



# Social value in new development:

An introductory guide for local  
authorities and development teams

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## Cities Programme

Cities are where health, wealth and quality of life inequalities are most keenly felt. They are on the frontline of climate impacts; they are where we generate most waste and consume most resources. The buildings and infrastructure of our cities can contribute to these problems or they can provide solutions.

The UKGBC Cities Programme was launched in early 2017, following the Sustainable Cities Leadership Summit. It brings together diverse but linked activities, all designed to support a single purpose: to unleash productive new partnerships between city policy makers and progressive businesses in the built environment industry which catalyse the delivery of genuinely sustainable places.

Social value is a key workstream under the programme and this is the output from a task group that was brought together to tackle the topic. It is designed to be complementary to the resources UKGBC has published on sustainability standards in new homes and was launched in parallel at an event on 26th March 2018.

For more information on the Cities Programme, please contact John Alker:  
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## Foreword

We are experiencing a momentous shift in our expectations of businesses, with organisations under increasing pressure to demonstrate their contribution to society. In the UK, this is being driven by higher standards of public procurement required by the Social Value Act, changing investor expectations and a growing recognition from businesses themselves of the added value inherent in making a positive contribution to society and the environment.

This report responds to a demand from those shaping the built environment to better understand what social value means for them, and how they can maximise the opportunity it brings to deliver long-lasting, high-quality developments.

In 2017, UKGBC's Cities Programme set out an ambition to create productive new partnerships between city policy makers and the built environment industry to catalyse the delivery of sustainable places. Delivering social value presents a key opportunity for deepening the relationship between these critical stakeholders, and UKGBC aims to empower all parties to work together to maximise positive outcomes for society, the economy and the environment.

Successful development must meet the evolving needs and aspirations of the ultimate customers - the people that use the places and spaces created. It should also deliver places that allow communities to thrive, and that protect and enhance our natural environment. The social value outcomes listed in this report are a great first step in achieving this, and helping to ensure that the built environment makes a genuinely positive contribution to the wider economy and our society.

**Julie Hirigoyen**  
Chief Executive, UKGBC

# 1. Purpose of this guide



This guide is designed to help development teams, local authorities and other key stakeholders understand social value in relation to the built environment, and what they can do, working together, to improve the societal outcomes from new development. Our ambition is for the concept of social value to help make the case for better building, and so improve the sustainability of the built environment in the UK.

Specifically, this guide is intended to:

- Bring greater consistency to the definition of high-quality development, in particular how it can drive positive social, economic and environmental outcomes for local people
- Ensure that local authorities and developers are more aligned on their expectations of the social value of new development projects
- Empower local authorities to be more demanding in terms of the social value outcomes they expect from new development projects, and how they expect these to be measured
- Enable more sustainable developers to outperform their competitors using social value outcomes as a key differentiator

In compiling this guide, we have primarily considered the opportunities presented by medium-to-large sized urban development schemes, whether residential, commercial or mixed use. Clearly, opportunities exist on all types of development, but the scope and scale offered by these types of scheme made them an obvious focal point.

This guide identifies key stakeholders and their current opportunities to drive social value and offers a suggested process for creating a social value strategy. It identifies the kind of social value outcomes which could be expected from new development and highlights opportunities along the development lifecycle for achieving those outcomes.

It then outlines some of the current perceived barriers to improving social value outcomes in developments, as well as the opportunities for social value to improve the development process. Throughout the guide, the various issues and suggestions are brought to life with a selection of case studies.



## 2. Interpreting social value for new development



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### DEFINING SOCIAL VALUE

There are a variety of definitions of social value already in existence (see Appendix One). Most of these stem from the 2012 Social Value Act, which highlights the additional benefits available from thoughtful commissioning of public services. Because of this, existing definitions largely consider social value in relation to services, rather than goods or works.

Common to most definitions is the assertion that social value is about maximising public benefit and outcomes that support the public good. Due to its phrasing, social value is often misinterpreted as the social capital of a locality, rather than the broader social, environmental and economic benefits which benefit society. This has led to the perception that the scope of potential outcomes that deliver social value is much smaller than it really is.

This issue is compounded by the fact that much of the recent activity around social value in the built environment industry has happened around the construction phase, predominantly in the form of job creation. While the leadership shown by contractors is to be applauded, construction is just one phase of the development lifecycle and job creation is just one of the social value outcomes that could come from new development.

This report looks at how new developments can maximise the potential benefits to their local community, considering benefits to existing residents, businesses and other stakeholders in the local area as well as those expected to use the new development.

### THE SOCIAL VALUE ACT

The Public Services (Social Value) Act 2012 places a responsibility on relevant public sector organisations to consider social value in service contracts, or where there is a service element in goods or works contracts. Although it only applies to contracts beyond a certain minimum value and for services only, it has also been applied by most councils to the procurement of goods and works as well as services.

The Act is increasingly being used to catapult the broader social value agenda as it has encouraged public sector procurement teams to look beyond financial metrics and measurements within bids and tendering activities. Much of this is being driven by enlightened local authorities. This shift in focus is changing expectations, creating a market where suppliers are increasingly expecting to demonstrate social value.

### CHANGING BUSINESS LANDSCAPE

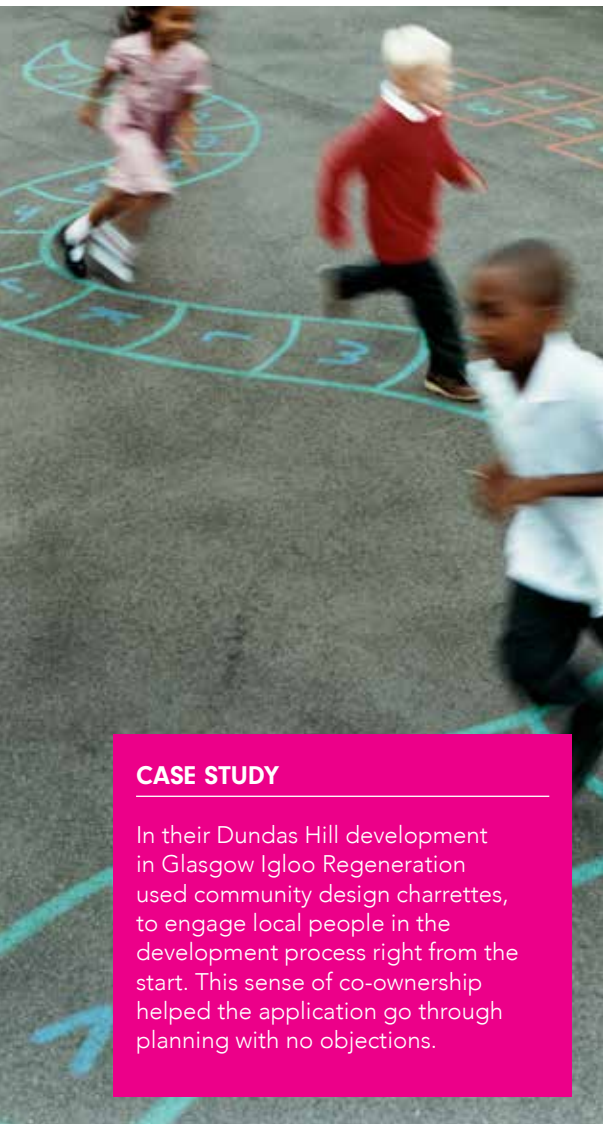
Organisations are under increasing pressure to demonstrate their contribution to society. Many businesses are also beginning to recognise the value that responsible business activities bring back to their organisation,<sup>1</sup> thereby mutually reinforcing the need for a strong social and environmental purpose. In the context of the built environment industry, there is no doubt a sustainable, community-focussed development is a more attractive and viable business opportunity.

*“Society is demanding that companies, both public and private, serve a social purpose. To prosper over time, every company must not only deliver financial performance, but also show how it makes a positive contribution to society. Companies must benefit all of their stakeholders, including shareholders, employees, customers, and the communities in which they operate”*

Larry Fink, Chairman and Chief Executive Officer, BlackRock

<sup>1</sup> As explored by the recent UKGBC report 'Capturing the Value of Sustainability': <https://www.ukgbc.org/wp-content/uploads/2018/01/Capturing-the-Value-of-Sustainability.pdf>

### 3. Key stakeholders in the development lifecycle



In order to maximise the chances of good social value outcomes on a given project, it is vital to have a collaborative approach from all stakeholders. Throughout the development lifecycle, there are critical relationships between the private sector, local authority and local stakeholders which need to be managed and nurtured.

#### CASE STUDY

In their Dundas Hill development in Glasgow Igloo Regeneration used community design charrettes, to engage local people in the development process right from the start. This sense of co-ownership helped the application go through planning with no objections.

While there may sometimes be issues of trust between the private sector and public sector, the relationship with the local stakeholders can be the most fractured. Ultimately development has to work for local stakeholders and the long-term success of schemes depend on this.

#### ENGAGING LOCAL STAKEHOLDERS

The diagram (below) visualises the relationship between depth of involvement of local stakeholders and the likelihood of good social value outcomes. It demonstrates that the likelihood of good outcomes will increase the deeper the involvement is.

Conversations with the local stakeholders should start during investment and planning. Communication and collaboration should continue through the development lifecycle and throughout operation.

