

Rory Kemp BPLN0039

by Rory Kemp

Submission date: 30-Aug-2019 03:47PM (UTC+0100)

Submission ID: 110387005

File name: 64075_Rory_Kemp_Rory_Kemp_BPLN0039_1064853_1422643526.pdf (831.58K)

Word count: 16382

Character count: 96363

UNIVERSITY COLLEGE LONDON
FACULTY OF THE BUILT ENVIRONMENT
BARTLETT SCHOOL OF PLANNING

Social Value: Current state of practice in property development

Rory Kemp MSc Sustainable Urbanism

Being a dissertation submitted to the faculty of The Built Environment as part of the requirements for the award of the MSc Sustainable Urbanism at University College London: I declare that this dissertation is entirely my own work and that ideas, data and images, as well as direct quotations, drawn from elsewhere are identified and referenced.

Signature:

Date:

Word Count: 10,981

Appendix: 2,573

Acknowledgments

My greatest thanks go to everyone who generously offered me their time to participate in this research.

I would also like to thank The Social Value Portal, in particular Pete and Guy for giving me the opportunity to learn about social value first-hand over the last two years and inspiring me to research the area more closely

A special thanks also goes to my dissertation supervisor, Lisa Juangbhanich for her enthusiasm and guidance which encouraged me to think critically throughout the dissertation process.

Contents

Acknowledgments	ii
List of Tables and Figures	iv
List of Abbreviations and Acronyms	v
Abstract	vi
1. Introduction	1
1.1 Research Context	1
1.2 Research Aims and Questions	1
2. Literature Review	3
2.1 What is Social Value?	3
2.1.1 (Social Value) Act 2012	3
2.1.2 Social Value Interpretations	4
2.2 Role of social value in property development	5
2.2.1 Social Value in the Built Environment	5
2.2.2 Stages of Development	5
2.2.3 Social Value Measurement	6
2.3 Framing Social Value	7
2.3.1 Sustainable Development	7
2.3.2 Sustainable Community Development	8
2.3.3 Corporate Social Responsibility	8
2.4 Position of research	10
3. Methodology	11
3.1 Research Design	11
3.1.1 Content Analysis	11
3.1.2 Pilot Study	11
3.1.3 Semi-structured Interviews	12
3.1.4 Data Analysis	13
3.2 Research Ethics and Positionality	13
4. Research Findings and Analysis	15
4.1 How is social value defined within property development?	15
4.1.1 Local Impact	15
4.1.2 Legacies	16
4.1.3 Beyond Business as Usual	17
4.1.4 Putting a definition on social value	17
4.2 How do property professionals deliver social value?	19
4.2.1 Social Value Outcomes	19
4.2.2 Design	19
4.2.3 Planning	20
4.2.4 Construction	21

4.2.5	Social Value Measurement	22
4.3	Why do property professionals engage with social value?.....	24
4.3.1	Public Sector.....	24
4.3.2	Private Sector.....	25
4.4	What are the key challenges in the field and what does the future of social value look like?	27
4.4.1	Key Challenges	27
4.4.2	Social Value Act (2012)	28
5.	Discussion	29
5.1	Governance of social value	29
5.2	Framing Social Value	31
5.2.1	Sustainability.....	31
5.2.2	Corporate Social Responsibility.....	32
6.	Conclusion	34
6.1	Research Findings.....	34
6.2	Recommendations	35
7.	Bibliography	37
8.	Appendix	43
	Appendix A – Interview Guide.....	43
	Appendix B – List of Interviewees.....	45
	Appendix B – Risk Assessment.....	46

List of Tables and Figures

Table 1 – The type and number of key actors interviewed	13
Figure 1 - Research Design.....	11

List of Abbreviations and Acronyms

CSR – Corporate Social Responsibility

ESG – Environmental, Social and Governance

LA – Local Authority

National TOMs – The National TOMs is a social value measurement framework designed by The Social Value Portal.

NPPF – National Planning Policy Framework

SME – Small and Medium Enterprise.

Social enterprise – An organisation that pursues social objectives using business methods.

SROI – Social Return on Investment analysis.

S106 – ‘Planning obligations under Section 106 of the Town and Country Planning Act 1990 (as amended), commonly known as s106 agreements, are a mechanism which make a development proposal acceptable in planning terms, that would not otherwise be acceptable’ (Local Government Association).

Abstract

The concept of social value is a growing agenda in the built environment and property development. Property professionals are under increasing pressure to deliver social value because of regulation, societal expectations and spending cuts to public services. However, confusion around what social value is means that opportunities to deliver social value are not currently maximised. As an early academic study into social value's current state of practice in property development, this research has addressed the fundamental questions around social value whilst also positioning it within existing academic debate. Addressing these fundamental questions will help to settle the industry confusion around the concept and allow professionals engaged in the development process better understand what their role is in delivering social value.

Key Words: Social Value, Property Development, Sustainable Communities

1. Introduction

'Social Value has the potential to unlock an additional £15bn value for our communities across the UK every year by integrating it into the built environment.' Guy Battle, *The Social Value Portal*.

1.1 Research Context

The concept of social value has gained momentum in the UK as a result of the introduction of The Social Value Act (2012), spending cuts to public services, and shifting societal expectations which demand organisations to demonstrate their contribution to society (SEUK, 2014). The Social Value Act stops short of defining social value but loosely refers to it as additional economic, social and environmental wellbeing in connection with public services contracts. This puts pressure on public service providers to look at value not in purely financial terms, but to consider the additional value delivered to society and the environment as a result of their spending (Opoku and Guthrie, 2018).

There is an increasing awareness that the built environment is key to delivering social value (UKGBC, 2019), because the built environment has a major impact on the communities in which it builds (Raiden et al., 2019). Social value has the potential to deliver meaningful impacts to individuals and communities by promoting local skills and employment, supporting the growth of local businesses, creating healthier and safer communities and protecting the environment (The Social Value Portal, 2019). However, as it stands the opportunities to deliver social value within the industry are not currently maximised (UKGBC, 2019). This comes down to a lack of understanding around what social value means within the context of the built environment (RICS, 2019).

In the coming years the biggest challenges facing local authorities will be meeting nationally set housing targets and continuing to deliver public services against a backdrop of cuts to government spending (UKGBC, 2019). This identifies a major opportunity to integrate social value into the development process to maximise the benefits that local communities receive. Therefore, this research seeks to inform the industry debate and enhance the understanding around social value within property development to ensure that this opportunity can be capitalised on.

1.2 Research Aims and Questions

This is one of the first studies researching the role of social value in the development process.

Therefore, it sets out to answer four fundamental questions around the concept of social value

Chapter 1: Introduction

which are key to inform the industry debate, clear up confusion around the concept and position it within existing academic theories.

Aim: Enhance understanding around the current state of practice of social value in property development

Research Questions:

1. How is social value defined in property development?
2. How do property professionals deliver social value?
3. Why do property professionals engage with social value?
4. What are the key challenges in the field and what does the future of social value look like?

2. Literature Review

This chapter explores the existing academic and policy debates around the concept of social value and its application to the built environment and property development process. Whilst acknowledging that is one of the first academic studies to look at social value across the development process, this research draws from theoretical insights from sustainable development, sustainable community development and corporate social responsibility to position social value within academic debates.

2.1 What is Social Value?

2.1.1 (Social Value) Act 2012

The Public Services (Social Value) Act 2012 (“the act”) is the key piece of English legislation relevant to social value (McCarthy, 2016). The Act ‘requires public authorities to consider how services being procured might improve the economic, social and environmental well-being of the relevant area’. The act therefore discourages the lowest price approach to public procurement (Opoku and Guthrie, 2018), by placing a responsibility on commissioners to consider how the services they procure can provide additional value and benefits to the local area (Cartingey and Lord, 2016). According to Watson et al. (2016) the act was designed to transform the way that public bodies procure services from a narrow focus on price, to a broader ‘value for money’ approach which incorporates wider economic, social and environmental benefits. Allaway and Brown (2019) suggest that this provides local authorities with the opportunity to increase spending efficiencies at a time of increasing budgetary pressures.

The act is often critiqued for being vague and imprecise (Frag, 2019). It is non-prescriptive, only asking commissioners to ‘consider social value’ (Croydon Council, 2013), whilst also omitting a definition of social value and establishing no framework nor mechanism for its delivery (McCarthy, 2016). This led to the UK Cabinet Office (2015) asserting that the difficulty in defining social value is a major barrier to its implementation. Conversely, supporters of the act, such as Cartingey and Lord (2016) and Cook and Monk (2012) argue that the non-prescriptive nature and flexible definition of social value is one of its strengths because it encourages local authorities to think about what additional value can be created without strong-arming them or penalising poor performance.

Primary research by Butler (2016) reveals that, although the act has attracted widespread support and interest from the public and private sector, its adoption has been inconsistent with approximately only 33% of councils considering social value routinely. As it stands the act only covers services commissioned by the public sector and it is not directly mandatory for the private

sector (Opoku and Guthrie, 2018). However, it has created a shift in expectations where private sector organisations are increasingly expected to demonstrate and evidence their social value (O'Connor, 2018). Therefore, whilst not bound by the same legislation as the public sector, there is an increasing interest to adopt social value in the private sector and a growing business case (Tomlins, 2017).

2.1.2 *Social Value Interpretations*

There is no concrete social value definition (UKGBC, 2018) and social value is often interpreted in different ways with clients and stakeholders providing their own definitions (McCarthy, 2016). The definition of social value adopted has important implications regarding the outcomes delivered (Farag, 2019). This indicates that social value is a contested concept. Raiden et al. (2019) argue that the contested nature of social value deepens its vagueness and limits its success because it will create a nebulous concept which lacks any practical meaning. According to Wilkinson et al. (2015), when analysing a contested concept, it is necessary to deconstruct the existing definitions and interpretations to identify key traits and themes.

