social value in procurement to holding social value as one of the core principles of any regeneration scheme. In return, we want to be able to express this value: to demonstrate the vitality, the equity and the inclusivity of communities which place people at their heart.

Placing people and communities at the heart of regeneration

Communities are active and early participants in setting the vision for their area; this is the first step in a journey of participation throughout the regeneration project. Local people have the skills and the confidence to fully take part in consultation and engagement processes. They are actively involved in designing their neighbourhoods and in owning, managing and making decisions about the places where they live.

Communities have a strong voice in how investment is deployed within their neighbourhoods, including but not limited to Section 106 funding. Genuine engagement – for example, through Citizen’s Assemblies on Section 106 – helps to build and sustain this community voice.

Communities have a stronger voice and greater influence over planning in their neighbourhoods and have the skills and confidence to play an active part in discussions. This has placed more power with the people and places where it will be most valued.

Communities co-design their new neighbourhoods through a range of structured and creative design processes. People of all generations, demographics and backgrounds are able to contribute their design ideas and be heard.

Communities are involved throughout the procurement process – from helping to shape requirements through to assessing and evaluating tenders. Community organisations are encouraged to be involved with delivery of local projects, helping to develop local skills and capacity and build local economies.

Communities are fully engaged through the construction cycle to help manage disruption and impacts. Local people feel that they are partners in the process. People have regular opportunities to speak with the developer. Alongside apprenticeships and other direct employment opportunities, the inclusion of self-build elements within a development provides local people with a hands-on, community-based learning experience. Communities are engaged by developers in terms of choice of materials, local production and whether unused materials can be shared back with the community for their use.

Communities have been involved from the outset in co-designing the buildings, facilities and services that they need. Now that the construction work is finished, there is a genuine

transfer of management and ownership of assets into the hands of the community. Local people are also able to take advantage of employment opportunities resulting from the regeneration, for example, management of community facilities, stewardship of green and blue spaces (such as our parks, open spaces, rivers, streams), community organising and activities, and employment in local workspaces. People have regular and meaningful opportunities to give their views on what it is like to live in their new neighbourhoods and see that their concerns are addressed.

Building partnerships between developers and communities

Developers engage with the local community in a meaningful way across a full range of questions related to the regeneration project. This goes beyond the “look and feel” of the project to deeper and more structural issues: reducing inequalities, boosting employment and the local economy, helping young people to thrive, supporting the local community and building a clean, green neighbourhood. There is a clear vision statement at the outset – designed with the community and other stakeholders – which sets a framework for decisions. The vision is used to help developers and contractors deliver a consistent approach to social value throughout the development, giving all parties a clear steer on what is being delivered and weaving a social value thread throughout the entire project.

Developers have a long term commitment to the neighbourhoods that they are creating, through the use of new financial models such as social impact bond or contracts.

Developers’ viability assessments take full and clear account of social, environmental and economic outcomes, with more weight (than at present) being given to the social benefits of any scheme.

Developers are engaging communities more actively in the planning process, seeking out voices through more collaborative engagement methods. Developers are supportive of London’s ambitions and local authorities’ work in this area and do not seek to “negotiate away” social value.

Developers have embraced co-design approaches, having seen the improved social, environmental and economic outcomes that they produce and in response to stronger demands from local communities and from planning authorities. They create well-designed spaces which build community resilience and equity. Community engagement in design starts early and is continuous and the community’s preferences are not traded away during the later stages of planning or construction.

Developers understand the ambitions and requirements of public sector buyers when it comes to social value. They work with communities to understand local need and shape responses which are likely to achieve the greatest social benefit.

Developers extend the reach of social value thinking and action throughout the supply chain involved with a development. Designers, subcontractors and manufacturers are all brought into the realm of social value. Developers work closely with local people during construction to set expectations, demystify the building site and address people’s concerns about disruption. Developers and contractors are working hard to reduce the environmental impacts of construction, whether at design stage, through procurement or on site. Developers recognise strong reputational and quality drivers to ensure that their homes are performing as intended and embrace business models which give them an ongoing involvement with and accountability to the places that they have built.

Developers feel an ongoing commitment to the neighbourhoods in which they have worked. They carry out post-occupancy evaluation and ongoing monitoring in ways which are meaningful and consistent across sites; they are also committed to learning from each project to enhance future activities. Recognising that developments will adapt to how they are used, developers remain open to making improvements to increase social value (for example, improving lighting to enhance safety or completing pathways on “desire lines” across open spaces).

Empowering local authorities to drive social value

Local authorities have the spatial overview to understand how a regeneration area connects with its neighbours through transport, education, business and family ties, to make sure that the benefits of regeneration reach out across a wider area.

Local authorities have more freedom to base investment and land sale decisions on a range of social, environmental and economic outcomes and place more emphasis on non-financial outcomes. There has been a philosophical shift from valuing land to considering the social value of what can be built on it. Local authorities are also using more creative approaches to Section 106 and the Community Infrastructure Levy to deliver assets that the community wants.

Local authorities have placed social value at the heart of planning and are taking a more strategic approach across multiple development sites, particularly (but not only) with regard to social infrastructure, green and blue infrastructure and local employment opportunities. They are using their existing powers and working with communities to shape development and regeneration schemes. London Boroughs have put in place Supplementary Planning Documents which set social value requirements when the local authority is selling land or transferring assets. They have also expanded their Supplementary Planning Guidance to include adherence to social value policies as part of design.

Local authorities are supportive of schemes which bring forward a co-designed approach to a neighbourhood. Where evidence of co-design and community participation is lacking, local authorities push back through planning to encourage developers to go further. Local authorities have processes or guidance in place that translate community aspirations into social value and planning policies which drive effective delivery of regeneration projects.

Local authorities place more weight on social outcomes in their procurement, going beyond the requirements of the Social Value Act to tie procurement in to local needs and opportunities. They are transparent about their ambitions and show strong organisational commitment, learning from pioneers like Salford and Preston.

Local authorities are maximising “meanwhile” use of land earmarked for development, helping to keep spaces busy and vibrant.

Local authorities carry out post-occupancy evaluation and monitoring of social value in ways which are meaningful and consistent across sites; like developers, they are committed to learning to enable future improvements. They trust the community with management, governance and ownership of its assets, providing support as and when needed to ensure the community has the skills and capacity for the task. Local authorities

and housing associations will have an ongoing relationship with the community and are responsive to feedback, new ideas and opportunities for improvements.

Helping housing providers use local knowledge to create local value

Housing providers actively support local communities in regeneration areas, for example, by helping them to map the things that matter most to them about where they live (known as local social assets and social infrastructure). As clients, local authorities and housing associations embed social value in project briefs, informed by the shared vision which they too have helped to create. This vision informs the subsequent production and evaluation of tenders, along with approaches to measurement and monitoring. The vision statement is held locally and publicly as a reference point for any project operating in the area (going beyond the development or regeneration project to inform other community activities).

Housing providers are starting to increase the rigour with which the investment stage is assessed: what are the sources of finance that are being used? How is social value defined and calculated in the model? How does the model consider joint risk and reward structures?

Housing providers place more weight on social outcomes in their procurement, going beyond the requirements of the Social Value Act to tie procurement in to local needs and opportunities. They are transparent about their ambitions and show strong organisational commitment, learning from pioneers like Salford and Preston.