#### Depth of involvement



#### ROLES AND MOTIVATIONS

During the lifecycle of a development there are multiple stakeholders who will both benefit from a development delivering positive social value and have an important role in driving the social value outcomes of that development. The table below outlines these.

The role various stakeholders can play in driving social value will depend on the development type and local context. Although stakeholders will be self-motivated in different ways, there is an underlying socio-economic imperative for all stakeholders to deliver high-quality places which benefit the communities that inhabit them.

|                                  | Motivations and/or benefits from a social value-driven approach  | Role in driving social value  |
|----------------------------------|--|---|
| Investor/Asset Manager           | Attractiveness of the site to occupiers and future investors and a strengthened relationship with the local authority, which could support future bids | Stipulate high levels of social value in their fund strategy and investment principles, and require investment proposals to be explicit about the social value outcomes they will deliver |
| Local Planning Authority         | Fulfil requirements for sustainable development from the NPPF  | Stipulate high levels of social value in the local plan and create a planning condition for the development team to create a social value strategy  |
| Local authority                  | Cost effective delivery of wide-ranging benefits to the communities for which they are responsible   | Work in partnership with the developer to create a social value strategy for the development  |
| Development team                 | Win tenders, speed up planning approvals, positively engage with local communities and attract investment  | Create a social value strategy that spans the entire lifecycle of the development and monitor and create a social value strategy  |
| Contractor                       | More likely to win tenders, help address the skills gap and find efficiencies  | Deliver skills and employment to the local community and monitor and report on KPIs   |
| Sub-contractor                   | Develop relationship with the main contractor to win future work and develop capabilities of the team  | Deliver on KPIs set by the main contractor  |
| Building and facilities managers | Maintain client relationships and win work based on ability to put ongoing delivery of social value at the core of service offering                    | Ensure the development is operated as designed to maximise performance, ensure ongoing maintenance  |
| Local businesses                 | A thriving and prosperous community drives spending power and footfall   | Employing and upskilling local people, taking a role in ongoing maintenance of public realm and in community activities   |
| Local residents                  | Ultimate recipients of social value – with wide-ranging and comprehensive benefits (see page 11)   | Take pro-active participation in planning and design process and the ongoing maintenance of the site  |

Local stakeholders (pink), Private sector (teal), Local authority (grey)



# 4. Social value outcomes and opportunities



The first step in understanding social value in new development is recognising the importance of local context. The relative importance of different outcomes will be completely dependent on the needs of the local area.

This section of the report details a spectrum of positive outcomes that local communities can potentially gain from a new development. The outcomes were collated by the task group and consolidated via a series of industry workshops. Due to the dependence of social value on local context, these outcomes and opportunities are in no way exhaustive or definitive. However, they can help local authorities and development teams understand the scope of outcomes they can expect when a development has an overarching commitment to deliver social value.

The outcomes have been organised under three broad themes: jobs and economic growth; health, wellbeing and the environment; and strength of community. Under each outcome, we have presented some specific opportunities which could lead to the delivery of the related outcome. Using colour-coding we have indicated the stages of the development lifecycle at which

that opportunity arises, demonstrating the range of social value opportunities that exist throughout the development lifecycle.

Although each stage has been given equal weighting, operation of the development is possibly the most significant part of the lifecycle of the development when considering how to maximize the social value delivered. For example, for office and retail units, the nature of the occupier will have a huge impact on the quality of the local area.

These lists of opportunities can be used as a starting point for conversations on desired positive outcomes, and inspiration for ideas for delivery of these. It is the overarching recommendation of the task group that pre-development discussions should be much more focussed on the outcomes that would be most beneficial to the locality in question.

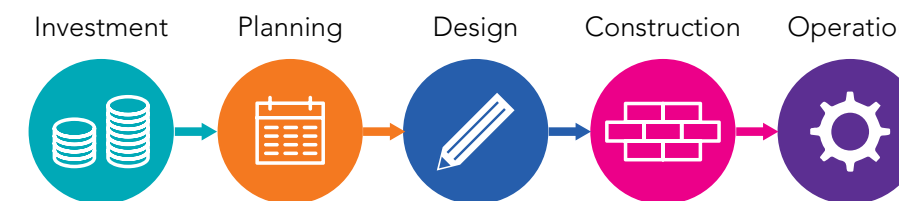
The opportunities are phrased to apply specifically to development teams and local authorities, though many of them concern other stakeholders. It is important to recognise that different stakeholders will be best placed to deliver value in different localities, but a more collaborative approach to understanding local needs should help uncover the most appropriate player in a given project.

Due to the interconnected nature of the outcomes the categorization in three themes is sometimes fairly subjective, for example, energy efficient homes are as beneficial to local health as they are to local wallets.

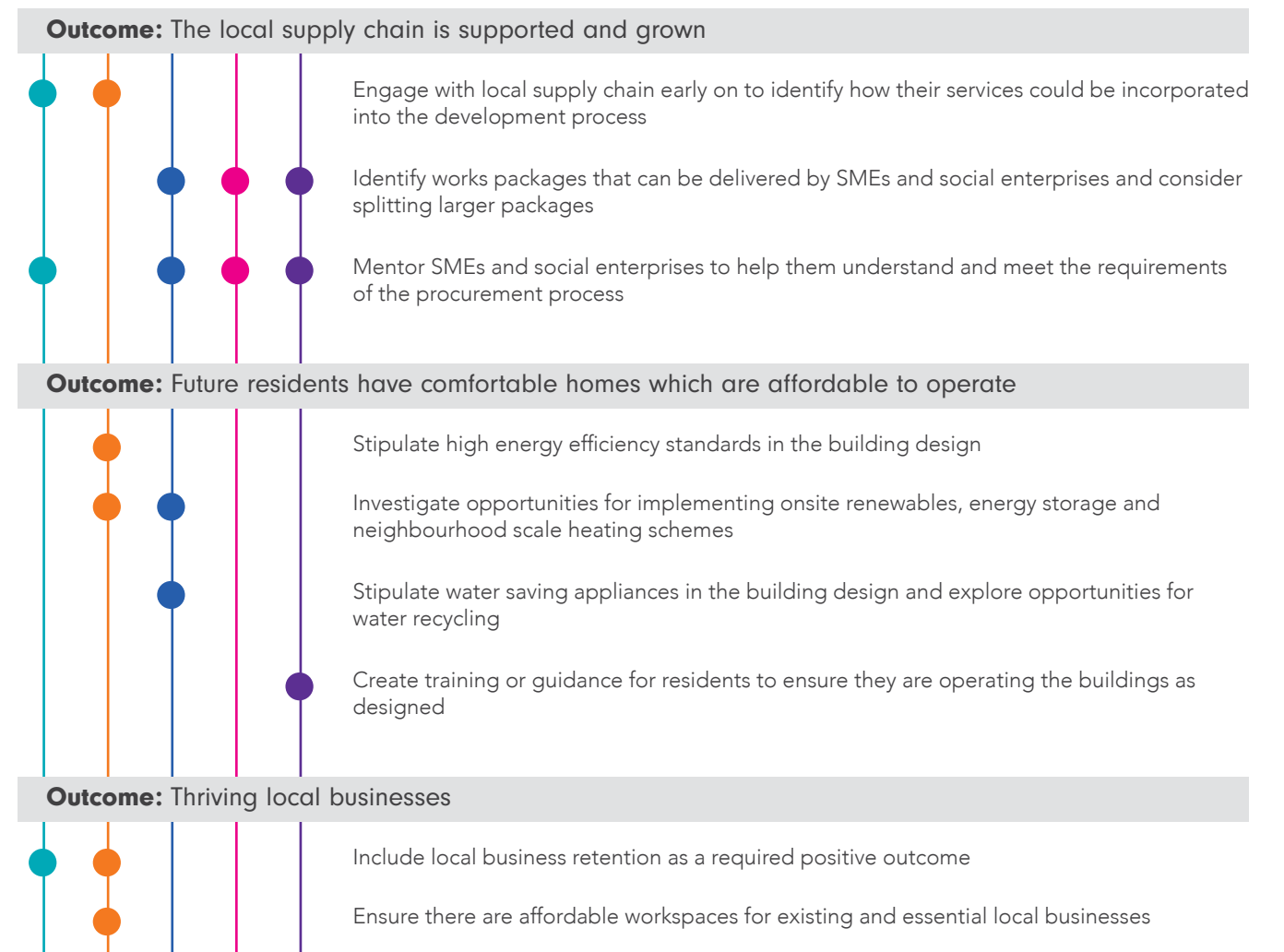
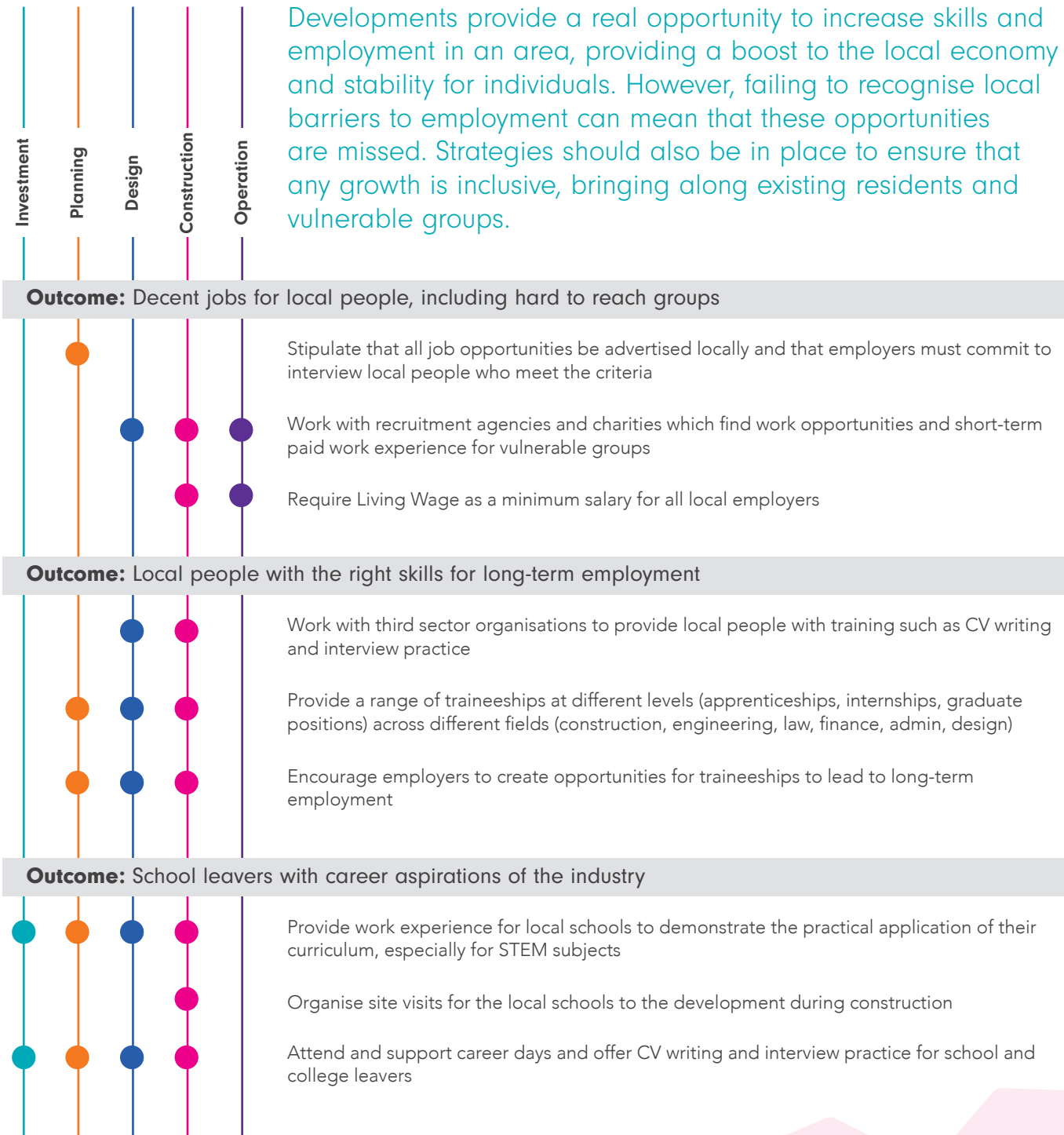
## SUMMARY OF OUTCOMES