Sinkovics et al. (2015) suggest that, at its most basic form, social value is about the positive externalities experienced by a local area. This captures Social Enterprise UK's (2012:11) definition of social value as 'the additional benefit to the community over and above the goods and services being provided'. Raiden et al. (2019:14) similarly define social value as 'how we contribute positively to the communities in which we work'. Common to these definitions is an appreciation of the local or community scale of social value.

Wood and Leighton (2016:5) provide a more holistic definition of social value, 'the wider non-financial impacts including the wellbeing of individuals and communities, social capital and the environment of an activity.' This definition is clearly derived from the Social Value Act (2012) which references 'economic, social and environmental wellbeing of an area'. Daniel and Pasquire (2019) describes these non-financial impacts as 'soft' and 'subjective'. The subjective nature of social value reveals how it is a socially constructed and context dependent concept (Raiden et al., 2019). This suggests that there is no one-size-fits-all definition of 'social value' because local stakeholders will place different values on different outcomes (Farag, 2019). In other words, different people involved in the creation of social value will see it and define it in many different ways. Therefore, social value is best delivered and defined by considering what is beneficial in the context of local economic, social

and environmental needs. For example, in one area, youth unemployment may be the most pressing issue, whilst in another air pollution might be more serious (Cook and Monk, 2012).

Deconstructing the different interpretations reveal that the key traits of social value are a focus on the local and community scale and an appreciation for the subjective and contextual nature of economic, social and environmental benefits.

2.2 Role of social value in property development

2.2.1 Social Value in the Built Environment

Despite the Social Value Act (2012) only directly covering public sector procurement, interpretations and practices of social value exist throughout different industries in the private sector (Tomlins, 2017). This led to Cartingey and Lord (2016) suggesting that social value should be interpreted and delivered differently by different industries. Within the built environment the role of social value is increasing in momentum (UKGBC, 2018). The industry is seen as a powerful tool to tackle complex social and environmental problems which seem resistant to traditional government interventions and policies (Raiden et al., 2019). One of the challenges within the built environment is that the emergence of social value has been accompanied with a lack of understanding and confusion around what social value means (UKGBC, 2018), with RICS (2019) suggesting that the industry could deliver greater social value within its projects if there was a clearer understanding around what the concept entails. The understanding of social value within the built environment is still at a very early stage and this is a key area which this research will inform.

2.2.2 Stages of Development

According to Raiden et al. (2019), one of the limitations of the current debate in the built environment is that it is too heavily focused on the construction stage of development. McCarthy (2016) argues that social value can be consciously created during the design phase, whilst The Social Value Portal (2017) suggest that an additional £15bn value for communities can be unlocked by integrating social value into the planning process better. Therefore, whilst acknowledging that construction is currently the key stage for the delivery of social value, this research will also identify and define the opportunities for social value in the planning and design stages of development.

The design of a development offers a substantial opportunity to deliver social value, yet social value discussions have largely excluded designers and architects (McCarthy, 2016). Although much of the design specification will be set or stipulated through planning requirements, there is still room for

Chapter 2: Literature Review

architects, designers and developers to push for design elements which deliver long-term social value (RIBA, 2018).

All new developments go through the planning system, therefore local authorities have the opportunity to influence the social value of a development in their role as the planning authority (UKGBC, 2019). In recent times, austerity measures have challenged the effectiveness of the planning system to deliver the social and environmental role of planning (Turcu, 2018). This outlines how the planning system provides a major opportunity, yet under-utilised resource to drive social value in communities (The Social Value Portal, 2017).

2.2.3 Social Value Measurement

As previously discussed, social value can be understood as a term for the economic, environmental and social benefits that are experienced by individuals and communities. These benefits are often considered as 'soft' and intangible (Daniel and Pasquire, 2019). Therefore, to understand the worth of these benefits, they are often measured and assigned a financial value (UKGBC, 2019). There are a large number of diverse standards and frameworks that have been developed to measure social value (Burke and King, 2015), with the social return on investment (SROI) method being the favoured tool to quantify and communicate social value with monetary outcomes (Cartigny and Lord, 2016). SROI is a complex analytical tool that translates social and environmental benefits into financial terms (Watson and Whitley, 2017). For example, in the National TOMs (2019) framework created by The Social Value Portal, creating a job for a rehabilitating young-offender is valued at an additional £15,856.88 in social value.

The demand for measuring social value and assigning it a financial value is encouraged by all sides in property development, investors who want to see the impact of the money they are spending, government officials who have to justify their spending decisions and developers who want to evidence the positive impact they are having on society (Eurodiaconia, 2013). Proponents of SROI argue that translating 'soft' and 'intangible' outcomes into a common unit of value improves the benchmarking and reporting of social value (O'Connor, 2018). On the other hand, an argument against social value measurement suggests that reducing social and environmental outcomes to monetary measures can oversimplify and underestimate the full impact of an intervention (Watson and Whitley, 2017) and may stifle innovative solutions that cannot be prescribed a financial value (Tomlins, 2017).

The issue of social value measurement is the most contested and debated area in the field of social value (Raiden et al., 2019), with much of the focus being around the technical pros and cons of different measurement frameworks. However, Tomlins (2017) suggests that social value measurement is not yet fully developed. Therefore, rather than attempting to engage with the technical debates around how social value is measured, this research takes a different approach. This research will analyse the bigger picture around what measuring social value adds to the property development process and to the broader social value agenda.

2.3 Framing Social Value

According to McCarthy (2016) social value is not a new concept and existing conceptualisations include 'social sustainability' and Environmental, Social and Governance (ESG). Watson et al. (2016) suggests that social value grew out of early ideas of corporate social responsibility (CSR) and ethical economics. Therefore, this research will draw from academic debates around sustainable development, sustainable community development and CSR to frame social value from a theoretical perspective.

2.3.1 Sustainable Development

Similar to social value, sustainable development is a contested concept (Bentivegna and Curwell, 2002). Most interpretations of sustainable development take the Brundtland Commission (1987) definition, 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs' as the starting point. The themes that can be drawn out of this definition are intergenerational and intragenerational equity which demonstrates environmental responsibility in the short and long term (Pitt et al., 2009). Based on the Brundtland definition, there is agreement among scholars that sustainable development represents the intersection of economic, environmental and social needs (Turcu, 2012), otherwise known as the three pillars of sustainability. Pitt et al (2009) suggest that true sustainability can only be achieved when the right balance between these three pillars is found.

In the context of property development, Wilkinson et al (2015) suggests that the built environment applies a limited and simplified understanding of sustainability. In particular the concept of sustainable development has been used to refer to environmental responsibility in the industry, primarily around concerns such as energy efficiencies and waste generation (RICS, 2019). According to Söderbaum (2011) this equates to a form of 'weak sustainability' that does not deliver sustainable outcomes.

Chapter 2: Literature Review

The three pillars of sustainability are clearly represented in the Social Value Act (2012) which refers to 'economic, social and environmental wellbeing', and according to Watson et al (2016), social value is fundamentally tied to sustainability. However, according to SEUK (2014), the most common social value priorities are local jobs and local supply chain spend. This can be considered to reflect an imbalance in the broader social and environmental pillars of sustainability, and therefore a 'weak' form of sustainability.

2.3.2 Sustainable Community Development

There is a clear focus on the local and community scale of social value (UKGBC 2018), therefore this research draws from academic insights into sustainable community development (SCD). SCD is a sub-set of sustainable development, aligning itself to the same three pillars of economic, environmental and social sustainability (McDonald et al., 2009). However, it favours a bottom-up approach to development where local communities are engaged in decision making processes (Roseland, 2000). SCD also raises the importance of democracy in the sustainable development process (Roseland, 2000) and it is based on the maxim that those affected by a decision or a development should participate directly in the decision-making process. This stems from the argument that engagement with local communities will result in a more sustainable development (Arnstein, 1969). This engagement is said to create interest and buy-in from local stakeholders (Froben, 2006), whilst also helping to define the economic, social and environmental sustainability issues from a local perspective (Franco and Tracey, 2019). Roseland (2000) argues that a sustainable community is not a fixed thing, rather it is continually adjusting to meet the changing economic, social and environmental needs of its residents. This highlights the fact that SCD is very location specific (Bentivegna and Curwell, 2002). This fits into the interpretation of social value as a subjective and context dependent concept (Raiden et al., 2019).

2.3.3 Corporate Social Responsibility

Corporate Social Responsibility (CSR), is about the relationship between an organisation and society (Watts et al., 2015). It involves private sector firms taking a broader approach to business activity to consider their social and environmental purpose (Reeds and Sims, 2015). Firms are becoming increasingly more accountable to societal expectations as communities, employees and investors are placing pressure on them to demonstrate that they are a socially and environmentally responsible business (Barraket et al. 2016). Loosemore and Lim (2017) state that the public perception of firms in the property industry is increasing the importance of CSR, largely because the

Social Value: Current State of Practice in Property Development

industry has come under criticism for having little regard for the environment and for being inconsiderate, confrontational and uncaring towards communities (Barthorpe, 2010).

Reed and Sims (2015) view CSR as a strategic business strategy that will create a win-win situation which benefits both society and the firm. CSR is perceived to benefit a firm because it improves the reputation and brand of a company which helps organisations to gain a competitive advantage in winning contracts, attracting the best employees and attracting investors (Bondy et al., 2012). This creates a 'business case' for engaging in CSR as the competitive advantage gained will lead to increased profitability (Loosemore and Lim, 2017). According to a study by KPMG (2017), a company's brand and reputation is one of the most important business risks, therefore companies who do not engage with CSR stand the risk of being left behind in the market.

Despite CSR generally appearing to align itself to sustainable development and concerns for the environment and communities (UKGBC, 2018b), Sinkovics et al. (2015) argue that, because CSR is driven by the dominant market logic of competitive positioning and profitability, it cannot achieve sustainable development because the economic dimension is always prioritised, and social and environmental issues are not equally aligned in a triple bottom line (Bondy et al., 2012).

Firms are encouraged to engage in social value to win new business, enhance their brand image and ultimately improve profits (RICS 2019), therefore this research will address where social value fits into a company's CSR strategy and discuss the key differences between the two concepts.