Housing providers carry out post-occupancy evaluation and monitoring of social value in ways which are meaningful and consistent across sites; like developers, they are committed to learning to enable future improvements. They trust the community with management, governance and ownership of its assets, providing support as and when needed to ensure the community has the skills and capacity for the task. Local authorities and housing associations will have an ongoing relationship with the community and are responsive to feedback, new ideas and opportunities for improvements.

Encouraging investors and funders to innovate

Investors and the grant funding sector are innovating with financial models and place-led grants to bring forward patient or impact capital which supports greater emphasis on social outcomes.

Supporting genuine co-design with communities

Designers work in ways which share the design process with the local communities they are serving. Supported by their professional institutions, they have become co-owners of the design process. This transformation of the design sector did not happen overnight. In the intervening period, designers set out very clearly what communities can and cannot influence and the reasons why certain elements are constrained. At the same time, they (and developers) are challenging those constraints to continually broaden the scope of community participation.

Consultation questions

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?

Case study: Acton Gardens

The South Acton estate was made up of 1,800 homes built in the 1960s and 1970s. It is being replaced by a scheme providing 2,500 new homes as well as commercial and community space. The regeneration scheme is a 20 year joint venture between housing association L&Q and developers Countryside Properties.

A Community Board was established in 2011 to help shape the development of the site. The design of the estate includes replacing high rise with mid-rise blocks built around courtyards and play areas. Everyone living there has been offered the chance to return to a new home in the same area of the neighbourhood where they previously lived.

Building works have been phased so that people only need to move once. Buildings that are empty have been used for “meanwhile” and pop-up use; there is also a pop-up container building which can be moved around the development as necessary.

Social value is also delivered through local employment within the construction supply chain. The scheme aims for a target of 20% local employment with six apprenticeship places per phase. The scheme also supports Cultivate London, a charity helping retrain people who are long-term unemployed. Referrals for places come from local NHS partners, housing associations and schools. This team helps to manage the estate’s green spaces.

The estate includes a new community centre operated by the Manor House Trust with the aim of enabling the local community to use the centre to run their own activities. The Community Board disburses community funding provided as part of Section 106 agreements.

To measure the social value provided and track progress, surveys are being carried out throughout the life of the development with existing and new residents, local community organisations and surrounding communities. The survey results allow the developers to understand the impacts of the regeneration and to track this over time. Results show a mixed picture of satisfaction with the new development but also highlight where there are areas for improvement. The intention is to repeat these surveys every 2-3 years to track progress.



Our starting point: social value today

Social value in national policy

The Social Value Act 2012 embeds the concept of maximising social value within public services. The Act places:

“a responsibility on those organisations procuring the provision of services, the purchase or hire of goods or carrying out of works covered under the Public Contracts Regulations (2015), to consider at the pre-procurement stage how procurement could improve the social, economic and environmental wellbeing of the relevant area and to consider how to secure improvements through procurement.”

The focus of the Act is on local authorities and other commissioning public bodies to consider social value through their procurement processes. However, the Social Value Act does not cover all procurement activities and does not specify the weighting which should be given to social outcomes.

Social value in development and regeneration

The LSCDC wish to focus efforts on how social value can be better defined in relation to delivering regeneration and development. A particular focus will therefore be the role of the GLA and other planning authorities and where opportunities to deliver social value might fall within policy development and other delivery mechanisms such as funded regeneration and development programmes.

Whilst the Social Value Act makes the procurement process its main focus, there are wider opportunities for implementing a social value approach within regeneration to achieve Good Growth.

The [UK Green Building Council](#) has done detailed work looking at how social value can be embedded in the regeneration and development process. They have identified opportunities within:

- Current local / regional planning policy - such as planning conditions, Supplementary Planning Guidance, Section 106 and use of the Community Infrastructure Levy
- Procurement - by the inclusion of social value considerations in the procurement of a wider range of goods and services. In regeneration terms, this can be applicable for local or strategic authorities who own land earmarked for regeneration.
- Land disposal - when a local authority or public body is disposing of public land for development, they can set weightings for the inclusion of social value within the tendering process.

Social value and the London Plan

[The London Plan](#) is a core mechanism through which social value could be embedded into the growth of London via regeneration and development. Social value is closely related to the concept of Good Growth which is defined by the Mayor as:

“Working to re-balance development in London towards more genuinely affordable homes for working Londoners to buy and rent. And it’s about

delivering a more socially integrated and sustainable city, where people have more of a say and growth brings the best out of existing places while providing new opportunities to communities.”

Good Growth is a core concept underpinning the London Plan. The Regeneration team at the GLA run a number of delivery strands to help deliver Good Growth, including the [Good Growth Fund](#), the Mayor’s fund for regeneration in London, and [Good Growth By Design](#).

We have heard from stakeholders that they are still working to map the direct connections between the concepts of social value and Good Growth. Elements of social value which come through in Good Growth planning policies include the building of strong and inclusive communities, making the best use of land, creating a healthy city, delivering homes that Londoners need and growing a good economy. The protection and creation of social value also inform policies around social infrastructure.

However, it is important to note that social value is particularly specific to local context. We are interested in how a London-wide approach and approaches such as the London Plan can support projects which meet the distinctive needs of different communities. Growth and development can involve complex and difficult trade-offs against competing priorities; the inherent flexibility of the London Plan is useful in enabling local communities to consider these issues.

The London Plan also sits within the context of national planning policy. The Government’s Planning White Paper [Planning for the Future](#) was published for consultation in August 2020 and was silent on the subject of the role of city and regional planning.

Social value frameworks

Social value is being delivered through regeneration and development by organisations via a series of frameworks ranging from overarching sets of principles to detailed programmes of outputs and outcomes.

Typically, frameworks offer a list of criteria against which a project could be measured (for example, local identity - creating a place where people feel like they belong and where they hope to stay). Frameworks are often broken down into a series of described outputs (actions taken) and outcomes (the change that results from those action); the [National TOMS Framework](#) is one framework and has recently been updated to accommodate indicators related to COVID-19.

Companies like [Berkeley Homes](#), industry bodies like the [UK Green Building Council](#) and professional institutions like the [RIBA](#) are among those who have developed social value frameworks. Funders such as the Association of Charitable Foundations, Esmée Fairbairn, Foundation for Future London, Local Trust and London Funders have also been bringing forward inclusive social value principles through their PlaceLed approach to funding.

At the GLA, an outputs and outcomes framework has been developed to help the assessment of applications to the Good Growth Fund. The framework includes approximately 200 criteria covering a range of issues.

Rather than developing a set of detailed criteria to assess social value, [Social Value UK](#) have put forward a set of overarching principles which they hope will provide the basic building blocks for anyone wishing to make decisions that take social value into account.

Achieving our vision: strategic actions across London

There are a number of strategic actions that could be taken by the GLA which would help to build consistency across London's regeneration projects and to encourage greater ambition and innovation in social value.

Pan-London approach

There was strong stakeholder interest in a pan-London approach or framework for social value in regeneration. This would help to build consistency of approach to social value across London but should be seen as a floor for ambition not a ceiling.

A framework could include broad expectations and guiding principles and can illustrate the range of what can be done under the heading social value. It would be supported by more detailed guidance (or signposting to guidance produced by others) for each stage of the regeneration journey.