| JOB AND ECONOMIC GROWTH   | HEALTH, WELLBEING AND THE ENVIRONMENT             | STRENGTH OF COMMUNITY  |
|---|---|--|
| Decent jobs for local people, including hard to reach groups            | Good accessibility and sustainable transportation | Strong local ownership of the development                      |
| Local people with the right skills for long-term employment             | Resilient buildings and infrastructure            | Existing social fabric is protected from disruption            |
| School leavers with career aspirations of the industry                  | High-quality public and green spaces              | The new community is well integrated into the surrounding area |
| The local supply chain is supported and grown                           | Good mental health                                | Thriving social networks                                       |
| Future residents have comfortable homes which are affordable to operate | Good physical health                              | Vibrant diversity of building uses and tenures                 |
| Thriving local businesses   | Healthy local air quality                         | Strong local identity and distinctive character                |
|   | Limit resource use and waste                      |  |

The following sections map the opportunities associated with these outcomes against the development lifecycle:



# 4.1 Jobs and economic growth



**CASE STUDY**

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.

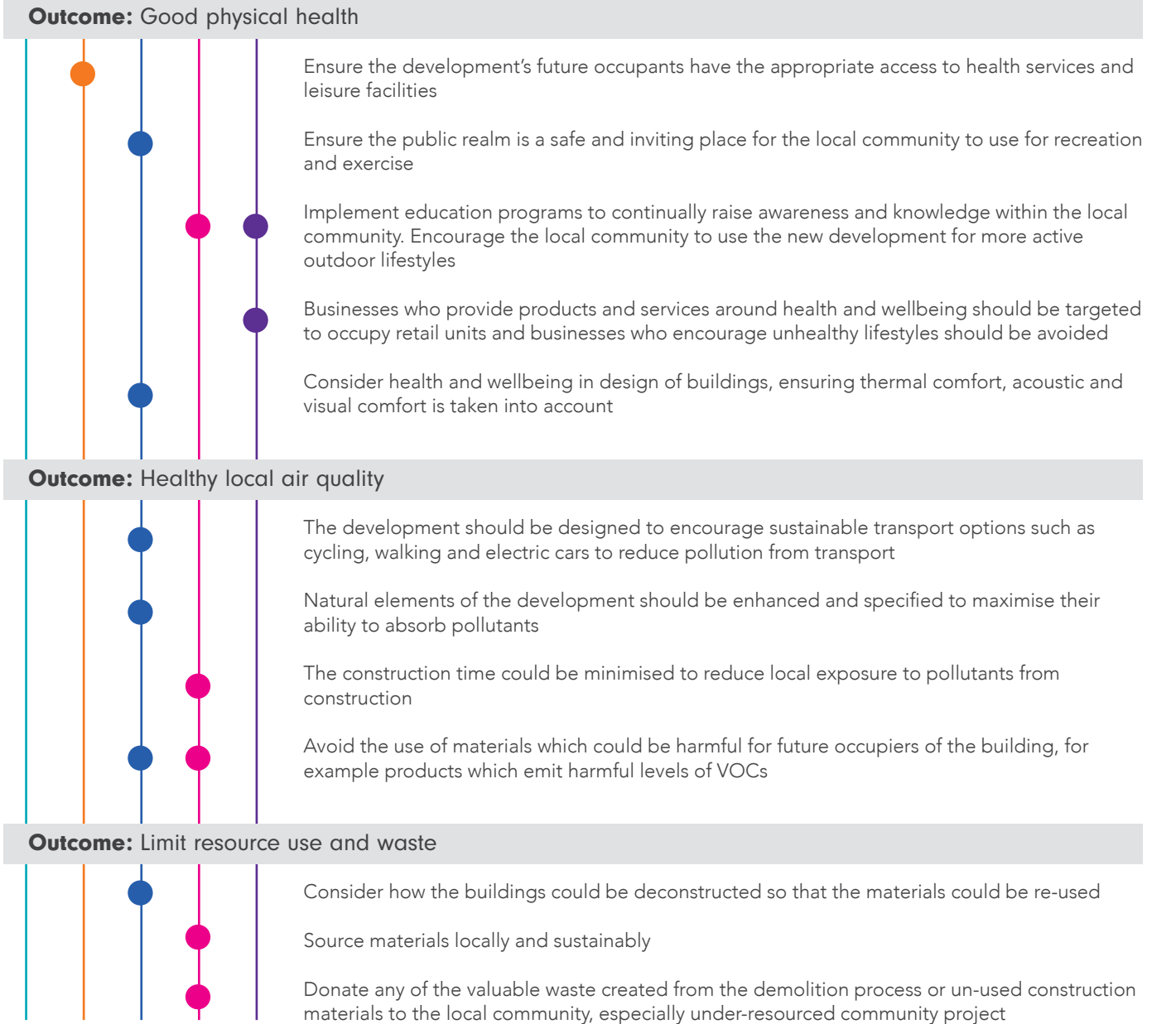
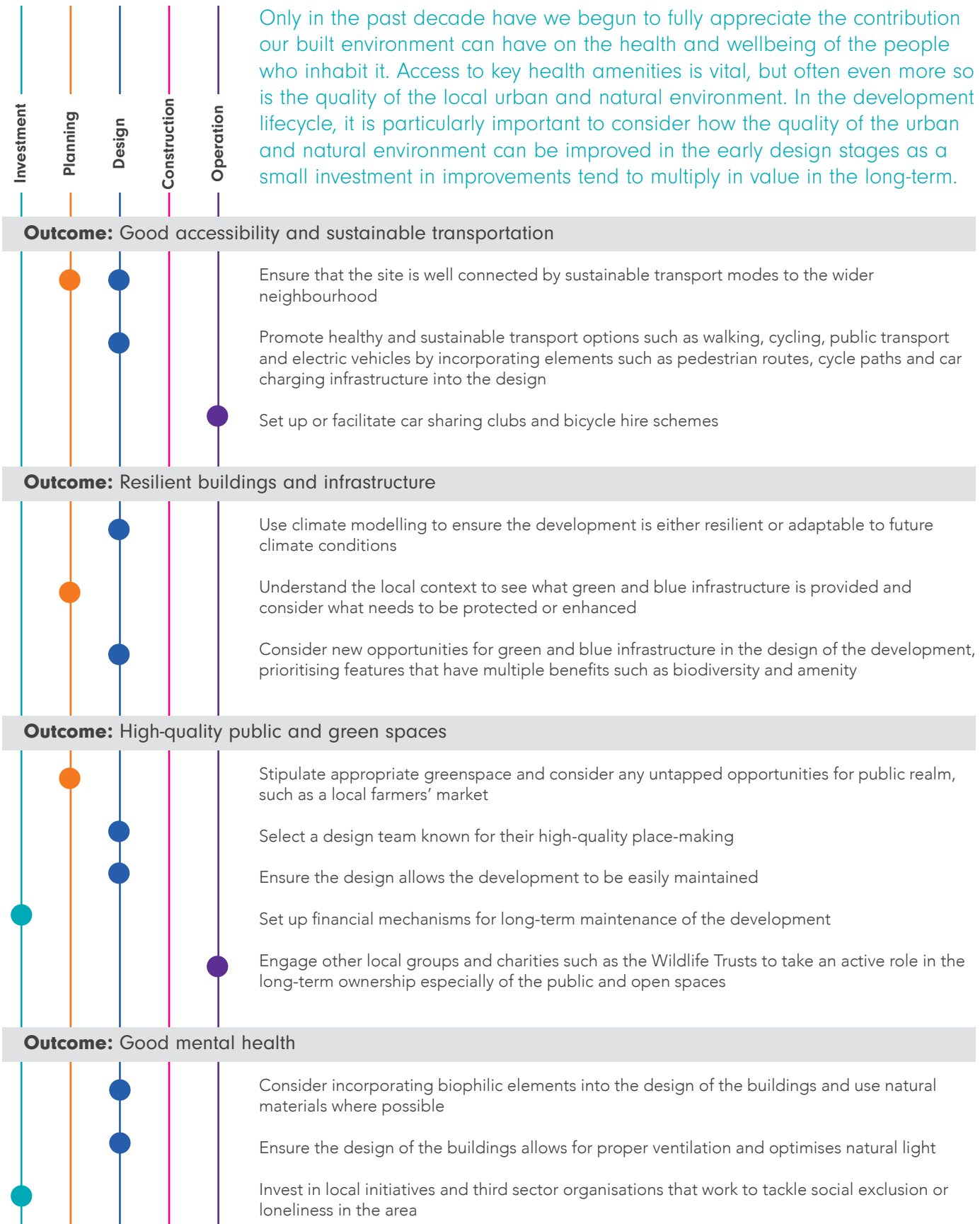
**CASE STUDY**