2.4 Position of research

This literature review has revealed that social value is a contested concept and an under-researched area within academia. As this is an early study into social value within property development, this research begins by asking 4 fundamental questions which will help professionals and future academic studies engage with social value.

1. How is social value defined in property development?

A lack of understanding around what social value means is widely considered as one of the biggest factors inhibiting its implementation. Therefore, the purpose of this question is to draw out the key characteristics of social value within property development, whilst also contributing a definition of social value to address the confusion around the concept amongst industry professionals.

2. How do property professionals deliver social value?

There are under-utilised opportunities of delivering social value in the planning and design stages, therefore this question investigates what social value outcomes look like in property development and what opportunities exist at the different stages of development.

3. Why do property professionals engage with social value?

The purpose of this question is to understand the reasons behind property professionals from the public and private sector engaging in social value. The seeks to understand the drivers of social value in order to identify how to push the agenda forward.

4. What does the future of social value look like and what are the key challenges?

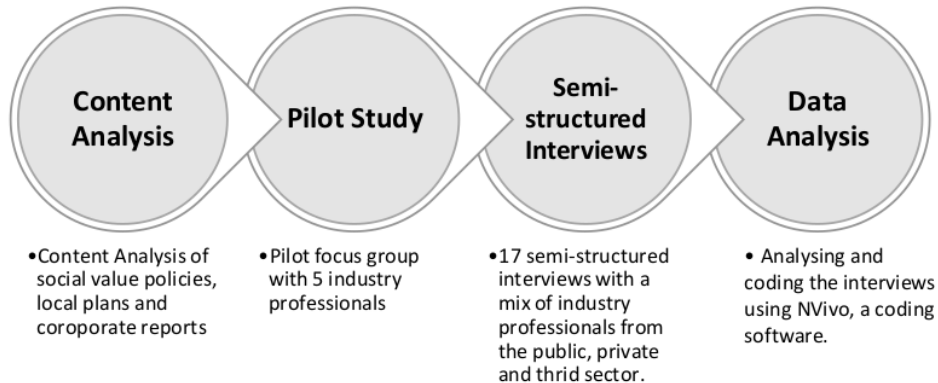
This question looks towards the future of social value to understand how it can become more embedded in the development process.

3. Methodology

This chapter explores how different research techniques were used to provide a comprehensive and holistic study.

3.1 Research Design

Figure 1 - Research Design



This research employed a qualitative approach to data collection to gain an honest insight into property professionals experience with engaging in social value and afford them the freedom to share their views on the subject (Cope and Kurtz, 2016). The main data collection process was 17 semi-structured interviews with key actors who engage with social value at various stages of the development process. Before under-taking the primary data collection, a pilot study and content analysis were completed to inform and refine the interview questions.

3.1.1 Content Analysis

Secondary data from social value policies, planning documents and corporate reports were gathered prior to the primary data collection process. These documents were analysed to compliment and prepare for the interviews. This process presented an insight into the practice of social value in different organisations and localities, providing a platform to tailor my interview questions.

3.1.2 Pilot Study

The purpose of a pilot study is to help define the parameters and examine the feasibility of a research area (Leon et al., 2010). Because this research is an early study into the role of social

Chapter 3: Methodology

value, I conducted a pilot focus with 5 industry professionals including 1 planner, 2 developers and 2 social value consultants. This ensured I was appropriate research questions to inform industry debate and practice whilst maintaining a critical academic rigour. This proved an insightful process with participants from the focus group also taking part in formal interviews.

3.1.3 *Semi-structured Interviews*

17 key actors engaging with social value were interviewed June-August 2019. The interviewees represented a range of individuals engaging with social value throughout the different stages of the development process such as; developers, planners, designers, project managers and external consultants. The participants were chosen through purposive sampling based on an existing professional network, recommendations and online research. This guaranteed that the participants had experience engaging with social value in property development (Parfitt, 2005). The purposive sampling model also allowed for a holistic research which captured the practices of social value at the different stages of the development process.

Interviews were considered the most appropriate methodology for this research because it collects a broad range of ideas and it allows participants the most freedom to express their experiences and opinions regarding the role of social value in property development (Kitchin and Tate, 2013). The interviews, typically lasting between 45-90 minutes, were semi-structured and based around an interview guide (Appendix A). The interview guide was tailored for each participant based on their role within the development process and the semi-structured nature allowed for follow up questions to explore new themes which emerged throughout the conversation (Ritchie and Lewis, 2003). The flexibility of the interview guide ensured that each participant was answering several specific questions, allowing for comparison, whilst also tapping into insights into social value which would be unique to their role.

A breakdown of the key actors interviewed is shown in Table 1:

Table 1 – The type and number of key actors interviewed

Type of key actor	Code	Developer	Planner	Architect	Project Manager	Social Value Professional
Public Sector (3)	PUB		1		1	1
Private Sector (8)	PRIV	4	1		1	2
External Consultant (6)	EXT			2	1	3

Source: Research Fieldwork

For in-text references, each actor has been given a code i.e. PUB1-3, PRIV1-8 or EXT1-6. (For breakdown of the codes see Appendix B)

3.1.4 Data Analysis

With the permission of the participants, each interview was recorded and transcribed. This strengthened the analysis process because it allowed me to concentrate fully on asking questions and guiding the interview, increasing the reliability and accuracy of the answers (Ritchie and Lewis, 2003). Once transcribed, the interviews were coded using the software Nvivo, this process categorises data into a set of ‘codes’ and reveals common themes, similarities and differences arising in the research (Kitchin and Tate, 2013) and is essential to reveal the underlying subject matters found in the data (Allan, 2003). A set of pre-determined codes was created, however during the analysis a series of new codes emerged from the data.

3.2 Research Ethics and Positionality

It is important to consider your positionality as a researcher to remove potential bias (Qin, 2016). A potential issue of positionality was the fact that I had an existing professional relationship with several the interview participants, therefore it was necessary to outline precautions to remove the prospect of bias. This involved a formal introduction into what was being researched and using the interview guide to ensure the conversation did not become too colloquial (Corlett and Marvin, 2017).

Chapter 3: Methodology

This research was undertaken in full compliance with the UCL Research Ethics Committee. The correct protocols were followed to ensure all participants were informed of the research that was being undertaken, how their data was being used as well as offering multiple options relating to different levels of confidentiality.

4. Research Findings and Analysis

4.1 **How is social value defined within property development?**

The original aim of this research question was to provide an industry definition of social value to clear up confusion around the concept and allow professionals to engage with it better. However, from the interviews it became clear that social value doesn't have a concrete definition.

'The problem with social value is that it is not a defined term. It can cover lots of stuff and people throw the term out without really understanding it.' [PRIV7]

'It is so broad and holistic, and there are all these different points that plug into social value, it is difficult to define.' [PRIV5]

The broad and holistic nature of social value, as discussed by (PRIV5), can be summed up by the following quote:

'Everything we do in our developments, in terms of the environment and doing good within the communities is social value.' [PRIV3]

Therefore, this chapter discusses the key characteristics which can be identified in the different interpretations of social value. These are: an appreciation for the individual and community level of impact, a recognition of the long-term 'legacies' of social value and, an appreciation of the fact that social value incorporates going beyond 'business as usual'. This chapter concludes by discussing whether it makes practical sense to have an overarching definition of social value.

4.1.1 Local Impact

Creating value and benefits for individuals and local communities is at the heart of social value within property development, this is the bottom line of any social value interpretation.

'It's about the value to the individuals and communities, and if it is not related to that than it is utterly pointless.' [EXT6]

This value can be manifested and delivered in different ways which is why social value can be considered as broad and holistic.

'It's anything that we can add into a project that's going to bring benefit to local people, local communities, local economy, potentially the local environment.' [PRIV5]

Chapter 4: Research Findings and Analysis

The fact that social value is about creating value for individuals and communities brings the subjective and context dependent interpretations of social value to the fore. This is because the perception of 'benefits' will vary according to the individuals and area being impacted. In this respect social value must be tailored based on the local context so that it can deliver the benefits that will be most valued by the local individuals and community. In property development this suggests that social value is interpreted differently on a project to project basis.

'A benefit that we see of social value is that it's a bespoke solution to local needs.' [PRIV8]

In this sense, the first step in creating social value should be researching the local area to design a social value strategy that delivers the benefits that individuals and the community need in order to make the most tangible difference to their lives.

4.1.2 Legacies

Another key feature common to all the interpretations is the long-term impact that social value is considered to have on individuals and communities. The benefits that social value delivers are anticipated to remain long after the development has been completed.

'What's important about social value is around empowerment – you start to get individuals who learn skills around advocating for themselves and in the interest of their own community after we have left.' [PRIV1]

This suggests that social value is not just about delivering benefits and values to individuals and communities, it's about empowerment and providing them with the skills and knowledge to ensure that they can continue to improve their lives.

A common misconception around social value is that it only delivers positive benefits, however as numerous interviewees raised, if not planned properly developments can deliver a negative social value to individuals and communities. One of the most common negative impacts of development is the risk of gentrification. One private developer used the risk of gentrification to stress the importance of engaging in social value:

'By investing in social value and responding to problems such as high unemployment amongst ethnic minorities, a lack of skills amongst young people, or social isolation, you are mitigating against any perceived negative impacts of a development.' [PRIV8]

This example links to the empowerment aspect of social value and the legacy it is trying to create. By directly responding to a local need, in this example high unemployment amongst ethnic

minorities, the developer has been able to empower local individuals. This improves the local area and reduces the risk of communities being 'left behind' a result of the development.

4.1.3 Beyond Business as Usual

A fundamental characteristic of social value is that it involves delivering a service beyond business as usual, in other words what a developer was contracted to build.

'A key principle that should underline definitions of social value is that you have to deliver more than business as usual, it should be that they go beyond what they already deliver.'

[EXT3]

'Social value is the added value, the extra benefit, that can be brought to a contract when we're delivering it, going beyond the normal time and cost metrics that clients expect of us.' [PRIV5]

The fact that social value is about the 'extra benefit' and 'more than business as usual' suggests that there has to be a benchmarking exercise to separate the additional social value from ceteris paribus.