Any pan-London framework should be built around the principle of local need, so that it is customised locally by the community and regeneration partners rather than dictated top-down. There is an important balance between building consistency in thinking and enabling flexibility in delivery. A framework should be clear on expectations around transparency, accountability and enforcement. We are considering a series of principles which would help build better social outcomes through social values approaches; these principles would be:

- Representative and participatory - placing the views of the community at the heart of development
- Outcomes based
- Measurable
- Sustainable, with a clear understanding of how social, environmental and economic outcomes are approached and balanced
- Comprehensive - embedded across organisational strategy and thinking

A framework could set out approaches to benchmarking and measurement. There could be a particular focus on expectations around pre- and post-engagement with the community, methods and resources to support this, and setting out what good practice looks like.

Stakeholders suggested that this London framework could be tested through local action research and pilot projects. As noted, the UKGBC is consulting on a definition of social value. Their consultation sets out an outline definition and a series of principles or approaches which would deliver social value at an individual project level.

We are interested to know how a pan-London framework would be useful to communities, local authorities, developers, investors and others involved with regeneration projects.

Convening

The Mayor of London and the GLA have strong convening roles, bringing people together both across and within sectors.

The Mayor can bring together high-level discussions with developers and investors about expectations.

The GLA could set up a practitioner network to help encourage more sharing of experiences across local authorities, housing associations, developers, contractors, communities and the social value practitioner / research community. For example, [Urban Design London](#) is a network bringing together practitioners who design, deliver, manage and influence places to help create well-designed places that work for people and which provides a home for resource, guidance and research.

A hub for data and knowledge

The GLA could set out a series of supportive data sets for regeneration, to enable consistency of benchmarking, measurement and monitoring. This could include developing mapping layers for mapping social value / assets / infrastructure.

We would like to know what other information the GLA could provide centrally. For example, case studies, good practice guidance for those just starting with social value and best practice examples to show what can be achieved.

We are also interested in how digital innovations can support delivery of social value in regeneration. There are some exciting digital solutions based around mapping, for example, work being done by the [Quality of Life Foundation](#), [Commonplace](#) and the [University of Reading](#). We are keen to hear about other innovative approaches (whether digital or not) and to explore options for testing these with local communities across London.

Consultation questions:

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

Our vision

Communities are active and early participants in setting the vision for their area; this is the first step in a journey of participation throughout the regeneration project. Local people have the skills and the confidence to fully take part in consultation and engagement processes. They are actively involved in designing their neighbourhoods and in owning, managing and making decisions about the places where they live.

Developers engage with the local community in a meaningful way across a full range of questions related to the regeneration project. This goes beyond the “look and feel” of the project to deeper and more structural issues: reducing inequalities, boosting employment and the local economy, helping young people to thrive, supporting the local community and building a clean, green neighbourhood. There is a clear vision statement at the outset – designed with the community and other stakeholders – which sets a framework for decisions. The vision is used to help developers and contractors deliver a consistent approach to social value throughout the development, giving all parties a clear steer on what is being delivered and weaving a social value thread throughout the entire project.

London’s communities are interconnected in many ways and a vision for a neighbourhood should not ignore these connections. **Local authorities** have the spatial overview to understand how a regeneration area connects with its neighbours through transport, education, business and family ties, to make sure that the benefits of regeneration reach out across a wider area.

Social housing providers (local authorities and housing associations) actively support local communities in regeneration areas, for example, by helping them to map the things that matter most to them about where they live (known as local social assets and social infrastructure). As clients, local authorities and housing associations embed social value in project briefs, informed by the shared vision which they too have helped to create. This vision informs the subsequent production and evaluation of tenders, along with approaches to measurement and monitoring. The vision statement is held locally and publicly as a reference point for any project operating in the area (going beyond the development or regeneration project to inform other community activities).

Case study: Marklake Court, Southwark



Marklake Court is a community-led development of 27 homes on the Kipling Estate in Southwark and an example of local people taking the lead in shaping their neighbourhood. Local residents identified a site containing unused garages and worked with an existing Joint Management Board, Community Benefit Society and Southwark Council to develop new council flats. The formal housing assessment gave priority to local people who were either overcrowded in or under-occupying their previous homes. This then freed up other flats for people on the council’s waiting list.

Find out more at <https://www.communityledhousing.london/project/marklake-court/>

Case study: Bermondsey Square, London



Bermondsey Square is a large mixed-use development comprising new apartments, office space, community arts centre, boutique hotel and retail space. Social value measures within the project included:

- Working with the local market in order to retain operation throughout the whole construction process, and creating commercial viability by promoting this as a key attraction for visitors.
- Establishment of a locally-owned community fund, which provides funding each year for community organisations and events
- Ensuring sales and lettings policies prioritised owner occupiers over buy-to-let investors
- Carefully managing commercial lettings to attract local businesses and independent traders, as well as larger chains

Find out more at http://www.iglooregeneration.co.uk/portfolio_page/bermondsey-square-london/

Where we are now

Done well, regeneration has the potential to address some of the inequalities that have been brought into sharp relief by COVID-19.

Developers are already working hard to understand the local context for their schemes and to engage local communities and build partnerships. At the scoping stage, they are thinking about delivery models and financial modelling, and there is evidence that consideration of social value is part of this work. However, there is no consistent set of standards to which local community engagement is carried out, meaning some communities feel they are simply presented with a plan or design rather than genuinely having a say. Conversations between developers and communities need a greater emphasis on addressing structural social issues (inequalities, health and wellbeing, supporting young people) alongside design considerations.

At a local level, community involvement takes time and needs effective coordination. Local people and community organisations may not have been through this process before, so may not have the confidence, skills or capacity to participate fully in consultation and engagement processes. This may become even more of a requirement if the proposals in the Government's Planning White Paper come to reality: local communities will only have a say at the Local Plan stage and there are significant risks that marginalised, disadvantaged and poorer communities will be locked out of discussions about the future of their neighbourhoods (we discuss this in more detail in the chapter on Planning).

Proposals

Guidance for developers, local authorities and housing associations on minimum expectations for community involvement. This could be part of the larger framework

for social value described earlier. Over time, minimum expectations could be strengthened to reflect best practice or made mandatory through the London Plan to ensure consistency across the capital.

As part of the minimum expectations for community involvement, **a requirement that developers will support communities to develop a vision for their area**, taking account of the needs of the community, the structural issues and local inequalities in the area and its interconnectedness with other areas. This understanding could help, for example, with development and targeting of apprenticeship opportunities. We are interested in how this might align with Neighbourhood Plans.

Guidance for local authorities and housing associations on how to embed social value in project briefs. The [Build Local](#) planning tool offers a helpful way of calculating developer contributions such as Section 106 and Community Infrastructure Levy, but guidance should also consider wider levers available to local authorities (and the implications of any national changes to S106 and the Community Infrastructure Levy as proposed in the Planning White Paper). Clarity of expectations and examples of structures will help to create consistency of approach in procurement (see *Procurement* below).

Guidance, training and support for communities embarking on a regeneration project. Developers, local authorities or the GLA could be develop or provide this support. We would welcome views on how this might be developed and delivered.

Design Review Panels should play a more active part in helping to assess the community's vision for an area and in guiding how this translates into design. At present, Design Review Panels place greatest emphasis on design quality, with a much smaller emphasis on social value and equalities, diversity and inclusion. Shifting this emphasis and involving local people in considering what these different aspects mean could lead to a much stronger voice for local communities. There may also be opportunities to change the make-up of Design Review Panels so that more local people can participate (see *Design* below).

Support for a community organiser post at each major regeneration site. We have heard that there is value in having someone to coordinate local community participation. We welcome views on the scope of this role, how it could be funded and the relative merits of the organiser being part of the local community or being part of a shared group who act on behalf of multiple communities.