GVA has advised Haringey Council on the approach to development of two adjoining parcels of land in South Tottenham (one public and one private ownership) in a way that maximises the provision of affordable workspace and live work accommodation, and identifies the amount of enabling residential development required to make this viable.

**CASE STUDY**

BeOnsite, a not-for-profit company established by Lendlease, provides training and employment to people from socially excluded groups. In doing so, they help deliver social value to the communities and help address the skills gap in construction. So far, they have provided more than 600 disadvantaged people with training and helped over 500 to find permanent, paid employment.

## 4.2 Health, wellbeing and the environment



### CASE STUDY

Sir Robert McAlpine and other industry organisations have developed a relationship with a social enterprise called Goldfinger Factory. Excess timber which would have otherwise been sent off site for chipping was sent to their factory under Trellick Tower in Kensal Green to be turned into furniture. Goldfinger Factory provide skills training and support for people returning to employment.

### CASE STUDY

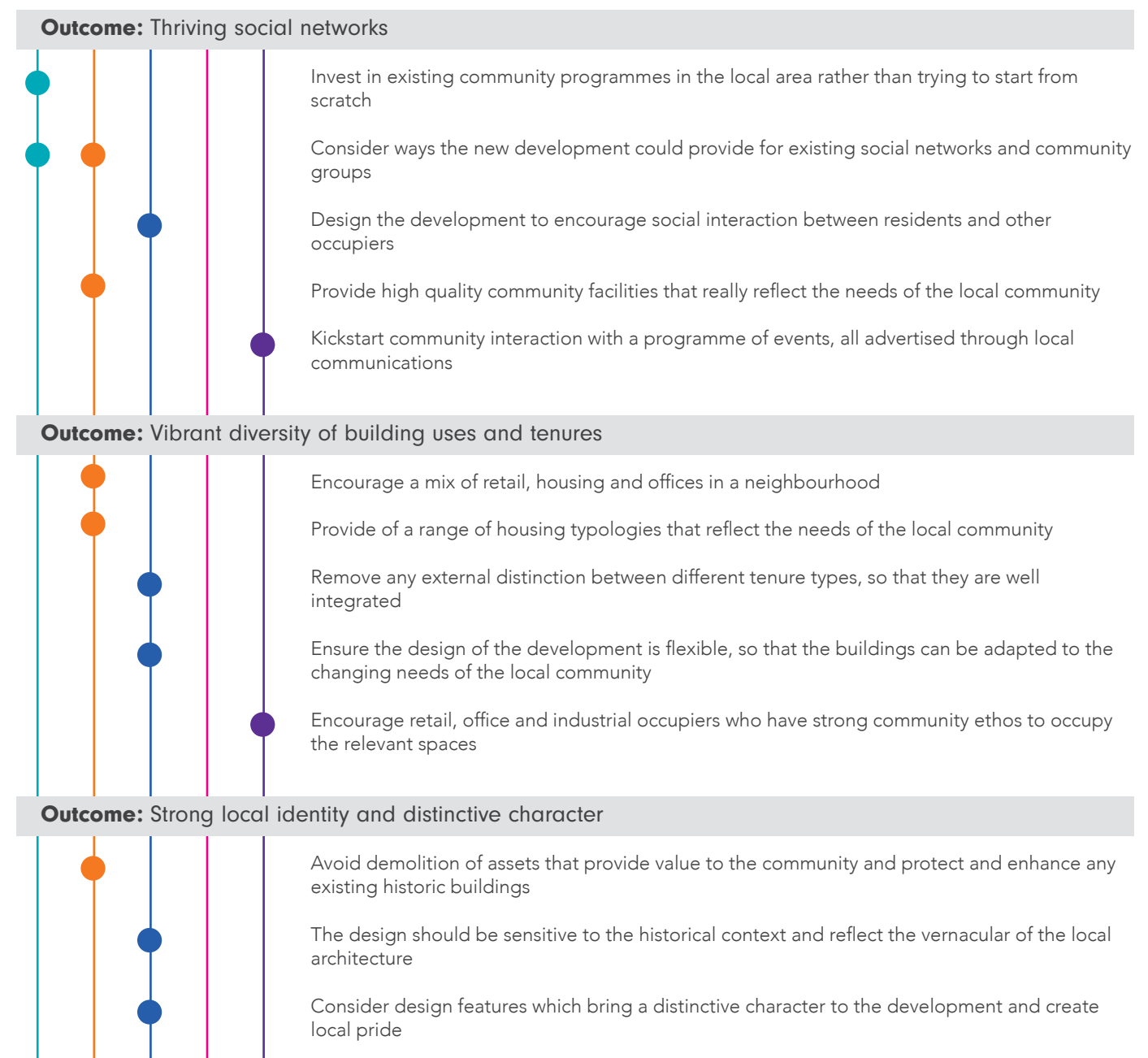
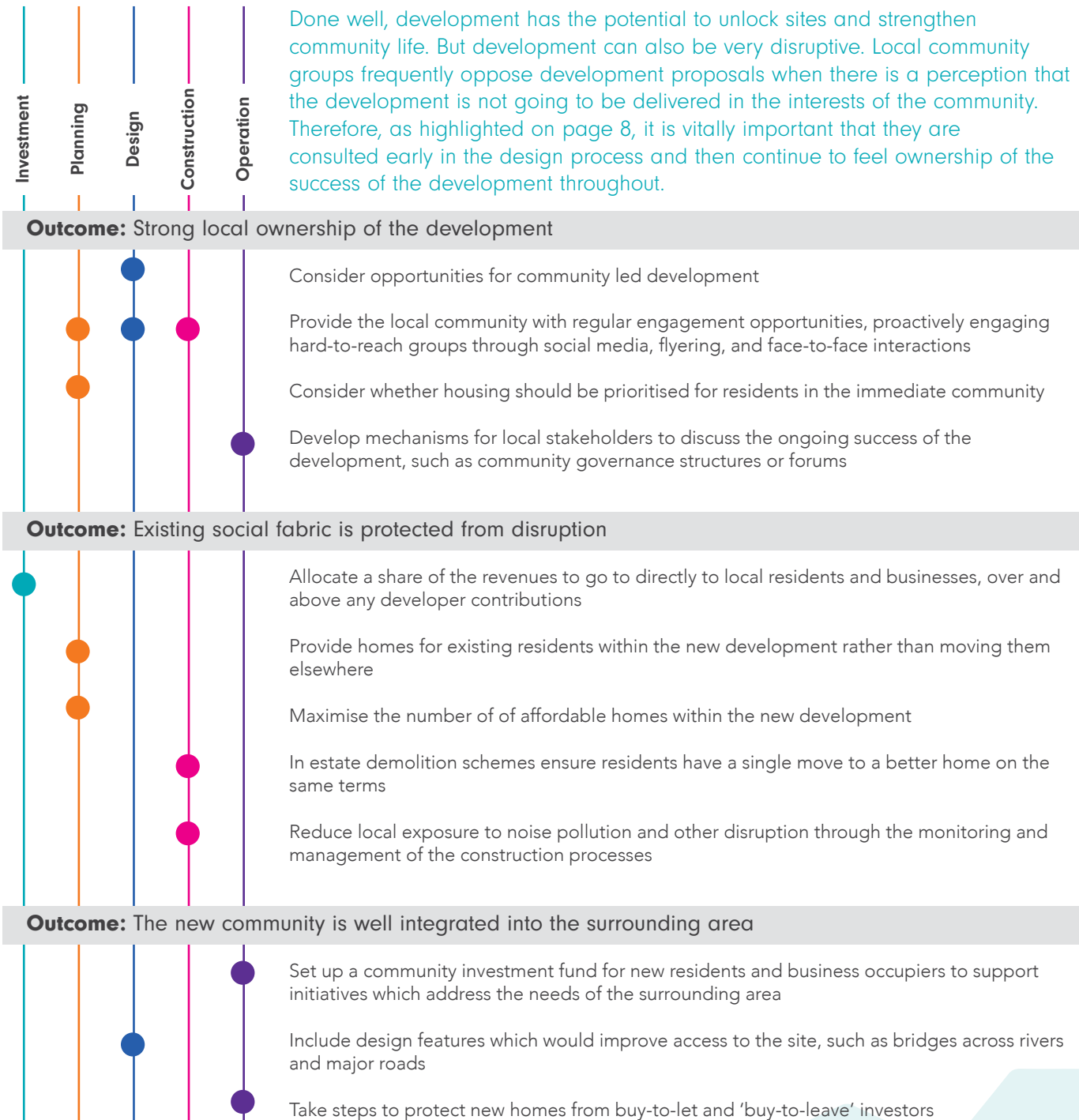
Play Streets is a community-led scheme that allows Waltham Forest residents to close their streets to traffic on certain days so that children can enjoy playing outside in a safe environment. Sessions normally take place after school or at weekends for a couple of hours. Residents report that 'new friendships have formed between children and adults. Our street has become a community'.