Another element of social value is that it incorporates more than just the built outcomes being delivered. An example provided by (PUB3) was that, if a developer was contracted to build a school, then although the school may provide social benefits, the developer was not necessarily delivering social value because that is what they were contracted to do. These sentiments were similarly found by (EXT2):

'Social value that a developer or a contractor might deliver is about how it's being a built, rather than what is being built.'

This takes into account that social value must be considered as a methodological approach around how something is being developed to deliver additional benefits on top of what is being built.

4.1.4 Putting a definition on social value

The challenge against having a set definition for social value arise from the fact that it must be tailored to local contexts and needs to deliver tangible benefits to individuals and communities.

'For people in different parts of the country and communities, social value is a very different thing. I don't think you can define it as 'it looks exactly like this' [EXT6]

Chapter 4: Research Findings and Analysis

This argues against having an over-arching and one-size-fits-all approach to social value because if the definition of social value is not sensitive to the local area then it will not create a positive impact or a lasting legacy.

'If it is just the same approach every time there is no real impact, we need to address each development case by case.' [PRIV3]

Having said that, a lot of the confusion around social value stems from the fact that it doesn't have a definition, and therefore people are struggling to grasp and therefore deliver social value in the industry (RICS, 2019). This suggests that, at the very least, the fundamental characteristics of social value need to be cleared up.

'Social value should not change in broad terms but in specific terms, it should all be place centred and reflect the nature and needs of the place.' [EXT3]

In broad terms, social value has been revealed to centre around adding additional value to individuals and communities and empowering them with the tools to improve their lives and local area after a development has finished. The additional benefit that social value can provide is broad and holistic, incorporating economic, social and environmental aspects.

In specific terms, these broad and holistic benefits have to be tailored to the local context. This raises issues around who is responsible for this and the governance of social value which will be discussed in Chapter 5.

4.2 How do property professionals deliver social value?

This section will present how social value has been practiced in property development. It discusses the most common social value outcomes before looking at how social value differs in the design, planning and construction phases of development and the role of social value measurement.

4.2.1 Social Value Outcomes

The Social Value Act (2012) refers to economic, social and environmental benefits, otherwise known as the triple bottom line of sustainability. A few interviewees referenced these three aspects of social value in their interpretation of social value, however much more common was a specific focus on the economic benefits that could be delivered through social value.

'At the moment it's very much blinkered in terms of it generally focusses on employment and skills – that's the one most people understand and are comfortable with.' [PRIV5]

'Core to our social value offer is training and employment opportunities.' [PRIV1]

These economic benefits are generally understood in the form of jobs, training and apprenticeship opportunities for local people and those facing barriers to employment. This purely economic focus of social value should be considered as a very early and partial adoption of social value. The economic bias of social value outcomes so far generally comes down to two factors; convenience and a lack of understanding.

'It is quite easy for developers to target employment opportunities, it is less onerous.'
[EXT6]

Without trying to discredit the real value that jobs and training opportunities deliver to individuals and communities, the argument here is that a complete social value offer will have a more inclusive benefit to the area.

'If that is all my team did, I would say we failed. That only impacts one part of the community and you want to impact the whole community. Not everyone wants a job or training.' [PRIV7]

4.2.2 Design

In the design process, it is possible to separate the social value opportunities into two categories, the design value of the built outcomes and the design empowerment opportunities in the process of designing.

Chapter 4: Research Findings and Analysis

Design value relates to:

'People centred design, if you create a space where people can interact, it is going to create social value and inclusiveness.' [EXT4]

These benefits are experienced by the end-users of the development and is generally led by architects and designers. It can create social value for individuals by improving their quality of life and wellbeing but also has substantial impacts on communities such as supporting economic prosperity, cultural integration, connectivity and social cohesion.

Design empowerment refers to the process of design rather than the built outcomes:

'We see participation in design as a source of social value, there are opportunities to involve local people and empower them with new confidence, skills and social capital.'
[EXT5]

This process relies on engaging and co-designing with communities in the design process and empowers local individuals by providing them with knowledge and new social connections.

4.2.3 Planning

'The overall driver of social value ought to be the planning process.' [EXT2]

There is no national legislation driving social value in the planning system, however innovative local authorities are beginning to set social value requirements in their local plans and legal mechanisms such as planning obligations and conditions.

'There are planning obligations and S106 which is an early form of social value. The S106 is driven by the local labour and business strategy which is very economically driven.' [PUB1]

So far, social value in planning is largely being driven by economic obligations such as a local labour requirement or a set number of apprentices hired through Section 106 agreements.

'A lot of them are based around employment and driven by S106, so employing local people, local companies and hiring x amount of apprentices.' [EXT6]

Setting social value in legal requirements such as S106 will mean that the developer will be held accountable for the delivery of their commitments. This can make it easier for developers to commit to social value targets because they will understand that without doing so they will lose out on work.

Social Value: Current State of Practice in Property Development

'Just by making social value a part of the planning submission and awarding planning based on meeting those targets forces developers to commit to social value.' [EXT2]

However, these agreements need to be negotiated to ensure the quality of the social value benefits and the viability of the development.

'There's a site we're working on and the S106 on this project stated 7 apprentices. This just wouldn't work, if you had 7 apprentices on that site none of them would get trained properly so they won't get much out of it... So, I am going back to this borough, saying cut the S106 to 3 or 4 and let me show you what else we can do with that money.' [PRIV1]

This quote raises a key point that the creation of social value in property development has to be deliberated between the private developer and the local authority, this will be discussed further in Chapter 5.

4.2.4 Construction

Social value is most mature in the construction phase of development (UKGBC, 2018) for reasons of ease and visibility.

'The biggest opportunity for social value is the construction stage when you have all your supply chain on site. It's more advanced because the supply chain is right in front of us so you can't escape the responsibility that organisations have.' [EXT1]

Within construction it is easier for developers to push social value requirements through their supply chain and their contractors. This is done by embedding social value in their procurement process when they go to tender.

Within the construction phase, the alignment to the economic pillar is even more clear with a heavy focus on employment and skills within social value creation, and it appears that delivering these benefits comes most naturally to the construction sector.

'Providing jobs for local people and training opportunities has always been a fundamental part of construction.' [PRIV4]

Whilst a social value offer that only delivers jobs and training opportunities should be considered as narrow and incomplete, it is clear that this is an important area for construction to target.

'Construction work is often the only opportunity some disadvantaged groups have at getting a job, for example ex-offenders or people with learning difficulties.' [PUB4]

4.2.5 Social Value Measurement

Measuring social value outcomes is a key part of how property professionals engage with social value in developments. This measurement plays a big role in the communication and management of social value, helping to strengthen its position within development.

'People have great difficulty getting social value onto the agenda when it doesn't have a monetary value attached.' [EXT4].

Being able to put a monetary value onto social value outcomes is particularly important to gain the attention of boardrooms and investors.

'It's really important in a business context, boardrooms communicate in financial terms, you can tell them a story about social outcomes, but it won't grab their attention in the same way as the number.' [EXT3]

Being able to gain the support of the boardroom and leaders within an organisation is fundamental to the delivery of social value. This is because if the boardroom buys into the process then delivering social value is able to become a business objective rather than just a 'plug-on' (EXT2).

The monetary figure of social value also becomes an important external communication tool to evidence the impact an organisation has had on an area.

'The headline figure is important for us because it's a communication tool as developers and it helps us to evidence what we've done before when we are going in for a contract.' [PRIV4]

Referring back to Section 4.1.2 which revealed that social value has to go beyond 'business as usual', the measurement of social value helps to benchmark an organisations performance, as well as manage and improve the social value outcomes they deliver.

'As far as I am concerned, you can only manage what you measure. And you need to measure what you want to manage.' [EXT2]

'For us internally it is a learning tool. When I first started doing it we were measuring which type of engagement had the biggest impact to help us improve our performance.' [PRIV7]

It is clear that measuring social value doesn't stop at being able to put a monetary value against activities. All interviewees referenced the importance of capturing financial and non-financial data.

Social Value: Current State of Practice in Property Development

The non-financial data and social value anecdotes offer another way to communicate the value an organisation delivers to society.

'The monetary value is a good way to communicate people, but you have to have different ways of communicating'. [PRIV7]

In this sense it becomes about using the right tools to communicate with right people, in some instances people found that telling a qualitative social value anecdote about how an individual's life was transformed was more powerful in getting people to listen and act on social value (PRIV1), whereas others were able to rely primarily on the financial value (PRIV3).

4.3 Why do property professionals engage with social value?

This section seeks to understand what motivates property professionals from the public and private sector to engage in social value.

4.3.1 *Public Sector*

The Social Value Act (2012) only places a duty on local authorities to 'consider' social value in the procurement of services, however it has been revealed that many local authorities have not fully embedded social value into their decision making or planning policies. The view from the private sector interviewees was that local authorities are best positioned to initiate and drive the social value agenda.

The public sector participants that consider social value do so because it helps them deliver a better-quality service to its residents.

'Our purpose is to benefit the people within our area, so if we can get extra value for free from developers in the private sector it should be a no brainer, it would be a huge missed opportunity if we didn't.' [PUB3].

There is also a recognition that social value provides local authorities with a tool to combat the budget cuts to public services.

'It is important because we are going through all these budget cuts, with front line services closing and being cut, being able to implement social value is vital for having a vibrant and successful borough.' [PUB1]

The public sector, particularly local authorities and local planning authorities are best positioned to drive the social value agenda in property development.

'The private sector isn't going to lead on making places better for people, so it has to be the public sector, and local authority teams and planners pushing it.' [EXT4]

This argument assumes that if local authorities take the initiative and set strong social value requirements in their contracts and planning policies, the private sector will follow suit and deliver more social value.

'Absolutely we have to lead as the public sector and the private developers will be reactive to that, although some will react better than others.' [PUB2]

Social Value: Current State of Practice in Property Development

The easiest way that local authorities can take the initiative on social value is to understand their local context and priorities to decide what they want to achieve through social value.