Encourage the use of mapping in developing visions, identifying social value assets and in measuring the value and impact of regeneration. Maps are a valuable tool to help people think about place: there are some excellent examples of ways of mapping social infrastructure (for example, <https://research.reading.ac.uk/urban-living/projects/mesa/>), as well as green and blue infrastructure, and connections that go beyond a development's red line.

Consultation questions

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? How could it have the greatest impact?

Investment

Our vision

Communities have a strong voice in how investment is deployed within their neighbourhoods, including but not limited to Section 106 funding. Genuine engagement – for example, through Citizen’s Assemblies on Section 106 – helps to build and sustain this community voice.

Developers have a long term commitment to the neighbourhoods that they are creating, through the use of new financial models such as social impact bond or contracts. Developers’ viability assessments take full and clear account of social, environmental and economic outcomes, with more weight (than at present) being given to the social benefits of any scheme.

Investors are innovating with financial models to bring forward patient or impact capital which supports greater emphasis on social outcomes. Charitable funders and philanthropists remain a vital part of the investment mix, recognising the benefits to people of investing in place.

Local authorities have more freedom to base investment and land sale decisions on a range of social, environmental and economic outcomes and place more emphasis on non-financial outcomes. There has been a philosophical shift from valuing land to considering the social value of what can be built on it. Local authorities are also using more creative approaches to Section 106 and the Community Infrastructure Levy to deliver assets that the community wants.

Local authorities and housing associations are starting to increase the rigour with which the investment stage is assessed: what are the sources of finance that are being used? How is social value defined and calculated in the model? How does the model consider joint risk and reward structures?

Case study: Queens Park Community Council

There are opportunities for alternative models of funding which encourage social value to be brought into the regeneration and development sector. These could include social value bonds or community share offers.



One interesting model for local social investment is the re-introduction of parishes to London. Queens Park Community Council was established in 2012 and, through raising a local precept (council tax), has been able to invest in local green spaces and provision of services for young people. Find out more at

<https://queensparkcommunitycouncil.gov.uk/>).

Where we are now

Section 106 is an important and widely used mechanism for investment in social infrastructure and community assets. In Tower Hamlets, the Council has hosted roadshows

to communicate with residents about Section 106 to make the process more open and accessible. However, Section 106 is seen by some as a “blunt instrument” that occurs too late in the development process to enable meaningful engagement and is not always responsive to the community’s needs. Some Boroughs are trying to get viability and social value included in pre-application planning negotiations rather than as part of a S106 agreement later in the process.

The Community Infrastructure Levy is seen as welcome progress when it comes to local involvement in securing value through development.

For the private sector, there is increasing consideration of ESG investment (environment, social, governance) and other similar models. Organisations such as L&G, Argent and Hermes have been active in considering responsible investment.

Stakeholders tell us that there has been good progress on valuing the environmental aspects of development when making the investment case. However, we are also told that - whilst there are strong methodologies in place for measuring social value - these are not as widely used. In part, this is because these issues are under-valued in the viability assessment for a development. We expect to see greater transparency of viability assessments as required under the National Planning Policy Framework 2018 (NPPF).

Developers’ relationships with their schemes often end soon after the last unit is sold. This affects how their financial models are constructed, with a focus on realisation of capital values rather than full consideration of the long term (for example, revenues from energy generation or value provided by ecosystem services).

Proposals

Place a requirement that development funded by public funds must have social value returns for local people through design, development and in-use. This could include mandating a co-design process between developers and communities.

Influence national policymakers to allow social value to be used to discount public sector land value in “best consideration” sales. This would shift the relationship between land value and social value so that both are important factors in development of a site.

Influence national policymakers to change the viability assessment. This would involve changes to the NPPF in order to widen the viability assessment to include social value, environmental and community aspects. Alternatively, test a parallel viability assessment encompassing social and environmental values. We would welcome a developer willing to share a viability assessment and views on how a parallel assessment could be created.

Provide support (guidance, training) to local authorities on consideration of social value in viability assessments. We would like to hear from local authorities about how this process currently works and the types of skills or capacity they would need to engage further with developers on these issues.

Similarly, we would like to **explore different financial and grant funding models with developers to consider how longer-term consideration of social and environmental outcomes affects the viability and of their investment.** This could lead to a pilot project for community investment in schemes.

Recognise and support the role of grant making and funding institutions, to highlight grant-funding institutions' leadership role in place-led and inclusive regeneration. We would like to explore further their role in supporting and resourcing social value led regeneration and placemaking.

Explore ways in which Section 106 (or any successor policy) could reflect greater community engagement and a more holistic approach. This might include Citizens' Assemblies (or similar) to set priorities for S106 investment or the combination of Section 106 pots into one community fund which could be open for local, community-led bids to make improvements. The COVID-19 pandemic has led to a rise in neighbourhood networks and the crucial importance of local centres in providing information, resources and support to the most vulnerable in our communities. Developing assets with and for communities helps to build resilience to future shocks.

Consultation questions

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

Planning

Our vision

Communities have a stronger voice and greater influence over planning in their neighbourhoods and have the skills and confidence to play an active part in discussions. This has placed more power with the people and places where it will be most valued.

Developers are engaging communities more actively in the planning process, seeking out voices through more collaborative engagement methods. Developers are supportive of London's ambitions and local authorities' work in this area and do not seek to "negotiate away" social value.

Local authorities have placed social value at the heart of planning and are taking a more strategic approach across multiple development sites, particularly (but not only) with regard to social infrastructure, green and blue infrastructure and local employment opportunities. They are using their existing powers and working with communities to shape development and regeneration schemes. London Boroughs have put in place Supplementary Planning Documents which set social value requirements when the local authority is selling land or transferring assets. They have also expanded their Supplementary Planning Guidance to include adherence to social value policies as part of design.

Case study: The London Plan



The London Plan's emphasis on Good Growth captures many of the principles of social value and local authorities in London (and elsewhere) have already integrated social value into their Local Plans and decision-making.

The new London Plan elaborates on the concept of Good Growth as the foundation for development within the capital. Good Growth is built on six principles:

- Building strong and inclusive communities
- Making the best use of lands
- Creating a healthy city
- Delivering the homes Londoners need
- Growing a good economy
- Increasing efficiency and resilience

Find out more at <https://www.london.gov.uk/what-we-do/planning/london-plan/new-london-plan>)

Case study: Community plans, Islington

The London Borough of Islington has established a route for community participation in planning at ward levels. Local people work with their Ward Councillors to identify and prioritise improvement schemes, including transport opportunities and safety, open spaces and improved leisure and community facilities. Projects are then funded using

developers' Section 106 contributions, ensuring that the planning process delivers projects which the community itself has developed.

Find out more at <https://www.islington.gov.uk/about-the-council/have-your-say/community-plans>

Case study: St Raphael's Estate, Brent



URBED and The Glass-House Community Led Design have worked with residents of the St Raphael's Estate to develop options for the future regeneration of the site. This included an urban design and 'Homes and Neighbourhood' training course for local residents, their independent advisor and Brent Council officers. The course was designed to equip residents with useful urban design skills and knowledge including street design, sustainable design, and tools for reading

architectural drawings. Mapping exercises and a site tour explored the physical, social and environmental qualities of the existing estate and elements of another project which could be brought into the St Raphael's project. The final session saw groups apply their learning, and work together to test and model different regeneration scenarios for St Raphael's.