### CASE STUDY

Saint-Gobain used their Multi Comfort Concept to help deliver a multi-purpose sports/drama hall for the King's Hawford School. Their approach, which focusses on the wellbeing of the end-user, allowed them to create an optimal learning environment for the school and the wider community who use the space. The resulting hall uses lots of high performance materials, has excellent thermal and acoustic comfort whilst maximising natural light.



## 4.3 Strength of community



### CASE STUDY

Igloo make it a policy to avoid selling homes to speculative buy-to-let investors. Their marketing campaigns explicitly target owner occupiers, promoting 'buy-to-live' and community formation and values. Then, at the point of taking reservations, Igloo require purchasers to sign a statement confirming that they are not a buy-to-let investor and that they intend to live in the property. They also check during the conveyancing process for buy-to-let mortgages and include restrictive clauses in leases. Agents representing Igloo in the sales process were initially worried that this policy would constrict the market, but the opposite turned out to be true as prospective buyers were attracted to the idea of putting down roots in a less transient, more stable long-term community.

### CASE STUDY

The Regent's Place Community Fund is an initiative that supports social cohesion, access to employment, and healthy living in the local community around British Land's Regent's Place campus. It is a unique model, which has been led by the office occupiers, who wanted to create a fund for local causes.

## 5. Barriers to driving social value in new development

There are several perceived barriers to driving social value in new development. While solutions for overcoming these barriers are suggested throughout this guide, there is much more work to be done as an industry to meet these challenges.



### 1. INCONSISTENT UNDERSTANDING OF SOCIAL VALUE

Social value is not understood in a consistent way across different organisations in the industry, or by different local authorities. There is a general lack of understanding of the potential social value of high quality development and the scope of outcomes that can be achieved from new development. There is sometimes a lack of knowledge on how to develop strategies that will embed social value across new developments.

### 2. DIFFICULTY IN MEASURING SOCIAL VALUE

There is a lack of consistency and understanding in the definition and measurement of social value outcomes. There are a number of measurement tools being widely used across the public sector for measuring social value, however, there is not yet a common methodology for real estate, or an industry wide framework to provide consistency.

### 3. DIFFICULTY IN SECURING BUDGET FOR ADDRESSING SOCIAL VALUE

Improving social value outcomes in new development does not always require additional capital and many opportunities can be realised without an additional cost and can create financial value. However, setting up a progressive ambition for a development, with a comprehensive framework for measurement will require resource.

### 4. LOCAL AUTHORITIES ARE CAUTIOUS ABOUT STIPULATING HIGHER STANDARDS

Local authorities may be concerned that any stringent targets they set will lead to investment going elsewhere. Where this is the case local authorities need to work together to drive up standards. Progressive developers will welcome this approach as it will improve consistency and create a more level playing field.

### 5. CHANGE IN SITE OWNERSHIP CAN DILUTE SOCIAL VALUE ASPIRATIONS

When looking at the lifecycle of a development, a large proportion of the social value opportunities will present themselves during operation. If the development changes hands during that time it is very likely that many of the social value aspirations for the site will be lost.

### 6. VIABILITY CALCULATIONS

Current viability calculations for development schemes do not take into account the wider value that the development could bring to the local community. They are also often quoted as the reason for excluding vital elements of a development which deliver social value, such as the proportion of affordable homes.



## 6. Creating a strategy which delivers social value

The table below sets out a recommended approach to creating a social value strategy. The guidance is primarily targeted at development teams, however, when the local authority retains a strong interest in the development they will also play a role in driving the social value strategy.

|  | Jobs and economic growth   | Health and the environment  | Community life  |
|--|--|---|---|
| <b>Understanding social value</b>  |  |   |   |
| Initial research   | Research similar regions that have successfully implemented social value policies or have a social value guide   |   |   |
|  | Use best practice guides to understand how to set a social value strategy (see page 27)  |   |   |
|  | Use development frameworks and case studies to understand best practice for different development types (see Appendix Two)   |   |   |
| <b>Establish local needs and understand the context</b>  |  |   |   |
| Desktop research   | Review any local social value policies including procurement strategies  |   |   |
|  | Use the Local Plan and strategic objectives of the local authority to understand which issues are most important to the wider area   |   |   |
|  | Review and collate data on the proposed development site and surrounding area from existing dataset, such as the Index of Multiple Deprivation (IMD), for instance:  |   |   |
|  | <ul style="list-style-type: none"> <li>– household incomes</li> <li>– poverty</li> <li>– employment</li> <li>– skills &amp; education</li> <li>– fuel poverty</li> <li>– homelessness</li> <li>– affordability</li> </ul>  | <ul style="list-style-type: none"> <li>– air quality</li> <li>– noise</li> <li>– water quality</li> <li>– biodiversity</li> <li>– flood risk</li> <li>– mental health</li> <li>– physical health</li> </ul> | <ul style="list-style-type: none"> <li>– crime</li> <li>– overcrowding</li> <li>– safety and security</li> <li>– volunteering</li> <li>– charitable giving</li> <li>– civic participation</li> <li>– social cohesion</li> </ul> |
| Develop priorities based on the opportunities associated with the particular development type  |  |   |   |
| Research future trends and future targets of the local authority and consider how they may influence the area in the long-term   |  |   |   |
| Local engagement   | Visit the site to get a feel for the site and the surrounding area   |   |   |
|  | Map out who the local stakeholders are and interview them to gain first-hand insight into the issues in the area. Identify key needs, priorities and opportunities.  |   |   |
|  | Reach out to specialist third sector organisations (especially those operating in the local area), appropriate teams in the local authority and other bodies to understand local needs and challenges to addressing those needs, for example accessing hard to reach groups. |   |   |
|  | <ul style="list-style-type: none"> <li>– Business networks</li> <li>– Schools &amp; colleges</li> <li>– Community organisations</li> <li>– Voluntary, community and social enterprises</li> </ul>  | <ul style="list-style-type: none"> <li>– NHS (the local clinical commissioning group)</li> <li>– Health charities</li> <li>– Local groups</li> <li>– Social care providers</li> </ul>                       | <ul style="list-style-type: none"> <li>– Community initiatives</li> <li>– Social care providers</li> <li>– Faith groups</li> <li>– Community centres</li> <li>– Youth centres</li> <li>– Local traders association</li> </ul>   |
| Run workshops or interviews with the local community to understand their priorities and aspirations for the local area. Engage under-represented groups via a variety of methods (questionnaires on the local authority's website, social media, face-to-face engagement, posted feedback letters) |  |   |   |
| Understand perceived barriers to work and skills   | Understand the local concerns and aspirations on health and wellbeing  | Understand challenges around social cohesion and events that may have impacted these  |   |
| Consider any recent and future developments in the area as they can provide insight into further opportunities that may arise and/or cumulative benefits that can be achieved in the locality  |  |   |   |