'Sometimes the client will tell what their priorities in an area is, often you are trying to push them and tell them what their priorities are.' [PRIV1]

'If the local authority doesn't know what they want to achieve through social value, what hope is there for the rest of us?' [PRIV4]

4.3.2 Private Sector

The motivation behind private sector organisations engaging with social value can be separated into three overlapping categories; (1) An ethical decision to be a responsible business taken by the businesses hierarchy, (2) A step to improve the businesses 'brand' and reputation and (3) it offers a competitive advantage in winning work.

The private sector participants interviewed can be considered as industry leaders in delivering social value. In these cases, the drive to deliver social value is embedded in the business from the top-down, rather than applying social value on an ad-hoc, project to project basis.

'The board has taken the decision that we need to be the leader in social value and sustainability.' [PRIV7]

'I think leadership is key, you need the figureheads to be positioning themselves as torch carriers when it comes to social value.' [PRIV5]

The literature around CSR lacks an appreciation for the role that leadership and individual 'champions' play within an organisation to drive responsible business practices. It is clear amongst the industry leaders that, once the board takes an ethical decision to engage with social value, it improves the buy-in throughout the whole company and delivers better quality outcomes.

'At this stage we have our own internal targets with drive the social value in each of the projects.' [PRIV6]

These leading organisations do not rely on local authorities or policy to drive social value, but rather see it as a core part of the service they deliver to communities through developments. However, not every organisation in the industry has this top-down push driving social value.

'For the ones that are at a less mature stage of their social value journey, which is a lot of the industry, they need policy to drive them.' [EXT1]

Chapter 4: Research Findings and Analysis

A key driver behind an organisation engaging with CSR is to improve the company's 'brand' and reputation, and this is a key factor behind engaging with social value.

'It attracts investors to us and helps us win business. Attracts the best talent, in terms of graduates and people who want to work for a company that has social value and CSR embedded in their ethos.' [PRIV3]

'Social value and the delivery of social value is the one way, that self-interestedly, we can change our company's image. If people benefit from that, as far as I am concerned so be it.' [PRIV1]

The quote from (PRIV1) refers to the win-win scenario associated with CSR where both companies and society benefit from responsible business practices.

The final factor identified for why private sector organisations engage with social value is simply, social value helps organisations to win business. This is because either, it is a regulating requirement, or it offers a competitive advantage.

'We are quite competitive as a developer but we don't have a big bank full of money, like many of the major housebuilders, so we have to prove our value much more and we have to go to lengths to show how we are different, and social value helps us to do that.'
[PRIV8]

However, it appears that one factor which may be holding some organisations back from delivering social value is that they don't receive enough credit or reward for having a strong social value methodology.

'There still isn't enough clear blue water between those who don't do anything, and those who do a lot.' [PRIV1]

4.4 What are the key challenges in the field and what does the future of social value look like?

This section looks at how the key challenges organisations face delivering socially, internally and externally, before looking at how social value can develop in the future. It discusses how people interpret the Social Value Act (2012) and what policy changes they would like to see moving forward.

4.4.1 Key Challenges

The key challenges inhibiting social value are a misunderstanding of what the concept entails and a lack of backing for the human and financial resources needed to make it successful.

'The lack of understanding of what it really is, is a massive issue for social value. It's misinterpreted because of its name 'social value' so everyone thinks that it is just the social aspect, whereas that's actually wrong.' [PRIV1]

One of the misconceptions stems from the wording of social value, where people assume it only covers a narrow 'social' lens without realising the opportunities to deliver wider environmental benefits to communities. This reflects a wider lack of understanding of what social value entails and identifies the need to educate professionals around what social value is, and how they can deliver it.

The challenge both private and public sector organisations face internally relates to the perceived cost and resources needed to deliver social value.

'There's this perception of a high cost, either too much to deliver or it's not worth spending money to do it.' [EXT2]

Without leadership buy-in it is difficult for individual champions to drive social value as they face obstacles within their own organisation.

'It's people saying that it is not part of their job, and it's an extra piece of work that they have to do.' [PRIV3]

Emphasising the business case around social value and strengthening the legal requirements can increase the buy-in to social value.

'Going forward, if it's being pushed from a policy perspective be it the national context or the local context than it is easier for me to go to our board and say we have to do this and hear is why.' [PRIV4]

4.4.2 Social Value Act (2012)

There were mixed opinions around the merit of the Social Value Act (2012) amongst the interviewees, however the common perception was that it was a good starting point.

'It's kind of the foundation, it's a principle that people can interpret and adapt their own practice into.' [PRIV5]

The 'looseness' of the act allowed different organisations to apply it at their own pace and created the enabling conditions for the market to shift towards delivering social value without penalising poor performance. This is considered a good best start because the confusion around social value created a lag-time between the introduction of the act and its uptake in the property industry.

Moving forward there is an acknowledgment that the social value act should be strengthened, however there is a reluctance to see it become too imposing.

'Eventually, social value has to be a minimum requirement of businesses, but I am not sure how soon that can be, especially when the benefits of it aren't very clear to everyone.'
[PRIV3]

The 'Carrot and Stick' analogy, where developers are incentivised rather than 'pushed' to deliver social value was used frequently to describe how developers feel about regulation around social value. This suggests that they want to be rewarded for doing social value well without being forced to.

'I like a carrot approach to retain that sort of creativity and flexibility for developers to deliver without necessarily enforcing it.' [PRIV8]

This fits into making a strong business case for social value engagement. If developers feel like they will be rewarded with more business if they deliver quality social value, then they will be more interested in delivering it. The starting point for this should be integrating it into the planning system more.

'From a development perspective, the act should definitely cover planning. Local planning authorities are close enough to the communities to be flexible in their use of social value to make sure that it delivers useful benefits in their local plans and planning conditions.'
[PRIV2]

5. Discussion

This chapter provides a reflective interpretation of the results by linking the empirical findings to the academic literature. It discusses issues around the governance of social value and positioning social value within existing theories and business practices to highlight the broader implications of this research.

5.1 Governance of social value

This research posits that maximising social value is best addressed through a system of governance where strong, cross-sector partnerships are established, and priorities are aligned.

‘Ultimately local authorities can’t deliver to communities everything they need. As time goes on and the local needs become more pressing it will be impossible for the public sector to deliver everything by themselves’ [EXT1]

Governance describes a system where a range of stakeholders are brought together to pool their resources, knowledge and decision-making powers to implement change in society. This differs from the hierarchical approach of ‘government’ which sees the state as uniquely powerful and in control of the direction of change (Rydin, 2013). Against a backdrop of funding shortages for local governments, the boundaries between public and private sector have become ‘blurred’ (Tomaney and Ferm, 2018) and forming partnerships with business in order to deliver greater social impact is increasingly practiced. Property development fits into this method of governance because it relies on relationships between the private sector, local authority and local stakeholders (UKGBC, 2018).

Social value relies on governance because the challenge of delivering meaningful social value that responds to complex local needs and issues is too great for any one sector to tackle individually. The key stakeholders in the process of delivering social value are the private developers, the local authorities and local communities.

‘We all have to work together to get social value right, we have to work as a collective, with local authorities and communities to get it right.’ [PRIV3]

This will rely on both, local authorities and private developers internally committing to social value.

When you get a developer who is really into it, and a local authority who are really into it, that is when you can do some really interesting and innovative stuff [EXT6]

Chapter 5: Discussion

Local community groups and residents are key stakeholders in the social value process because these are the individuals who ultimately receive the benefits or negative impacts of a development. Therefore, engagement with these stakeholders within the governance process is key to successful delivery of social value.

'I don't believe that you can deliver social value without engaging the community. The more you engage the community the higher the likelihood of delivering good quality social value.' [EXT3]

Engaging with local communities is particularly important to define the local needs and priorities.

'Unless you engage with communities you don't understand what the issues are. Everyone can say we want jobs for young people, but maybe they need more support for the elderly.' [PRIV7]

Section 4.1 raised the point that definitions of social value must be sensitive to local contexts and therefore each area will have different social value priorities. Governance, and cross-sector collaboration is key at this stage to establish a shared vision of social value that everyone involved in the development process can work towards.

'You need to be able to have a conversation with the local authority and residents about what the needs are of the community and what you can achieve through the project to really create social value.' [EXT6]

This will involve negotiating what is achievable within the parameters of the project. Collaborating to define the social value priorities of a project at the onset is important because it ensures a more efficient use of resources with everyone pulling in the same direction towards shared goal, rather than siloed approaches which will have a limited impact.

Local authorities will have to play a key role in steering the governance process. They are uniquely placed to bring together all stakeholders, manage and nurture the relationships between the private sector and local community groups.

'You know the local authorities do not have an awful lot of money but what they do have is relationships with both those sectors in a way in which the other two don't with each other.' [EXT5]

This sees local authorities playing the role of 'enablers' and 'connectors' in the governance of social value. They will have existing relationships with community groups and the private developer in

their role as at local planning authority. Therefore, they can use these relationships to mediate a co-ordinated approach to delivering social value which makes use of the different knowledge and skills that each stakeholder possesses.

5.2 Framing Social Value

The literature review highlighted the theoretical similarities between social value, sustainability and CSR. Framing social value within these terminologies is important from both an academic and business perspective because it will enable people to understand where this new concept fits into existing practices.

5.2.1 Sustainability

There is an obvious correlation between the Social Value Act (2012) and the triple bottom line of economic, social and environmental sustainability. However, in practice social value generally focuses on the economic pillar of sustainability with the most common outcomes including; local jobs and training, apprenticeship opportunities and jobs for disadvantaged groups.

The environmental opportunities within social value are often missed because of a misunderstanding of what social value means and because 'social value' and 'sustainability' can often be delivered by different departments within the same organisation.

'The sustainability team here focuses on all the environmental aspects, so waste, water and energy reductions, so I felt that the environmental aspect of social value comes under that.' [PRIV1]

Where social value does deliver to the environmental pillar of sustainability, it is still very much about how this impacts individuals and the community. For example, additional green spaces or green walls rather than the 'harder' environmental issues such as energy use, recycling and climate change.