Find out more at <http://urbed.coop/projects/st-raphaels-estate-resident-workshop>

Where we are now

Sustainable development acts as an overarching principle enshrined in the National Planning Policy Framework. The [Planning White Paper](#) published in August 2020 states that "sustainable development is an existing and well-understood basis for the planning system" and proposes that this should be retained. This document is not a response to the Planning White Paper consultation. However, we would like to reflect on the implications of the White Paper for social value. Of particular concern is the emphasis on the Local Plan phase as, it seems, the only chance for the community to engage in discussions about the place where they live. We are worried that communities will be disenfranchised at a time when they most need to have a voice, that a focus on digital consultation will exclude the voices that are often the hardest to hear, and that Local Plans will not have the flexibility to respond quickly to changes in local priorities. We are also concerned that many urbanised areas will be given blanked planning permission as growth or renewal areas, and that this will have a disproportionate and further disenfranchising effect on poorer and disadvantaged communities.

The discussion around planning which follows does not presume the outcome of the Planning White Paper consultation.

The commitment to sustainable development in national planning is reflected in the London Plan and other planning instruments. The National Planning Policy Framework sets out social aspects in the definition of sustainable development:

"supporting strong, vibrant and healthy communities, by providing the supply of housing required to meet the needs of present and future generations; and by creating a high quality built environment, with

accessible local services that reflect the community's needs and supports its health, social and cultural well-being."

However, whilst sustainable development is enshrined in policy, it is not clear how social value is defined in this context, how it differs from sustainable development and how to articulate social value as distinct from sustainable development. We are concerned that sustainable development - and social value - are often distilled into quantitative measures such as housing numbers and quality metrics but that more qualitative measures (such as wellbeing or community resilience) are less likely to be defined or monitored.

We have also heard that social value is often seen as an "add-on" which can be negotiated away by developers as part of the planning process.

Too often, developments are seen in isolation. Different land ownership, developers, timescales for development and delivery models can exist on neighbouring sites. This diversity leads to a flourishing market for new ideas and is to be encouraged. However, there may be opportunities missed from the lack of a strategic approach to social assets and infrastructure.

Different communities, local authorities, housing associations and developers are starting with different expectations for social value as well as different data sets, benchmarks and approaches to measurement. We believe that greater social value could be delivered through more consistency of approach.

Proposals

Explore opportunities to influence the National Planning Policy Framework to create a more holistic approach to social value within the context of sustainable development. This could be based on models of local people's rights / indigenous rights (see, for example, these approaches collated by the [United Nations Permanent Forum on Indigenous Issues](#)). We would welcome more evidence about these models and the changes to the NPPF which would be beneficial.

Develop a definition of social value for planning purposes and model how this could be implemented. As discussed, the UKGBC is currently working towards a national definition which will help to set out expectations and a suggested process. We are interested in whether a bespoke London definition could be developed to reflect the more specific needs and circumstances of London. Any definition should build on the concept of Good Growth in the London Plan.

Guidance from GLA on Good Growth and social value. There is a short term requirement to help local authorities, developers and others understand the new London Plan and its implications for development within London.

Developing a standard process for local authorities to adopt around social value and planning. The GLA could move beyond guidance towards the development of a standard process; this would help to build consistency across the capital. This could include supporting local authorities to develop a social value policy which expands beyond procurement to wider Council activities (particularly planning). The [Build Local](#) planning tool, as one example, could offer a starting point for the development of guidance and standardisation of processes for implementation.

Support the use of SPDs and SPGs to integrate social value into planning, to change the status of social value within planning. This could be through sharing examples of how local authorities have created these documents and by encouragement through the London Plan. Local authorities are already using the London Plan and supporting design guidance through the Good Growth by Design programme to inform their guidance on design for inclusivity and play. We would welcome evidence of how this is being done elsewhere.

Local authorities can require social value as a material consideration in planning, building on an approach being used by Islington Council. We welcome other examples of how social value has been meaningfully integrated into Local Plans, both the Plan documents and the process by which they were developed.

Encourage local authorities to take a more strategic view across multiple sites, through convening of those working in this space and sharing existing and emerging practice.

Build capacity and knowledge among Planning Committees to create a greater push for social value when assessing planning applications.

Build capacity within communities to enable active participation in the planning process including providing resources and information to support them. This should include helping communities voice the things they would like to protect and preserve as well as the things that they would like to see. Capacity building takes time and we are interested in ideas for how this support could be provided and by whom.

Consultation questions

23. Which of these ideas do you think will have the biggest impact?
24. How would you get involved with developing these proposals further?
25. What insights or evidence do you have around local people's / indigenous people's rights that would help us?
26. What examples do you have of how social value is being integrated into Supplementary Planning Documents and Local Plans?

Design

Our vision

Communities co-design their new neighbourhoods through a range of structured and creative design processes. People of all generations, demographics and backgrounds are able to contribute their design ideas and be heard.

Developers have embraced co-design approaches, having seen the improved social, environmental and economic outcomes that they produce and in response to stronger demands from local communities and from planning authorities. They create well-designed spaces which build community resilience and equity. Community engagement in design starts early and is continuous and the community's preferences are not traded away during the later stages of planning or construction.

Designers work in ways which share the design process with the local communities they are serving. Supported by their professional institutions, they have become co-owners of the design process. The transformation of the design sector did not happen overnight. In the intervening period, designers set out very clearly what communities can and cannot influence and the reasons why certain elements are constrained. At the same time, they (and developers) are challenging those constraints to continually broaden the scope of community participation.

Local authorities are supportive of schemes which bring forward a co-designed approach to a neighbourhood. Where evidence of co-design and community participation is lacking, local authorities push back through planning to encourage developers to go further. Local authorities have processes or guidance in place that translate community aspirations into social value and planning policies which drive effective delivery of regeneration projects.

Case study: Build Up, Hackney



Land gifted to this development at Flanders Way by the local authority was made available for young people to design and build public realm. Young people maintained a blog about the project. Participant Shenique Bass noted: *"There are a lot of new buildings and construction occurring throughout Hackney in which many local residents and young people have no say in... Growing up in Hackney, we didn't have many opportunities like this exposed to us. Opportunities like this are important, because they show us that there are many things we can do and be."*

Find out more at <http://www.buildup.org.uk/builduphackney/>

Case study: PEACH, Custom House

People's Empowerment Alliance for Custom House (PEACH) was launched in 2013, following a two year development project supported by the National Lottery's Big Local Fund. PEACH exists to empower the community in Custom House to engage in issues that affect local people, particularly jobs, education, housing, safety and health. PEACH has

been an active voice for and with local residents as part of regeneration programmes planned for the neighbourhood.

Find out more at <https://peache16.wixsite.com/peach>

Case study: Lefevre Walk, Bow



This major estate regeneration project for Tower Hamlets Housing Action Trust, designed by Pollard Thomas Edwards involved a masterplan to replace existing 1970s slab blocks with 400 new houses and four storey flats, reintroducing a human scale and traditional street layout to the area.

The new homes were designed in close collaboration with the local community, introducing a complex resident choice programme allowing each home to be tailored to its future occupants. Resident coordinators were nominated in order to ensure a continual dialogue with the local community throughout the project.

Find out more at <https://pollardthomasedwards.co.uk/projects/lefevre-walk/>

Case study: Tower Court, Hackney



The design team at Adam Khan Architects and muf architecture/art worked closely with community groups to meet the needs of the Orthodox Jewish community in designing the Tower Court regeneration project.