|   | Jobs and economic growth  | Health and the environment  | Community life   |
|---|---|---|--|
| <b>Establish social value outcomes and metrics for the development</b>  |   |   |  |
| Creating the aspiration   | Create a positive vision for the area based on the information gathered   |   |  |
|   | From the vision for the area and the established local needs specify social value outcomes for the new development  |   |  |
|   | Regularly review, and update if necessary, the outcomes stipulated at the start of the project to ensure that they are addressing the most up-to-date issues  |   |  |
| Consider the long-term  | Consider the impact that the design of the development site will have on the wider area   |   |  |
|   | Avoid 'ing on micro-trends and prioritise any issues which will provide value in the long-term  |   |  |
|   | Prioritise people moving towards employment, not just short-term employment and trainee outcomes  | Prioritise interventions that will have long-term impact on cause of ill-health, over short-term response to symptoms | Ensure ambitions for social cohesion do not push issues onto other locations rather than addressing them |
| Measuring and reporting   | Establish a set of metrics which should be applied to track the development and help indicate the extent to which those outcomes are realised. Ideally the metrics would measure both inputs, such as the number of apprenticeships, and outcomes. The outcomes can be based on the local data of the site and surrounding area. See the measurement section for best practice guides for measuring social value (page 27). |   |  |
|   | Consider assigning a member of the project team chosen to oversee measurement and reporting of the project throughout the development lifecycle   |   |  |
|   | Set benchmarks based on the local data of the site and the surrounding area   |   |  |
| Frameworks and certification  | Consider using holistic development frameworks or certification schemes which encourage social value outcomes such as BREEAM Communities.   |   |  |
|   | Consider which certification schemes and environmental standards can help achieve the specified outcomes, for example the WELL Standard if there is a strong focus on health and wellbeing outcomes, or the Home Quality Mark if there is a significant number of new homes being built   |   |  |
| <b>Implementation and sustaining success over the long-term</b>   |   |   |  |
| Ongoing monitoring and feedback   | Where possible, set up monitoring of metrics for continual feedback and improvement   |   |  |
|   | Conduct regular occupant surveys/interviews with the residents and occupiers to assess the impacts of the new development   |   |  |
|   | Consider partnerships with academia for long term data collection   |   |  |
|   | Schedule ongoing reviews of outcomes with key stakeholders  |   |  |
|   | Consider certification schemes which require ongoing measurement of the development, such as BREEAM In-Use  |   |  |
|   | Apply a 'soft landings' approach to optimise operational performance  | Consider opportunities to use digital technologies to continuously monitor and measure health and the environment     | Conduct a follow up Community Life Survey  |
|   | Feedback to the resident, tenants and building occupiers as to how they can improve their interaction with the built environment  |   |  |
| Inform local stakeholders of positive outcomes of the project   |   |   |  |
| Collate successes and lessons learnt, and share with wider industry and government stakeholders, to ensure that future developments can better address the needs of the local community |   |   |  |
| Maintenance and handover  | Make sure there are long term investment mechanisms for site maintenance  |   |  |
|   | Set up a plan to ensure social value aspirations are retained through handover, it is especially important for new parties to take on the responsibility of community engagement and maintenance  |   |  |
|   | Ensure that strategies to maximise social value that can be included in a contract are included so the new owner is obliged to comply by certain laws   |   |  |
|   | Ensure that the handover process is clear, rigorous and effective   |   |  |
|   | Consider identifying a group of resident 'champions' to be the conduit between communities and landlords, representing and communicating the respective interests and goals from each side  |   |  |
|   | Local authorities will have an ongoing role to play in ensuring their planning requirements are upheld  |   |  |

## 7. Thought piece: The rise of impact investment



“

### INVESTOR PRESSURE TO DRIVE IMPACT INVESTING

The concept of socially responsible investing, and in particular ‘impact investing’, has been rapidly gaining momentum within the financial community. According to a report by The UK National Advisory Board on Impact Investing, ‘The Rise of Impact’, we are at a tipping point with mainstream institutional investors now looking at how they can incorporate impact funds within their portfolios.

The so called millennial generation, born in the 1980s and 1990s, is also demanding more ethical credentials when they make choices about their investments and are expected to more be vocal about how their pension contributions are invested. Technology is enabling them to make these choices directly, based on the transparency of ethical behaviour and results achieved.

What is for sure is that there is a lot of money around to be invested in the area of impact investing. With investor pressure continuing to drive impact investing, the future will be one where individuals could choose how they invest their money based on a funds’ historic environmental and social impact, alongside its economic performance.

### IMPACT INVESTING IN PRACTICE

Legal & General launched the Future World fund with HSBC, which tracks the FTSE 100 but also takes into account the carbon intensity of companies and looks at the amount they are investing in renewables and fossil fuels. For the first time the fund has the mandate to divest from carbon intensive companies that are not also investing in solutions to create a lower carbon economy. These are already oversubscribed, and more such funds will follow shortly.

Within their Real Assets business, Legal & General undertook a joint research project with the British Council for Offices to develop a methodology for measuring social value in the development and management of offices. Standardising a methodology through stakeholder consultation and with the help of the Social Value Portal, has allowed them to extend social value activities into Legal & General Homes’ residential development at Crowthorne with a Social Charter for the community, and to set ambitious targets to measure the social value across 20% of funds.

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## 8. Opportunities for local authorities to drive social value in new development

As all new development goes through the planning system, local authorities always have the opportunity to influence the social value of a development in their role as a planning authority. However, when the local authority is the landowner, and either sells on the land or develops the land themselves, they have more control of site and therefore more opportunities to drive social value.



### LOCAL AUTHORITIES AS CLIENTS AND LANDOWNERS

When a local authority sells their land for development they are subject to various restrictions, mostly to ensure they are achieving the market price for the land. However, these restrictions are relaxed when a local authority believes the disposal of land will secure the ‘promotion or improvement of the economic, social or environmental wellbeing of its area’.<sup>2</sup> Despite this exception, there is a lingering perception in local authorities that maximising the cash receipt should take precedent over maximising the public benefit.

Recent bids from developers for public land show that progressive local authorities are increasingly using their powers to specify social value outcomes in the conditions of sale. Local authorities also have an opportunity here to prioritise bids where the developer has some continuity of ownership during occupation, as this will positively influence the social value outcomes of the site.

Where the local authority acts as the developer, they will either directly procure a contractor or procure a development team to manage the project. The anecdotal experience of developers has been that standards set by local authorities in developer procurement used to be quite high, but that the change in government in 2010 led to a reduction in a lot of requirements, despite the introduction of the Social Value Act in 2012. However, since then some progressive local authorities have extended the Act to include developer procurement.

Where the Social Value Act has gained more traction is in contractor procurement, where it has empowered local authorities to drive higher standards in, and so influencing the social value delivered at construction phase. One way local authorities are doing this is by giving social value a weighting in tender submissions. Typical weightings being used to assess tender submissions are 10-15%, with some councils such as Hounslow and Manchester setting a minimum weighting of 20%.

Where the local authority retain ownership of the development and lease management contracts to third parties, such as leisure centres, they will be able to stipulate a weighting for social value in the tendering process for the building management contract. There also might be an opportunity for the local authority to write a social value clause in the lease.

Where the local authority is not the landowner, they must use the planning system to ensure the development is delivered in the interests of the public good.

### CASE STUDY

Southwark Council aims to incorporate the Social Value Act in all their projects, including works, by explicitly requiring tenderers to demonstrate the social value of their proposals as part of their submissions.

<sup>2</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/7690/462483.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/7690/462483.pdf)





## LOCAL AUTHORITY AS A PLANNING AUTHORITY

In theory, the commitment to delivering social value is already at the heart of planning. The planning system is fundamentally about the planning and regulation of land to secure the homes and workplaces a society requires. And, as such, is answerable to the wider public good rather than that of the private individual or organisation.

Furthermore, the National Planning Policy Framework (NPPF) sets out an overarching objective for achieving sustainable development and emphasises the importance of meeting local needs. The ambition to deliver social value is virtually synonymous with the three objectives (economic, social and environmental) that are laid out in the latest draft of the NPPF (paragraph 8).<sup>3</sup> However, the framework also outlines that the ‘presumption in favour of sustainable development’ can be overridden by the priority to deliver development whether sustainable or not. There is also no explicit mention of social value or clarification on the importance of the approach within the framework.

Practically speaking the level of ambition required by different local plans varies considerably and often will not reflect the full spectrum of social value that can be delivered from the entire lifecycle of a development. But it is still important to remember that delivering social value is completely in line with the current commitments of national planning policy.

On most large developments, planning obligations and conditions will need to be negotiated before permission is granted. Planning obligations (Section 106) typically include the provision of affordable homes and contributions to local infrastructure. They can also include local labour agreements. These ‘developer contributions’ are supplemented by the Community Infrastructure Levy, a financial contribution from the developer paid per metre square of the development.

While all these mechanisms are intended to support the delivery of social value from development, the industry sentiment is that they are not currently maximising opportunities. Below are some of the limitations of the current system:

- The patching together and negotiation of various planning obligations and conditions doesn’t provide a holistic approach to maximising the opportunities of development and could result in unhelpful trade-off situations.
- Planning conditions and obligations are typically used to deliver quite a narrow selection of interventions which benefit the public good. In reality there is a much broader spectrum of outcomes which could be delivered (see page 11).
- Both planning obligations (excluding local labour agreements) and the Community Infrastructure Levy tend to be input focussed and there is no transparency on where financial contributions are spent which makes it hard to understand if they deliver as intended.
- Contributions from planning obligations and the Community Infrastructure Levy can be allocated anywhere within the boundaries of the local authority, which loses the direct connection with the immediate community.
- These mechanisms don’t currently assert enough control over the ongoing operation and occupation of the development.