'There's a bit of a grey area where the environment moves into social value with things like green walls and water fountains.' [EXT6]

This can be considered as a form of anthropocentric sustainability (Clarke, 2011), which is where benefits to humans and society are at the centre of interventions rather than nature and 'hard' environmental issues.

Chapter 5: Discussion

The fact that individuals and communities are at the centre of social value reaffirms the relationship between social value sustainable community development (SCD), and there is an argument to be made suggesting they are the same thing.

'For us social value is much more about creating a sustainable community for the long term in a way that ensures successful place for as long as possible.' [PRIV8]

SCD advocates a bottom-up approach to development which involves local communities in a democratic process of decision making. Similarly, the most effective social value relies on a process of governance between local authorities, developers and local communities. The key divergence in these concepts, however, is in the way that social value can be communicated.

'We've tried doing good-news stories in the world of sustainability and we failed. It was never taken seriously and always been an add-on. The difference with social value is being able to put a value onto it which provides the context for the story.' [EXT2]

This suggests that the measurable aspect of social value allows it to be managed and communicated in a more visible way than sustainability.

5.2.2 Corporate Social Responsibility

This study revealed that there are obvious similarities between the motivating factors behind engaging in CSR and Social Value. Private developers were engaging with social value to improve their brand and reputation, attract talent and win new business. This follows the same win-win business case for CSR where an organisation can financially benefit by 'doing-good' for society. However, there is a clear departure from CSR when you look at the process and outcomes of social value's delivery.

One difference is that CSR generally falls within the PR or Communications team within an organisation because it is seen more as marketing tool rather than a business objective.

'CR is separate to what we do, it generally comes under the Comms or PR teams, whereas social value is integrated into the business.' [PRIV7]

The deliverables of social value are about much more than marketing and PR, they are impactful and genuine. The key difference here is that social value can have a positive long-term impact on communities, whereas a CSR initiative such as litter picking or painting a community centre does little to respond to important local needs or empower individuals and communities.

Social Value: Current State of Practice in Property Development

'We have not done much CSR lately because you know the benefits are lower level, like team bonding, whereas social value the benefits are more cumulative and impactful to communities.' [PRIV8]

Therefore, when you look at the deliverables of CSR against social value, and consider how communities and individuals will be impacted, social value delivers a much stronger and palpable benefit.

6. Conclusion

As an early academic study into social value's current state of practice in property development, this research has addressed the fundamental questions around social value whilst also positioning it within existing academic debate. Addressing these fundamental questions will help to settle the industry confusion around the concept and allow professionals engaged in the development process better understand what their role is in delivering social value.

6.1 Research Findings

1. How is social value defined in property development?

This section revealed that having an over-arching definition of social value is complicated because it needs to be sensitive to local contexts and needs. This suggests that social value should be defined in specific terms to reflect the nature and needs of the area it is responding to.

In general terms, all definitions of social value must exhibit some fundamental characteristics. These centre around adding empowering and adding additional value to individuals and communities over the long-term by responding to the local economic, social and environmental needs.

2. How do property professionals deliver social value?

This section found that the most common social value outcomes relate to jobs, training and apprenticeships, representing a focus on the economic benefits of social value.

The measurement and communication of social value is fundamental part of how people engage with social value in development. It allows developers and local authorities to evidence the impact they are having on society which helps gain attention and support for the social value agenda. It also plays an important role in the benchmarking and management of social value initiatives which allow organisations to learn from and improve the outcomes they deliver.

3. Why do property professionals engage with social value?

This section revealed that within the public sector, the key motivating factors was the opportunity to deliver a better-quality service to its residents and to allow public spending to go further. The public

sector can also be considered as best placed to drive the social value agenda by setting strong social value requirements in their contracts and planning policies.

Within the private sector, the motivating factors behind engaging with social value are similar to those behind CSR. By delivering social value organisations can improve their reputation and ultimately, win more business. This reflects the win-win business case behind CSR.

It also revealed that social value is most successful in organisations when it is driven from the top-down, here social value becomes a key business adjective rather than an ad-hoc consideration on select projects.

4. What are the key challenges in the field and what does the future of social value look like?

This section identified that the key challenges people face in delivering social value relate to a misunderstanding of what the concept entails, particularly around its holistic and broad focus, and a perception that delivering social value incurs a large financial and time cost.

Regarding the next regulatory steps for social value, this section reviewed people's opinions of the existing Social Value Act (2012). The flexibility of this act was recognised as a positive at this early stage of social value adoption as it allows organisations to apply it at their own pace. There was a hesitation to support stronger regulation around social value at this stage, however integrating social value into planning policies is supported.

6.2 Recommendations

This research recommends that delivering social value in property development should reflect the following characteristics:

- A bespoke strategy that reflects the local context and needs.
- Positively impacting individuals and local communities and empowering them with the tools to continue improving their area after a development has finished.
- Delivering an 'extra' benefit to a local area, beyond the physical development itself.
- Provide inclusive benefits to communities, rather than a restricted focus on jobs and training.

Chapter 6: Conclusion

Additionally, considering the findings in this research, the following recommendations are made to professionals engaging with social value in property development:

1. Research the needs and issues in the area you are working in to ensure that the social value delivered makes a genuine difference to the lives of individuals and communities.
2. Social value is best delivered through a system of governance where the skills and knowledge of developers, local authorities and local community stakeholders are brought together to identify and negotiate the priorities and opportunities within a project.
3. Delivering jobs and training as part of a social value offers only delivers benefits to a select few within a community. The benefits delivered by social value should be inclusive to all members of a community.
4. Communicating social value outcomes by putting a financial value on it and supporting this with anecdotes is important to evidence and manage the impact created, helping to gain support for the social value agenda.

7. Bibliography

Allaway, B and Brown, M. (2019). Social value in the built environment: the legal framework in the UK. In: Raiden A, Loosemore M, King A, and Gorse C. Social Value in Construction. London: Routledge. 39-60.

Angus-Leppan, T., Metcalf, L., & Benn, S. (2010). Leadership styles and CSR practice: An examination of sensemaking, institutional drivers and CSR leadership. Journal of Business Ethics, 93(2), 189-213.

Barraket, J. and Loosemore, M. (2018) Co-creating social value through cross sector collaboration between social enterprises and the construction industry. Construction Management and Economics, 36(7): 394–408.

Barthorpe, S., (2010). Implementing corporate social responsibility in the UK construction industry. Property management, 28(1), pp.4-17.

Bentivegna, V., Curwell, S., Deakin, M., Lombardi, P., Mitchell, G. and Nijkamp, P., (2002). A vision and methodology for integrated sustainable urban development: BEQUEST. Building Research & Information, 30(2), pp.83-94.

Bondy, K., Moon, J. and Matten, D. (2012), “An institution of corporate social responsibility (CSR) in multi-national corporations (MNCs): form and implications”, Journal of Business Ethics, Vol. 111 No. 2, pp. 281-299.

Bristol City Council Social Value Strategy (2019). Available at:
<https://www.bristol.gov.uk/documents/20182/239382/Social+Value+Policy+-+approved+March+2016-1.pdf/391b817b-55fc-40c3-8ea2-d3dfb07cc2a0>

Brown, C. and Bramley, G., (2012). The key to sustainable urban development in UK cities? The influence of density on social sustainability. Progress in Planning, 77(3), pp.89-141.

Burke, C. and King, A. (2015) Generating Social Value through Public Sector Construction Procurement: A Study of Local Authorities and SMEs. School of Architecture, Design and the Built Environment, Nottingham Trent University: Nottingham, UK.

Butler, J (2016). Procuring for Good: How The Social Value Act is being Used by Local Authorities. *Social Enterprise*, available at:
<https://www.socialenterprise.org.uk/Handlers/Download.ashx?IDMF=e3c5b57a-929b-4d99-933d-b2317376d8cd>

Chapter 7: Bibliography

- Cabinet Office (2015) Social Value Act Review. Available at:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/403748/Social_Value_Act_review_report_150212.pdf
- Cartigny, T. and Lord, W., (2019). Evaluating social value in the UK construction industry. *Proceedings of the Institution of Civil Engineers-Management, Procurement and Law*, 172(1), pp.8-16.
- Cartigny, T. and Lord, W.E., (2016). Defining social value in the UK construction industry. *Management, Procurement and Law* 170(3) Pages 107–114.
- Clarke, A. (2011) Key structural features for collaborative strategy implementation: A study of sustainable development/local agenda 21 collaborations. *Management & Avenir* 50: 153–71.
- Cook, M. and Monk, G. (2012) *The Social Value Guide: Implementing the Public Services (Social Value) Act*. Social Enterprise UK: London
- Corlett, S., & Mavin, S. (2017). Reflexivity and researcher positionality. *The SAGE Handbook of Qualitative Business and Management Research Methods: History and Traditions*, 377.
- Croydon Council (2012) *Inspiring and Creating Social Value in Croydon: A Social Value Toolkit for Commissioners*. Croydon Council: London.
- Daniel, E.I. and Pasquire, C., (2019). Creating social value within the delivery of construction projects: the role of lean approach. *Engineering, Construction and Architectural Management*.
- DCLG (2012) National Planning Policy Framework. London: DCLG. Available at:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/6077/2116950.pdf.
- Derbyshire County Council Social Value Strategy (2016). Available at:
<https://derbyshire.gov.uk/site-elements/documents/pdf/council/policies-plans/social-value-strategy/derbyshires-social-value-strategy.pdf>
- Dillard, J. Dujon V., King, M. (2009). Social Sustainability: An Organizational-Level Analysis. In: J. Dillard, V. Dujon & M. C. King (Eds.), *Understanding the Social Dimension of Sustainability*. Oxon: Routledge Ltd. 157-173.
- Dixon, T. (2019) Social Sustainability and Social Value as Distinct and Measurable Concepts. In. UKGBC Social Value Universities Research Forum