<https://hackney.gov.uk/tower-court>

Where we are now

The Government's [Planning White Paper](#), published for consultation in August 2020, sets out ideas for fast-tracking "beautiful" buildings which reflect local character and preferences through the use of Design Codes. This builds on the findings of the [Building Better, Building Beautiful Commission](#), which also brought forward strong recommendations about communities, stewardship, green spaces and, perhaps most importantly, the creation of places not just buildings.

The case studies quoted above show a level of community involvement in design which is perhaps the exception rather than the rule. As with planning, there are opportunities to build greater ambition and consistency of practice in design.

Where local communities do participate in design, as with planning, there can be frustrations at limits to their ability to influence things. True co-design pre-empts this, but we are a long way from co-design being mainstream. As a holding pattern, it is important that designers and developers set out very clearly what communities can influence, what they cannot and the reasons why certain elements are constrained. Transparency of these reasons not only helps communities to play their part but can also help developers question whether constraints are reasonable, potentially opening up more opportunities for co-design.

The RIBA published its [Social Value Toolkit for Architecture](#) in June 2020. This will form an important part of how we take forward the conversation around design for social value within London's regeneration projects.

We have heard from stakeholders that new approaches to design may require greater empowerment and education of designers. This could include developing methods for better understanding a local area and how people use and value the spaces within it. It could also include greater empowerment for designers to challenge the brief they are given and to be focused on the social outcomes of the work that they do.

Proposals

Engage with RIBA and the Construction Leadership Council to explore ways of taking forward social value in design.

Build capacity in local communities to participate in design processes, including being clear about the scope of the discussion and the reasons for any constraints. This could take the form of broad awareness raising (eg, online videos outlining how design consultation might work), dedicated training sessions in local community centres or the provision of a community design organiser or champion to support community empowerment. We would welcome views on these and suggestions of other approaches which could help build community capacity and participation in design.

Share knowledge and examples related to co-design to make it standard practice.

This might include methodologies, tools and case studies. Co-design will only become standard practice if its value can be clearly expressed, so we welcome further evidence (qualitative and quantitative) about the benefits of co-design with communities.

Encourage more local representation on Design Review Panels, including upskilling local people to participate.

The [Mayor's Design Advocates](#) provide excellent strategic support and design review but there may be additional value from engaging local people more actively in the design review process. Active recruitment of local participants to support design of regeneration schemes can bring the professional and community voices together. We would be interested in evidence as to how this might operate and other ways the Design Review process could be enhanced to build greater connectedness between design quality and local need.

Consultation questions

27. Which of these ideas do you think will have the biggest impact?
28. How would you get involved with developing these proposals further?
29. What approaches could help build community capacity and participation in design?
30. How can Design Review Panels work with local communities to support co-design approaches?

Procurement

Our vision

Communities are involved throughout the procurement process – from helping to shape requirements through to assessing and evaluating tenders. Community organisations are encouraged to be involved with delivery of local projects, helping to develop local skills and capacity and build local economies.

Developers understand the ambitions and requirements of public sector buyers when it comes to social value. They work with communities to understand local need and shape responses which are likely to achieve the greatest social benefit.

Local authorities and housing associations place more weight on social outcomes in their procurement, going beyond the requirements of the Social Value Act to tie procurement in to local needs and opportunities. They are transparent about their ambitions and show strong organisational commitment, learning from pioneers like Salford and Preston.

Case study: Preston City Council



Preston has demonstrated the power of procurement to drive local economic growth and development. Initial analysis identified that, across six major local institutions, only 39% of spend was in Lancashire and only 5% in Preston itself. Together, the six institutions agreed a set of principles to simplify the procurement process, reduce leakage of spend from the local area, and develop the capacity and diversity of the local economy.

From here, Preston City Council moved towards an increased focus on social outcomes from procurement, changing the mindset both of procurers and potential suppliers. The Council's Social Value Outcomes Framework focuses on six outcomes: promoting employment and economic sustainability; raising the living standards of all residents; promoting participation and citizen engagement; building capacity and sustainability of the voluntary and community sector; promoting equity and fairness; and promoting environmental sustainability.

Find out more at <https://thenextsystem.org/the-preston-model>

Case study: Salford City Council – using procurement to make Salford 10% better



Salford City Council's Social Value and Sustainability Policy sets out how the Council aims to secure social value through its activities.

The policy identifies a series of themes which the Council aims to improve, for example, building community spirit by increasing volunteering, increasing the number of young people in employment, education or training and increasing the number of people in Salford who say they have good wellbeing – all by 10%.

The full policy is available at <https://www.salford.gov.uk/your-council/social-value-in-salford/>

Where we are now

The Social Value Act 2012 embeds the concept of social value into public sector procurement; this is perhaps the area where social value is most advanced within many local authorities. The Act sets the clear policy commitment and has driven significant action. Procurement processes across public services are now guided by social, economic and environmental considerations as well as price with local authorities giving varied weight to these criteria (from 30% weighting in Greater Manchester, to 5-10% at the GLA, for example).

That said, the Act has limitations in scope and may also lead people to think that social value is “done already”, rather than acting as a springboard for more ambitious approaches. The Social Value Act also excludes the built environment so there is a need for primary legislation to build at least a minimum standard of consistency of practice across all developments.

Existing frameworks (eg, the Architecture, Design and Urbanism Panel) and local authority procurement policies will place different weight on criteria when procuring. The natural review cycle of these frameworks presents opportunities to make social outcomes more explicit in consideration of how services are provided. Local authority procurement policies in particular could see a shift in emphasis towards social outcomes in the light of COVID-19. The pandemic has shown very clearly the importance of resilient communities, local support networks and neighbourhood economies; for example, in some places, thinking around these themes is crystallising into the concept of the “[15 Minute City](#)”.

Many organisations develop their procurement policies in isolation. There is power in sharing and learning from each other, as it can help local authorities to understand where they fit within a range of current policies and inform future levels of ambition. It can also open up discussion about the impacts and implications of different approaches to social value in procurement, helping to manage risks.

Local authorities will take different approaches to procurement. Some stakeholders felt that an approach to building greater consistency of practice and outcomes would be for the GLA to set up a pan-London procurement framework for development and regeneration activities (with consideration of how its scope might be different from the Architecture, Design and Urbanism Panel). Characteristics of this type of framework could be:

- Outcomes based with measurement over 5-10 years
- Sufficiently flexible and adaptable to local needs and locally responsive benchmarks
- Creates clear accountability and transparency with a requirement for sharing data about performance
- Based on a whole lifecycle approach which encourages embedding social value throughout the supply chain

Alternatively, we are interested in other ways in which consistency could be developed across London. There is no common language around social value, with different stakeholders bringing different definitions and priorities to the issue and multiple methodologies and measurement frameworks in use.

One area where the GLA and Boroughs can have an impact is in helping to look past municipal boundaries when it comes to delivering social outcomes. A common feature of many regeneration schemes is the provision of local apprenticeships. However, these are often constrained by local authority boundaries which mean that apprentices in one Borough cannot go and work on projects by the same developer elsewhere.

For many localities, an important part of social value is the creation of local economic gain, for example, through hyper-local procurement and local employment and training opportunities. However, procurement frameworks are often created to aggregate activity at scale, making them more suited to larger businesses. Smaller businesses may lack access to procurement systems or the capacity and structures which enable them to respond to tenders, even where they have the competencies to carry out the work.