<sup>3</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/685289/Draft\\_revised\\_National\\_Planning\\_Policy\\_Framework.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/685289/Draft_revised_National_Planning_Policy_Framework.pdf)

## INTEGRATING SOCIAL VALUE INTO PLANNING

As covered by the previous section, opportunities for delivering social value from new development are not currently maximised in the planning system. This suggests an opportunity to further integrate social value ambitions into plan-making and decision-taking. Below are some of the potential benefits of a social value approach:

- Ensure the benefits of the development will be felt locally, by the future community of the site and those in the immediate vicinity.
- Create an approach which is more outcomes focussed, and therefore ensures that the intended value for the local community is actually delivered.
- Create a common language for the local authority and the developer to discuss relevant issues.
- Help consider outcomes in terms of a financial value, which could encourage long-term stakeholders (such as the local authority or the asset manager) to appreciate the ongoing benefits of initial investments.

Because of this, a number of leading local authorities are looking at integrating social value into their planning process, although with different approaches. Some practical opportunities include:

- 1 For the local authority to stipulate a financial contribution which sits alongside the other planning obligations, such as a percentage social value add. While this is an approach taken by some local authorities, it doesn’t address the limitations highlighted in the previous section.
- 2 For the local authority to propose planning obligations and conditions which encourage social value outcomes. These could be specific to a particular outcome, but a more effective approach might be a requirement for a social value strategy.
- 3 One of the most favoured approaches is the emergence of ‘dual conditions’. This is a planning condition that requires the developer to provide a social value strategy for the proposed development both before construction can start and before occupation is permitted. Currently Both Coventry City Council and Manchester City Council are looking into this option.

It is important to note that progressive developers are leading the agenda by creating a strategy for delivering social value for their developments regardless of any existing planning requirements.

### CASE STUDY

Grosvenor is proposing to invest over £500m in Bermondsey to deliver new homes for rent as part of a mixed-use neighbourhood. It sees this investment as a catalyst for social and economic renewal and has submitted a ‘Local Legacy Strategy’ with its planning application, which was developed with local stakeholders. That strategy outlines the outcomes being sought to grow the wellbeing of those living, learning and working in the area. It proposes a set of metrics to track progress, informed by Grosvenor’s calculation of the social value of its community investment to date. The potential social value of Grosvenor’s investment is also discussed in the planning submission.

### CASE STUDY

In response to the Social Value Act Coventry City Council adopted a Social Value Policy which enabled the City to embed social value into their contracts. Using the Social Value Policy as the lever they now include social value planning conditions into all major planning applications. These can be included as ‘dual conditions’ if appropriate and apply to the construction phase as well as to the occupier. The Council prefer this approach to using Section 106 agreements as it can reduce the red tape and speeds up the planning process.



## 9. Measuring social value in development



As highlighted on page 18, a lack of common understanding of how to measure success is one of the key challenges for local authorities and development teams to overcome. Lord Young also identified measurement as a key challenge in his review of the Social Value Act,<sup>4</sup> so the built environment industry is not alone in struggling to tackle this issue.

There are two schools of thought on the importance of measuring social value, especially when a financial figure is attributed to a particular outcome. From a local authority perspective, attributing financial values to development outcomes could lead to more joined up reporting (and therefore collaboration) between teams, for example between the health and regeneration teams. Measuring social value in financial terms could also support the influence of social value in development appraisals and scheme viability (see page 30).

However, the cliché that ‘not everything that matters can be measured’ could lead to the very real danger of undervaluing the often intangible long-term benefits of certain outcomes. Some argue that the complexities of value, as well as the issue of proving additionality, especially when variations in locations are considered, prevent us from calculating financial value accurately.

As the Social Value Act and initial activity on the agenda focussed on services, rather than goods and works, the measurement guidance and tools specific to the built environment available are less mature than those designed for services. Because of this we have compiled a collection of

resources that have emerged that explicitly reflect the requirements of construction and development but supplemented them with more widely-used generic resources.

The resources have been classified by the depth of support they give on measuring social value. The lighter touch resources just provide guidance on measurement generally; some suggest outcomes (as this report does); some suggest specific metrics for those outcomes and others provide proxies for financial values to be calculated.

We have made an effort to only include resources which are free to access. However, it is clear that if an organisation wanted to implement a successful measurement strategy it would require a significant initial investment both from human resource internally and through the use of external advisors.

When considering these resources, it is important to note that even the most progressive organisations in the built environment industry feel like they are very much at the beginning of a journey when it comes to measurement. Although there is lots of good work being done it will be a challenge to get consistency of measurement across the industry.

| Organisation                                       | Resource  | Depth      | Themes  | Targeted at                |
|--|---|------------|---|----------------------------|
| <b>Resources specific to the built environment</b> |   |            |   |                            |
| Supply Chain Sustainability School                 | <a href="#">Monitoring and measuring social value</a>   | Guidance   | – Social<br>– Environmental<br>– Economic   | Construction               |
| NEF  | <a href="#">Good Foundations</a>  | Guidance   | – Wellbeing<br>– Environmental sustainability   | Built environment industry |
| Berkeley Group                                     | <a href="#">Creating Successful Places</a>  | Outcomes   | – Amenities and infrastructure<br>– Social and cultural life<br>– Voice and influence                                     | Developers                 |
| Scottish Futures Trust                             | <a href="#">Community Benefits Toolkit for Construction</a>   | Metrics    | – Employment<br>– Skills and training<br>– Environmental<br>– SME & 3rd sector involvement                                | Construction               |
| Considerate Constructors Scheme                    | <a href="#">Building Social Value checklist</a>   | Metrics    | – Local procurement<br>– Employment<br>– Education<br>– Reusing and recycling<br>– Sustainable materials<br>– Environment | Construction               |
| Social Value Portal                                | <a href="#">The National TOMs (Themes, Outcomes and Measures) Framework</a><br>– Real estate plugin | Calculator | – Skills and employment<br>– Business growth<br>– Community and environment   | Built environment industry |
| HACT   | <a href="#">HACT Value Calculator</a>   | Calculator | – Employment<br>– Local environment<br>– Health<br>– Financial inclusion<br>– Youth<br>– Homelessness                     | Social housing providers   |
| Scape Group  | <a href="#">The National Construction Framework</a>   | Calculator | – Jobs<br>– Growth<br>– Social<br>– Environment<br>– Innovation   | Construction               |
| <b>More generic resources</b>                      |   |            |   |                            |
| Social Value UK                                    | <a href="#">Social Return On Investment</a>   | Guidance   | Not specified   | Public sector              |
| Social Profit Calculator                           | <a href="#">Social Profit Calculator</a>  | Calculator | Not specified   | General                    |

<sup>4</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/403748/Social\\_Value\\_Act\\_review\\_report\\_150212.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/403748/Social_Value_Act_review_report_150212.pdf)



## 10. Wider benefits of a social value approach



### 1 Increased trust between public and private sectors

Developers are sometimes sceptical about the local benefits of Section 106 payments and local authorities may not trust developers to deliver positive outcomes alongside profits. A social value strategy could help both parties feel like they are working towards the same end.

### 2 Change the conversation to be outcomes focussed

Often inputs such as 'a set number of apprenticeships' will be agreed without a consideration of whether it will deliver the outcome needed in a particular area. A social value measurement strategy would ensure that all interventions were delivering in a way that benefits the local community in a meaningful way.

### 3 Local context is at the heart of decision making

By definition, the actions that will deliver the most value are those that meet the greatest need of the community. The more the social value strategy aligns with the needs of the local area, the more the impact from various actions will be maximised.

### 4 Better local stakeholder engagement

A well delivered social value strategy can only be one which maximises engagement with the local community. Therefore, social value could help pave the way towards a better relationship between local stakeholders and development teams.

### 5 More environmentally sustainable development

Social value approaches can support the environmental agenda by getting people to think holistically about environmental benefits and realise the benefits in the long term.

# 11. Further opportunities to be explored



Throughout this project, opportunities or ideas have arisen which we have not been able to explore in any detail in what is an introductory guide. This section sets out some options for further work by UKGBC and/or other partners and stakeholders.

## 1 Developer contributions

Could there be a different approach to developer contributions? Currently there is a concern that financial contributions made by developers under Section 106 are not effective in maximising the benefits from new development to the local community. The social value agenda suggests that there could be a smarter way to approach those contributions, with a greater focus on outcomes.

## 2 Site handover

Once a development has been completed, the ownership of the site can change hands multiple times. Quite often the original social value aspirations for the site are lost in the handover process. This is especially damaging when considering the potential social value impact of the occupation phase. Although there are a few ways to mitigate against this (see page 21) it could be that the solution comes from the introduction of a new mechanism which ensures any processes or aspirations are continued.

## 3 Consistent measurement

There is currently no overarching adopted framework for measuring social value in new development. Improving consistency in measurement could improve communication between local authorities and developers and help local authorities assess development proposals. Specific real estate tools, such as the real estate plugin for the National TOMs Framework, are emerging, and could present a solution to this issue.

## 4 The Social Value Act

Could the Social Value Act be extended to include goods and works? Despite the Act applying only to the procurement of services, not goods and works, the Cabinet Office best practice note on the Act encourages its application across all three areas.<sup>5</sup> The current exclusion of works from the Act may be unnecessarily limiting local authorities.