Social Value: Current State of Practice in Property Development

- Eurodiaconia (2013) Measuring Social Value: What do we mean by measuring social value? Eurodiaconia,. See <https://cmsimpact.org/wp-content/uploads/2016/01/Eurodiaconia-Measuring-Social-Value.pdf>
- Farag, F.F., (2019). Understanding social value creation in public construction projects using systems thinking (Doctoral dissertation, University of Salford).
- Ferm, J. (2018). 'Plan-making: Changing Contexts, Challenges and Drivers', Chapter 3 in *Planning Practice: Critical Perspectives from the UK*. Routledge p.36-52
- Franco, I.B. and Tracey, J., (2019). Community capacity-building for sustainable development: Effectively striving towards achieving local community sustainability targets. International Journal of Sustainability in Higher Education. 691-725
- Guest, G., Bunce, A. and Johnson, L., 2006. How many interviews are enough? An experiment with data saturation and variability. *Field methods*, 18(1), pp.59-82.
- HM Government (2018). Civil Society Strategy: Building a Future That Works For Everyone. Strategy For Civil Society. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/732765/Civil_Society_Strategy_-_building_a_future_that_works_for_everyone.pdf
- Kitchin, R. and Tate, N.J. (2013) *Conducting Research into Human Geography*. Harlow: Prentice Hall.
- Knight, A (2019). Theoretical justification for social value. In: Raiden A, Loosemore M, King A, and Gorse C Social Value in Construction. London: Routledge. 60-69.
- Loosemore, M. and Lim, B. (2017) Linking corporate social responsibility and organisational performance in the construction industry. Construction Management and Economics, 35(3): 95–105.
- Lützkendorf, T. and Lorenz, D., (2005). Sustainable property investment: valuing sustainable buildings through property performance assessment. Building Research & Information, 33(3), pp.212-234.
- McCarthy, S. (2016) *Social Value and Design of the Built Environment*. Supply Chain Sustainability School.
- McDonald, S., Malys, N. and Maliene, V., (2009). Urban regeneration for sustainable communities: A case study. Technological and Economic Development of Economy, 15(1), pp.49-59.

Chapter 7: Bibliography

Merriam, SB, & Tisdell, EJ (2015), Qualitative Research : A Guide to Design and Implementation, John Wiley & Sons, Incorporated, Newark.

O'Connor, K. (2018) Social value metric means contractors have to change. CIOB. Available at <http://www.constructionmanagermagazine.com/opinion/social-value-metric-means-contractors-have-change/>

Opoku, A. and Guthrie, P., (2018). The Social Value Act 2012: current state of practice in the social housing sector. Journal of Facilities Management, 16(3), pp.253-268.

Pitt, M., Tucker, M., Riley, M. and Longden, J., (2009). Towards sustainable construction: promotion and best practices. Construction innovation, 9(2), pp.201-224.

Public Sector Executive (2018) Social value in Greater Manchester: lessons learned. Available at: <http://www.publicsectorexecutive.com/Public-Sector-News/social-value-in-greater-manchester-lessons-learned>

Public Sector Executive (2018) Social value: what is it and why? Available at: <http://www.publicsectorexecutive.com/Public-Sector-News/social-value-what-is-it-and-why>

Public Services Social Value Act and Guidance (2012): <https://www.gov.uk/government/publications/social-value-act-information-and-resources/social-value-act-information-and-resources>

Qin, D. (2016). Positionality. *The wiley blackwell encyclopedia of gender and sexuality studies*, 1-2.

Raiden A, Loosemore M, King A, and Gorse C. (2019a). Introduction to Social Value. In: Raiden A, Loosemore M, King A, and Gorse C Social Value in Construction. London: Routledge. 3-39

Raiden A, Loosemore M, King A, and Gorse C. (2019b). Creating social value within and between organisations. In: Raiden A, Loosemore M, King A, and Gorse C Social Value in Construction. London: Routledge. 69-93.

Raiden A, Loosemore M, King A, and Gorse C. (2019c). Social Value Assessment. In: Raiden A, Loosemore M, King A, and Gorse C Social Value in Construction. London: Routledge. 93-145.

Reed, R and Sims, S. (2015). Sustainable Development. In: Property Development. London: Routledge. 275-309.

RIBA (2018) Unlocking the social value of design... Available at: <https://www.architecture.com/knowledge-and-resources/knowledge-landing-page/unlocking-the-social-value-of-design>

Social Value: Current State of Practice in Property Development

RICS (2019) Contributing to society. Social Value: What is it and how do we achieve it? Available at: <https://www.rics.org/uk/news-insight/publications/construction-journal/construction-journal-februarymarch-2019/>

Roberts, C. and Kimmet, P., (2009). Comparing “socially responsible” and “sustainable” commercial property investment. *Journal of Property Investment & Finance*.

Roseland, M. and Spiliotopoulou, M., (2016). Converging urban agendas: Toward healthy and sustainable communities. *Social Sciences*, 5(3)

Roseland, M., (2000). Sustainable community development: integrating environmental, economic, and social objectives. *Progress in planning*, 54(2), pp.73-132.

Russell, K (2019) Identifying negative and positive social value across the asset lifecycle: Social Lifecycle Analysis. In. UKGBC Social Value Universities Research Forum

Rydin, Y. (2013) The future of planning. Bristol: Policy Press.

Sayce, S., Ellison, L. and Parnell, P., (2007). Understanding investment drivers for UK sustainable property. *Building Research & Information*, 35(6), pp.629-643.

Schmit, G. (2019) Enablers and Barriers to Social Value Implementation in an Organisation. In. UKGBC Social Value Universities Research Forum

SEUK. Social Enterprise UK (2014). Communities Count: The Four Steps to Unlocking Social Value. Available at: <https://www.socialenterprise.org.uk/communities-count-the-four-steps-to-unlocking-social-value>

Sinkovics, N., Sinkovics, R.R., Hoque, S.F. and Czaban, L., (2015). A reconceptualisation of social value creation as social constraint alleviation. *Critical perspectives on international business*, 11(3/4), pp.340-363.

Sousa, S (2019). Building social value into design and placemaking. In: Raiden A, Loosemore M, King A, and Gorse C *Social Value in Construction*. London: Routledge. 147-165.

The Social Value Portal (2017). Integrating Social Value into Planning

Tomaney, J and Colomb, C. (2018). ‘Devolution and Planning’, Chapter 2 in *Planning Practice: Critical Perspectives from the UK*. Routledge p.20-36

Tomaney, J and Ferm, J. (2018). ‘Contexts and Frameworks for Contemporary Planning Practice’, Chapter 1 in *Planning Practice: Critical Perspectives from the UK*. Routledge

Chapter 7: Bibliography

- Tomlins, R. (2017). *Social Value Today: Current public and private thinking on Social Value*. www.housemark.co.uk, HouseMark, Coventry, UK
- Turcu, C (2018). 'Sustainable Development and Planning', Chapter 12 in *Planning Practice: Critical Perspectives from the UK*. Routledge
- UKGBC (2018a) *Social Value in New Development: An Introductory Guide for Local Authorities and Development Teams*
- UKGBC (2018b) – Capturing the Value of Sustainability <https://www.ukgbc.org/ukgbc-work/capturing-value-sustainability-2/>
- UKGBC (2019) *Driving social value in new development: Options for local authorities*. UKGBC Cities Programme Partners 2018-19
- Watson, K (2019) *Social Value Methodologies in the built environment*. In. UKGBC Social Value Universities Research Forum
- Watson, K.J. and Whitley, T., (2017). Applying Social Return on Investment (SROI) to the built environment. *Building Research & Information*, 45(8), pp.875-891
- Watson, K.J., Evans, J., Karvonen, A. and Whitley, T., (2016). Capturing the social value of buildings: The promise of Social Return on Investment (SROI). *Building and Environment*, 103, pp.289-301.
- Wilkinson, S.J., Sayce, S.L. and Christensen, P.H., (2015). *Developing property sustainably*. Routledge.
- Wood, C and Leighton, D. (2010) *Measuring Social Value: the Gap between Policy and Practice*. Demos, London, UK.
- Woodcraft S, T Hackett & L Caistor-Arendar (2011), *Design for Social Sustainability: A framework for creating thriving new communities*. The Young Foundation, London.
- Wright, T., (2015). New development: Can social value requirements on public authorities be used in procurement to increase women's participation in the UK construction industry? *Public Money & Management*, 35(2), pp.135-140.

8. Appendix

Appendix A – Interview Guide

Research Questions:

1. **How is social value defined in property development?**
2. **How and why do property professionals engage with social value?**
3. **What are the key challenges in the field and what does the future of social value look like?**

What is social value?

1. When was the first time you came across the concept of Social Value?
2. What were your first impressions of the concept?
3. How would you define social value now?
 - a. Links to sustainability and social value act?
 - b. How does this relate to the built environment?
4. Why was there a lag time in social value gaining momentum?
5. What is your organisations role in delivering social value?
6. What is the risk of putting a financial value to social value outcomes?
 - a. Can it create a narrow definition to only incorporate that which can be measured?
 - b. Has the fact that it is easier to measure economic benefits pushed social value to focus more on this at the expense of social and environmental opportunities?
7. What makes social value different from business as usual – hiring local people, spending money locally?
 - a. How do you benchmark 'business as usual' to make sure that developers engaging under the term 'social value' are actually doing more than they usually would?
8. Is there a risk of the term becoming superfluous given how broad social value can be?
9. How is social value changing the traditional role of the public and private sector?
10. Is the understanding of social value better in the private or public sector?

Social value and Property Development

11. Could you tell me a bit about what your role is within the property development process?
12. Who initiates the consideration of social value in development?
13. What are the main social value outcomes delivered through development?

Chapter 8: Appendix

14. How much does your approach to social value and the social value outcomes change on a project to project basis?
15. How and when do you establish the social value outcomes for a site or project?
16. How are the social value opportunities in the planning process different to the ones arising from procurement?
 - a. What about design?
17. How do developers benefit from engaging in social value?
 - a. What about councils?
18. How can the public sector maximise social value in property development?
19. How can the private sector maximise social value in property development?
20. How does social value fit into other legislations or expectations of your organisation?
 - a. E.g. S106
 - b. Company image
21. Who is in a stronger negotiating position regarding social value outcomes?
22. Who do you believe is best placed to drive social value in development?