Proposals

The GLA could **set clear expectations for regeneration sites** (for example, Opportunity Areas) that social value should be embedded in the procurement process, beyond the minimum requirements of the Act.

Increase emphasis on social value and outcomes in existing frameworks and procurement policies. This might include sharing exemplar policies and approaches or working with the academic or research community to model best practice and share this with operators of frameworks.

Create a common language about social value in London including parameters for methodologies and measurement. We do not propose to create a new methodology or measurement framework as there are already several excellent models available. Rather we are interested in how best we can create a shared understanding of what social value means and a common vocabulary for discussing it between communities, developers, local authorities, housing associations and other stakeholders.

Explore the case for a London-wide procurement framework. We would welcome further ideas and evidence for the objectives of a framework and how it might be developed, as well as views around the greater integration of social value into existing frameworks.

Lobby for change to the Social Value Act to incorporate a wider range of goods and services. Whilst this would act as a catch-all, we are unclear as to the appetite at national level for changes to legislation; the Government's 2019 consultation on social value was

focused on procurement by central government departments, though could be seen as setting a tone which other public bodies might follow. Government's response to consultation feedback has yet to be published.

Encourage London's public sector to go further than the requirements of the Social Value Act, including consideration of greater powers, awards or rewards to those that excel.

Bring together local authorities to explore opportunities for hyperlocal procurement and identify how local and small businesses can be brought into more active participation in the regeneration of their local neighbourhoods. This was a theme in our thinking even before COVID-19 but is perhaps more paramount as we think about recovery and future resilience. We recognise that there is a tension between individuated approaches to procurement and the more centralised approach suggested by a London-wide framework, and we are interested in stakeholder views on the merits of both and how they might co-exist.

Share examples of how social value is weighted in current procurement policies. We would welcome evidence or links to existing research which identifies how London Boroughs and public sector bodies are valuing social outcomes in procurement at present.

Consultation questions

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

Construction

Our vision

Communities are fully engaged through the construction cycle to help manage disruption and impacts. Local people feel that they are partners in the process. People have regular opportunities to speak with the developer. Alongside apprenticeships and other direct employment opportunities, the inclusion of self-build elements within a development provides local people with a hands-on, community-based learning experience. Communities are engaged by developers in terms of choice of materials, local production and whether unused materials can be shared back with the community for their use.

Developers extend the reach of social value thinking and action throughout the supply chain involved with a development. Designers, subcontractors and manufacturers are all brought into the realm of social value. Developers work closely with local people during construction to set expectations, demystify the building site and address people's concerns about disruption. Developers and contractors are working hard to reduce the environmental impacts of construction, whether at design stage, through procurement or on site. Developers recognise strong reputational and quality drivers to ensure that their homes are performing as intended and embrace business models which give them an ongoing involvement with and accountability to the places that they have built.

Local authorities are maximising "meanwhile" use of land earmarked for development, helping to keep spaces busy and vibrant.

Case study: Elephant Park, Elephant & Castle



Elephant Park is one of the largest and most visible regeneration schemes in London, creating 3000 new homes, workspaces and retail space and a new two-acre park. Lendlease wanted to ensure that the development of the site brought skills and opportunity to the local community. In 2016, the Southwark Construction Skills Centre was opened at Elephant Park. A partnership

between Southwark Council and Lendlease, the Skills Centre has already provided construction skills training to over 2000 people. With classrooms for study, a workshop for practice plus an outdoor training yard, the trainees are getting practical, first-hand experience of the industry at a major, live construction site. In addition, Lendlease has established a not-for-profit company, Be Onsite, tasked with ensuring that local people gain employment on their sites. Be Onsite has helped over 800 Southwark residents to find work on Lendlease sites, almost half of whom were previously unemployed.

Find out more at <https://www.elephantpark.co.uk/>

Case study: Meadowhall Shopping Centre, Sheffield

During the 2017 refurbishment of British Land's Meadowhall shopping centre, one in three construction jobs were filled by people living in Sheffield, creating over 200,000 hours of employment. 70% of construction spend went to local firms, boosting the

regional economy by £32 million. The scheme's track record in the area helped to achieve unanimous support from Sheffield's Planning Committee for a major leisure extension

Learn more at: <https://www.britishland.com/news-and-views/our-views/articles/2017/transforming-meadowhall>

Where we are now

The Social Value Act sets out expectations related to public procurement and these are most clearly seen in responses by developers and the construction sector. In particular, local employment and training provisions in procurement often lead to upskilling young people in construction trades and activities to help raise the profile of the construction industry in local schools and colleges. Expanding the reach of social value can open up a wider range of employment and training opportunities, which in turn can bring opportunities to a more diverse range of local people.

Social value requirements have also driven higher levels of community engagement and partnership working on regeneration sites. Stakeholders provided examples of community engagement at the design and construction stages in particular. Section 106 was also identified as a driver for additional activities, facilities and events which bring social value (see Planning above for more discussion of Section 106).

Environmental issues are starting to play more of a part in developers' thinking about the construction process, with greater attention paid to waste minimisation and recycling, the growth of offsite, modular construction and better monitoring of environmental impacts. Construction activity forms a major part of the UK's carbon footprint, and construction processes often generate significant amounts of waste materials.

As noted previously, developers' and contractors' involvement with a site often comes to an end soon after completion (and, for some contractors, prior even to this point). This can lead to residents living in poor quality homes without redress to developers or contractors, and to feelings of resentment towards developers which can influence people's attitudes towards future stages of a scheme.

Proposals

Expand the coverage of Social Value Action Plans to incorporate contractors and supply chain partners. This could be led by developers creating a Social Value framework and making it a requirement of their contractors. We would welcome evidence on the reach of social value through the supply chain.

Encourage a wider range of employment and training opportunities which can be delivered as part of social value in the supply chain. For example, how could developers work with local designers, furniture makers or joiners to boost the local economy and skills base?

Share examples of effective community engagement through the construction process, particularly where effectiveness has been measured among the local community. We are keen to hear examples of how this work has been carried out and evidence of its impact.

Share ideas for effective meanwhile use, particularly those with a high degree of community participation in design and delivery. Again, we are keen to hear examples of

meanwhile use which have been co-created with local communities and evidence of the impact that this has had in attitudes towards subsequent development activity.

Explore whether there is scope for a more strategic, city-wide view of meanwhile use - for example, can the same meanwhile infrastructure or services be used at different development sites as part of a longer term project? Should different types of meanwhile use be encouraged through planning?

Consultation questions

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

In-use

Our vision

Communities have been involved from the outset in co-designing the facilities and services that they need. Now that the construction work is finished, there is a genuine transfer of management and ownership of assets into the hands of the community. Local people are also able to take advantage of employment opportunities resulting from the regeneration, for example, management of community facilities, stewardship of green spaces, community organising and activities, and employment in local workspaces. People have regular and meaningful opportunities to give their views on what it is like to live in their new neighbourhoods and see that their concerns are addressed.

Developers feel an ongoing commitment to the neighbourhoods in which they have worked. They carry out post-occupancy evaluation and ongoing monitoring in ways which are meaningful and consistent across sites; they are also committed to learning from each project to enhance future activities. Recognising that developments will adapt to how they are used, developers remain open to making improvements to increase social value (for example, improving lighting to enhance safety or completing pathways on “desire lines” across open spaces).