<sup>5</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/79273/Public\\_Services\\_Social\\_Value\\_Act\\_2012\\_PPN.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/79273/Public_Services_Social_Value_Act_2012_PPN.pdf)

## 5 NPPF and Local Plans

Could the draft revised National Planning Policy Framework (NPPF) better support social value outcomes in new development? For example, the three overriding objectives of the NPPF (economic, social and environmental) could take precedence if in conflict with specific plan policies.

## 6 Social value clauses

Operation of the development is by far the longest phase of the development lifecycle, and as such, presents the biggest opportunity for driving social value. Currently some opportunities are lost as the occupier doesn't operate the buildings as designed. Could a social value clause in the building leases help combat this?

## 7 Education and skills

What training do local authorities and development teams need in order to drive social value in new development? UKGBC and other bodies could play a role in providing access to experts with the knowledge and tools to empower individuals and teams.

## 8 A new model for viability

Could there be a more sophisticated approach to viability assessment? The full social value of a development is currently not explicitly considered when determining scheme viability for the purposes of local plan-making by local authorities or the assessment of particular planning applications. A new model might be able to use financial figures for social value outcomes to justify development costs and investment returns for a range of stakeholders, including local authorities, developers and investors.

See the viability section of UKGBC's publication 'Driving sustainability in new homes: a resource for local authorities'.<sup>6</sup>

<sup>6</sup> <https://www.ukgbc.org/ukgbc-work/sustainability-standards-new-homes/>





## 12. Glossary

**Additionality** The property of an activity being additional. An impact arising from an intervention can be described as additional if it would not have occurred had the intervention not taken place. In appraising the net impact of a project, it is important to understand the true impact of certain interventions. The calculations that are used to decide what changes can be attributed to an intervention, and which changes should not, are complex and vitally important to measuring social value.

**Community Infrastructure Levy** The Community Infrastructure Levy is a charge that local authorities can choose to impose on new developments to fund local infrastructure. This could include infrastructure such as transport schemes, flood defences, schools, hospitals, green spaces and leisure centres. The levy is charged by square metre of floor space of a development.

**Community Life Survey** The Community Life Survey is held annually to track trends and developments in areas that encourage social action and empower communities. The survey looks at volunteering, charitable giving, local action and networks and well-being. The aim of the survey is to provide cost-effective data to government, external stakeholders and citizens.

**Environmental Impact Assessment** The Town and Country Planning Regulations set out a requirement to carry out an environmental impact assessment as part of the planning application process for certain projects (generally large or environmentally complex projects). The purpose of an EIA is to ensure that the environmental effects of a proposed development are properly considered.

**Green infrastructure** Green infrastructure is a catch-all term used to describe the network of natural and semi-natural features in urban areas. These features include parks, playing fields, woodlands, village greens, residential gardens, woodlands, tree-lined roads, allotments and river systems (which are known as 'blue infrastructure'). Collectively they provide a range of benefits to a city; building resilience against climate change, increasing urban biodiversity and improving human health and wellbeing.

**Hard to reach groups** This a loose term which refers to members of society, typically minorities, who the public and third sectors have historically found hard to engage with or offer services and support. These groups include, but are not limited to: ex-offenders, 'NEETs' (Young People Not in Education, Employment or Training), long-term unemployed, disabled, homeless and multigenerational unemployed.

**Health Impact Assessment** A health impact assessment is a useful tool to assess and address the health impacts of development proposals. Undertaking such an assessment ensures that health and wellbeing are being properly considered in planning policies and proposals. They can be done as stand-alone assessments or as part of a wider Sustainability Appraisal, Environmental Impact Assessment, or Integrated Impact Assessment.

**Impact investing** Impact investing is a subset of socially responsible investing which targets investment on projects or initiatives that make a positive impact to society or the environment in addition to financial gain.

**Local Economic Assessment** A Local Economic Assessment is a report undertaken by a local authority to help build a holistic picture of the local economy in order to help understand how to respond to any challenges. The report will typically cover economic performance, business and enterprise, labour market and local economic growth.

**Local Labour Agreement** Local Labour Agreements are negotiated with applicable developments as part of the Section 106 process. These agreements ensure local people benefit from new job opportunities created by major developments and gain skills needed for employment in growth industries.

**Local Plan** Every local planning authority in England has to prepare a Local Plan. This plan includes all of the local planning policies for that area and identifies how land is used, determining what will be built where. The Local Plan, along with any Neighbourhood Development Plans, provides the basis for determining planning applications and future development in the local authority and should be consistent with the National Planning Policy Framework.

**National Planning Policy Framework** The National Planning Policy Framework (NPPF) sets out the government's planning policy for England. The framework sets out 12 core principles that should underpin plan making and decision making, which include a specific requirement that plan making should be proactive in driving and supporting sustainable development. Local planning authorities are required to ensure that their Local Plan conforms with the framework and reflects its strategic priorities.

**Planning conditions** If a planning application is unacceptable, as an alternative to outright refusal, a local planning authority may grant permission subject to conditions. The conditions could be anything from restricting what you can do on the premises to requiring you to get specific approval for aspects of the development, such as the materials to be used, before you can proceed. The conditions must be relevant to the development, which is in contrast to planning obligations, which might not.

**Planning obligations** Planning obligations, commonly known as Section 106 agreements, are a mechanism which make a development proposal acceptable in planning terms, that would not otherwise be acceptable. They are focussed on site specific mitigation of the impact of development. S106 agreements are often referred to as 'developer contributions' along with highway contributions and the Community Infrastructure Levy.

**SMEs** Small and medium sized enterprises.

## Appendix One: Definitions of social value

| Organisation                                | Definition   |
|---|--|
| Bristol City Council                        | Social value is about maximising the impact of public expenditure to get the best possible outcomes, and recognising that local people are central to determining how these can be achieved  |
| BusinessDictionary.com                      | Larger concept which includes social capital as well as the subjective aspects of the citizens' well-being, such as their ability to participate in making decisions that affect them  |
| DEMOS                                       | Wider non-financial impacts of programmes, organisations and interventions, including the wellbeing of individuals and communities, social capital and the environment   |
| HM Government Cabinet Office                | Social value encompasses a broad concept of value by incorporating social, environmental and economic costs and benefits. This means that as well as taking into account the direct effects of interventions, the wider effects on other areas of the economy should also be considered  |
| Kirklees Council                            | If £1 is spent on delivery of services, can that same £1 be used to also produce a wider benefit to the community?   |
| NACVA                                       | 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   |
| NAVCA                                       | Social value as a concept has additional implications beyond those of measuring the outcomes of a particular project or organisation. In theory, it is an attempt to measure what is 'valued', and therefore, prioritised by different stakeholders. There seems to be recognition that value is subjective and requires discussion between different stakeholders and agreement on what is to be valued in particular circumstances |
| NHS Liverpool Clinical Commissioning Group  | Creating Social Value means increasing the social, economic and environmental wellbeing of the people we serve   |
| Social Enterprise UK                        | A way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract and looking at what the collective benefit to a community is when a public body chooses to award a contract  |
| Social Value Hub                            | The benefit to the community from a commissioning/procurement process over and above the direct purchasing of goods, services and outcomes   |
| Social Value UK                             | The extent to which organisations – businesses, charities and public sector, can be held to account for how their actions create or destroy value for different groups of people   |
| SROI Network 2013                           | Social Value is the relative importance of changes that occur to stakeholders as a result of an activity   |
| Sustainable Procurement Task Force 2006     | A process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits to society and the economy, whilst minimising damage to the environment   |
| The Public Services (Social Value) Act 2012 | Social value seeks to maximise the additional benefit that can be created by procuring or commissioning services, above and beyond the benefit of merely the services themselves   |

## Appendix Two: Resources for best practice development

| Organisation                | Resource  | Scope         |
|-----------------------------|---|---------------|
| Argent                      | <a href="#">Principles for a human city</a>           | Neighbourhood |
| BCO                         | <a href="#">Guide to specification</a>                | Offices       |
| Bioregional                 | <a href="#">One Planet Action Plan</a>                | Neighbourhood |
| BRE                         | <a href="#">BREEAM Communities</a>                    | Neighbourhood |
| BRE                         | <a href="#">BREEAM New Construction</a>               | Buildings     |
| BRE                         | <a href="#">Home Quality Mark</a>                     | Homes         |
| EcoDistricts                | <a href="#">EcoDistricts Certification</a>            | Neighbourhood |
| Igloo Regeneration          | <a href="#">Footprint policy</a>                      | Neighbourhood |
| Passivhaus                  | <a href="#">The Passivhaus Standard</a>               | Buildings     |
| Saint-Gobain                | <a href="#">Multi Comfort Buildings</a>               | Buildings     |
| Saint-Gobain UK & Ireland   | <a href="#">Multi Comfort Concept</a>                 | Buildings     |
| The Design Council          | <a href="#">Building for Life</a>                     | Neighbourhood |
| The Living Future Institute | <a href="#">Living Building Challenge</a>             | Buildings     |
| The WELL Institute          | <a href="#">WELL Building Standard</a>                | Buildings     |
| USGBC                       | <a href="#">LEED Building Design and Construction</a> | Buildings     |
| USGBC                       | <a href="#">LEED Homes</a>                            | Homes         |
| USGBC                       | <a href="#">LEED Neighbourhood Development</a>        | Neighbourhood |

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This report was developed in collaboration with a wide range of stakeholders from the UKGBC membership and wider industry. In addition to the principal contributors named below we are grateful to those businesses, local authorities and academics who fed in via our consultation workshops.

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