Local authorities and housing associations carry out post-occupancy evaluation and monitoring of social value in ways which are meaningful and consistent across sites; like developers, they are committed to learning to enable future improvements. They trust the community with management, governance and ownership of its assets, providing support as and when needed to ensure the community has the skills and capacity for the task. Local authorities and housing associations will have an ongoing relationship with the community and are responsive to feedback, new ideas and opportunities for improvements.

Designers have recognised that the characteristics, demographics and aspirations of a neighbourhood will change over time, and reflected this in the design of a regeneration scheme.

Case study: Kidbrooke Village (Social Life)

Kidbrooke Village is a new community in the Royal Borough of Greenwich and one of the UK's largest regeneration projects. It is being developed by Berkeley, the GLA, Homes and Communities Agency and Southern Housing. Berkeley has focused on the concept of “social sustainability” meaning the combination of the physical environment and the way that people relate to that and to each other. Social Life interviewed around 25% of the initial residents of Kidbrooke Village to gather qualitative feedback about people's lived experience of their new community.

Read the Social Life report at http://www.social-life.co/media/files/Living_at_Kidbrooke_Village.pdf

Case study: Monitoring four regeneration sites in Tottenham (Social Life)

In 2017, the GLA and Haringey Council commissioned Social Life to study the social impact of four regeneration and development projects. The study identified not only the findings of the projects from the perspective of local residents, but also improvements in project design and delivery which would improve the design and monitoring of social outcomes in future projects.

Find out more at http://www.social-life.co/media/uploads/summary_the_social_value_of_regeneration_in_tottenham_april_2018.pdf

Case study: Living in a denser London (London School of Economics)

In March 2020, the LSE published a research report exploring how residents of Tower Hamlets experience their lives and homes in a dense urban environment. At the same time, the London Borough of Tower Hamlets was conducting similar research to inform a new Supplementary Planning Document on High Density Living. Key themes in the reports included the importance of good management, concierges and green space in providing a sense of community and the need for post-occupancy evaluation of new homes.

Find out more at <https://www.lse.ac.uk/cities/Assets/Documents/Research-Reports/2020-LSE-Density-Report-digital.pdf>

Information about Tower Hamlets SPD and consultation can be found at <https://talk.towerhamlets.gov.uk/highdensity>

Where we are now

Each new or regenerated estate will have a long lifetime and many of the social benefits (or disbenefits) of the development will come to be realised over years or decades. Post-occupancy evaluation and monitoring of social value are carried out in different ways, over different timeframes, with different methodologies and objectives. This means that it can be hard to draw together a comprehensive evidence base for what works in creating social value or simply to compare the outcomes at one site with another.

There are many models for how communities can be more actively involved in management of local assets and spaces. In many cases, local residents sit on Boards or “Friends of” groups and have a voice in how their neighbourhood is run. However, there is potential to go much further. There are international examples of community ownership and management of these facilities (for example, community management of libraries in Curitiba in Brazil) and we are interested to learn more about how communities can take more active roles within London. The COVID-19 pandemic has again demonstrated the value of shared community hubs and centres in providing a lifeline for those who are isolated or vulnerable.

Once a scheme is in use, there may be additional “quick wins” which can help to build social value. For example, monitoring will show how residents are using local green spaces and could identify opportunities for public realm improvements.

Proposals

Develop guidance on post-occupancy surveys and ongoing monitoring to set out minimum expectations (eg, frequency of surveys, duration of monitoring period), how to

make monitoring meaningful and templates for different types of survey. This should capture people's experiences of their local environment and spaces, and also be flexible to the changing nature of the community. The RIBA's Social Value Toolkit for Architecture emphasises the importance of post-occupancy evaluation and proposes a methodology and a battery of survey questions.

Explore funding models which provide investment or income to enable local ownership and management. This might be through the provision of long-term patient capital by investors in large scale schemes, through developers' providing community revenue funds for management purposes or through reinvestment of ground rent into local management and social benefit. We are interested in exploring different models for funding and enabling community ownership and management of assets and welcome examples of these.

Promote and share a longer-term outcomes-based approach to monitoring and evaluation of social value measures. There is scope to create a London-wide approach to monitoring and evaluation in the longer term; this could use an existing outcomes framework such as the UN's [Sustainable Development Goals](#) to provide a pan-London set of indicators. This would build consistency but may reduce the level of localisation and may lead to standardisation rather than supporting innovation in approaches to monitoring social value.

Support the creation of housing co-operatives or Community Land Trusts to play an active role in development and ongoing management of neighbourhoods. The cooperative housing movement in Zurich, for example, demonstrates how new thinking can deliver affordable housing at scale. The growing movement of Community Land Trusts in the UK, including the London Community Land Trust, is showing how local ownership and management can lead to property development that supports local need.

Explore how technology and data can improve monitoring to reduce costs, extend reach and generate more insights. Immediate data capture through apps, "push button" feedback devices and sensors could yield rich sets of data, and we are keen to understand how these can be used in measuring people's use of and relationships with local spaces. We are interested to learn more about innovative and / or digital approaches for engaging communities.

Share the lessons learned from monitoring to create a broader evidence base. Greater social benefit will come from a collective understanding of what works. Lessons learned - positive and negative - can be shared to help improve social outcomes across London.

Use procurement to support community-based businesses and local people to deliver ongoing services within their neighbourhoods.

Create monitoring methodologies that reflect the changing needs of the community
(for example, lifestyle changes, transient populations, aging population).

Consultation questions

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

Looking to the future

Social value is a relatively new discipline and is developing rapidly. New thinking, ideas and practices are emerging all the time and it is important that anything we create for London does not constrain this innovation and remains flexible to change. 2020 has taught us to expect the unexpected and demonstrated people's capacity for invention and innovation under the most trying circumstances.

Stakeholders thus far have not felt that there was a significant role for the GLA in delivering innovation. Rather the GLA can act as more of a facilitator, providing encouragement, being open to dialogue around new ideas and perhaps enabling pilot projects or test sites.

There are a number of areas of innovation, research and emerging practice which the GLA could facilitate:

- Methodologies and approaches to placing communities in charge of more aspects of the regeneration process
- Opportunities to embed social value in design and planning
- Creating and testing an outcomes-based approaches to procurement and development
- Development, sharing and efficiency of monitoring methodologies
- Opportunities for using technology and big data to support data gathering, design and monitoring
- Creation of an open source platform for community feedback on regeneration

We would welcome your views on how the GLA can best deliver or support innovation in improving the social value of regeneration.

Consultation questions

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

Consultation questions

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. Is a pan-London framework for social value 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 on 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? How could it have the greatest impact?

Investment and funding

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

Planning

23. Which of these ideas do you think will have the biggest impact?
24. How would you get involved with developing these proposals further?
25. What insights or evidence do you have around local people's / indigenous people's rights that would help us?
26. What examples do you have of how social value is being integrated into Supplementary Planning Documents and Local Plans?

Design

27. Which of these ideas do you think will have the biggest impact?
28. How would you get involved with developing these proposals further?
29. What approaches could help build community capacity and participation in design?
30. How can Design Review Panels work with local communities to support co-design approaches?

Procurement

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

Construction

37. Which of these ideas do you think will have the biggest impact?
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39. What examples do you have for the reach of social value activities through the construction supply chain?
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41. What examples do you have of effective meanwhile use that has been co-designed with the community? What impact has this had on attitudes to subsequent development?
42. What opportunities are there for a more strategic approach to meanwhile use?

In-use

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

44. How would you get involved with developing these proposals further?
45. What examples can you give of different models for funding and enabling for community ownership and management of assets?

Looking to the future

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