What are the key challenges in the field and what does the future of social value look like?

23. What barriers have you faced in delivering social value?
 - o How can these be overcome?
24. What impact do you think Brexit may have on the role of social value?
25. What direction would you like to see social value legislation moving in?
 - o Do you think this is a good thing?

Appendix B – List of Interviewees

	Code	Name	Title	Organisation
1	EXT1	Daniella	Senior Consultant	Social Value Consultancy
2	PUB1	Joe	Social Value Officer	Local Authority
3	EXT2	Guy	CEO	The Social Value Portal
4	PUB2	Angela	Project Manager – Social Value	Local Authority/Council
5	EXT3	Sophia	Sustainability Advisor	Sustainability and Built Environment NGO
6	EXT4	Flora	Vice President of Research / Professor of Architecture in the Built Environment	RIBA / University of Reading
7	PRIV1	Kevin	Head of Social Responsibility and Inclusion	Private Developer and Contractor
8	PRIV2	David	Planning and Economic Impact Professional	Planning and Development Consultancy
9	PRIV3	Fozia	Senior Social Value Manager	Private Developer
10	PRIV5	Martin	Project Director	Private Developer
11	PUB3	Mary	Planner	Local Authority / Council
12	EXT5	Sophia	CEO	Social Value and Design Consultancy
13	EXT6	Lesley	CEO	Built Environment Consultancy
14	PRIV5	Josh	Social Value and Sustainability Manager	Wates Group
15	PRIV6	Katerina	Sustainability Manager – Social Value & Community Wellbeing	Mace Group
16	PRIV7	Suzanne	Community & Skills Team Leader	Mace Group
17	PRIV8	Liam	Stakeholder & External Engagements	First Base

PUB – Public Sector

PRIV – Private Sector

EXT – External Consultant

Appendix B – Risk Assessment

RISK ASSESSMENT FORM
Field / location work



The Approved Code of Practice - Management of Fieldwork should be referred to when completing this form

<http://www.ucl.ac.uk/estates/safetynet/guidance/fieldwork/acop.pdf>

DEPARTMENT/SECTION: bartlett school of planning
LOCATION(s): uk based
PERSONS COVERED BY THE RISK ASSESSMENT: Rory Kemp

BRIEF DESCRIPTION OF FIELDWORK:

Interviews and focus groups with professionals working in the UK property and social value consultancies industries.

Consider, in turn, each hazard (white on black). If **NO** hazard exists select **NO** and move to next hazard section.

If a hazard does exist select **YES** and assess the risks that could arise from that hazard in the risk assessment box.

Where risks are identified that are not adequately controlled they must be brought to the attention of your Departmental Management who should put temporary control measures in place or stop the work. Detail such risks in the final section.

ENVIRONMENT

The environment always represents a safety hazard. Use space below to identify and assess any risks associated with this hazard

e.g. location, climate, terrain, neighbourhood, in outside organizations, pollution, animals.

Examples of risk: adverse weather, illness, hypothermia, assault, getting lost.

Is the risk high / medium / low ?

Interviews will also take place inside or over the phone so no environmental hazards will be encountered.

CONTROL MEASURES

Indicate which procedures are in place to control the identified risk

N/A	work abroad incorporates Foreign Office advice
Yes	participants have been trained and given all necessary information
N/A	only accredited centres are used for rural field work
Yes	participants will wear appropriate clothing and footwear for the specified environment
N/A	trained leaders accompany the trip

Social Value: Current State of Practice in Property Development

N/A	refuge is available
N/A	work in outside organisations is subject to their having satisfactory H&S procedures in place
N/A	other control measures: please specify any other control measures you have implemented:

EMERGENCIES

Where emergencies may arise use space below to identify and assess any risks

e.g. fire, accidents

Examples of risk: loss of property, loss of life

CONTROL MEASURES

Indicate which procedures are in place to control the identified risk

N/A	participants have registered with LOCATE at http://www.fco.gov.uk/en/travel-and-living-abroad/
N/A	fire fighting equipment is carried on the trip and participants know how to use it
Yes	contact numbers for emergency services are known to all participants
Yes	participants have means of contacting emergency services
N/A	participants have been trained and given all necessary information
N/A	a plan for rescue has been formulated, all parties understand the procedure
N/A	the plan for rescue /emergency has a reciprocal element
N/A	other control measures: please specify any other control measures you have implemented:

FIELDWORK 1

May 2010

equipment

Is equipment used?

NO

**If 'No' move to next hazard
If 'Yes' use space below to identify and assess any risks**

e.g. clothing, outboard motors.

Examples of risk: inappropriate, failure, insufficient training to use or repair, injury. Is the risk high / medium / low ?

CONTROL MEASURES

Indicate which procedures are in place to control the identified risk

- the departmental written Arrangement for equipment is followed
- participants have been provided with any necessary equipment appropriate for the work
- all equipment has been inspected, before issue, by a competent person
- all users have been advised of correct use
- special equipment is only issued to persons trained in its use by a competent person
- other control measures: please specify any other control measures you have implemented:

lone working

Is lone working a possibility?

YES

If 'No' move to next hazard
If 'Yes' use space below to identify and assess any risks

e.g. alone or in isolation lone interviews.

Examples of risk: difficult to summon help. Is the risk high / medium / low?
LOW

I will occasionally be travelling and conducting interviews by myself. To counter this risk I will make sure that people are away of when are where I am conducting my interviews.

CONTROL MEASURES

Indicate which procedures are in place to control the identified risk

- the departmental written Arrangement for lone/out of hours working for field work is followed
- lone or isolated working is not allowed
- location, route and expected time of return of lone workers is logged daily before work commences
- all workers have the means of raising an alarm in the event of an emergency, e.g. phone, flare, whistle
- all workers are fully familiar with emergency procedures
- other control measures: please specify any other control measures you have implemented:

FIELDWORK 2

May 2010

ill health

e.g. accident, illness, personal attack, special personal considerations or vulnerabilities.

The possibility of ill health always represents a safety hazard. Use space below to identify and assess any risks associated with this Hazard.

Examples of risk: injury, asthma, allergies. Is the risk high / medium / low?

LOW

I do not suffer from any pre-existing health conditions.

CONTROL MEASURES

Indicate which procedures are in place to control the identified risk

- N/A an appropriate number of trained first-aiders and first aid kits are present on the field trip
- N/A all participants have had the necessary inoculations/ carry appropriate prophylactics
- N/A participants have been advised of the physical demands of the trip and are deemed to be physically suited
- N/A participants have been adequate advice on harmful plants, animals and substances they may encounter
- N/A participants who require medication have advised the leader of this and carry sufficient medication for their needs
- N/A other control measures: please specify any other control measures you have implemented:

Transport	Will transport be required	NO		Move to next hazard
		YES	√	Use space below to identify and assess any risks

e.g. hired vehicles

Examples of risk: accidents arising from lack of maintenance, suitability or training

Is the risk high / medium / low?

LOW

CONTROL MEASURES

Indicate which procedures are in place to control the identified risk

- only public transport will be used
- N/A the vehicle will be hired from a reputable supplier
- N/A transport must be properly maintained in compliance with relevant national regulations
- N/A drivers comply with UCL Policy on Drivers http://www.ucl.ac.uk/hr/docs/college_drivers.php
- N/A drivers have been trained and hold the appropriate licence
- N/A there will be more than one driver to prevent driver/operator fatigue, and there will be adequate rest periods
- N/A sufficient spare parts carried to meet foreseeable emergencies
- N/A other control measures: please specify any other control measures you have implemented:

Dealing with the public	Will people be dealing with public	NO	If 'No' move to next hazard
			If 'Yes' use space below to identify and assess any risks

e.g. interviews, observing

Examples of risk: personal attack, causing offence, being misinterpreted. Is the risk high / medium / low?

CONTROL MEASURES

Indicate which procedures are in place to control the identified risk

- all participants are trained in interviewing techniques
- interviews are contracted out to a third party
- advice and support from local groups has been sought
- participants do not wear clothes that might cause offence or attract unwanted attention
- interviews are conducted at neutral locations or where neither party could be at risk
- other control measures: please specify any other control measures you have implemented:

FIELDWORK

3

May 2010

**working on or
near water**

**Will people work
on
or near water?**

NO

If 'No' move to next hazard

**If 'Yes' use space below to identify and
assess any
risks**

*e.g. rivers,
marshland, sea.*

Examples of risk: drowning, malaria, hepatitis A, parasites. Is the risk high / medium / low?

**CONTROL
MEASURES**

Indicate which procedures are in place to control the identified risk

- lone working on or near water will not be allowed
- coastguard information is understood; all work takes place outside those times when tides could prove a threat
- all participants are competent swimmers
- participants always wear adequate protective equipment, e.g. buoyancy aids, wellingtons
- boat is operated by a competent person
- all boats are equipped with an alternative means of propulsion e.g. oars
- participants have received any appropriate inoculations
- other control measures: please specify any other control measures you have implemented:

manual handling (mh)	Do MH activities take place?	NO	If 'No' move to next hazard If 'Yes' use space below to identify and assess any risks
<i>e.g. lifting, carrying, moving large or heavy equipment, physical unsuitability for the task.</i>	Examples of risk: strain, cuts, broken bones. Is the risk high / medium / low?		
CONTROL MEASURES	Indicate which procedures are in place to control the identified risk		
<input type="checkbox"/> the departmental written Arrangement for MH is followed <input type="checkbox"/> the supervisor has attended a MH risk assessment course <input type="checkbox"/> all tasks are within reasonable limits, persons physically unsuited to the MH task are prohibited from such activities <input type="checkbox"/> all persons performing MH tasks are adequately trained <input type="checkbox"/> equipment components will be assembled on site <input type="checkbox"/> any MH task outside the competence of staff will be done by contractors <input type="checkbox"/> other control measures: please specify any other control measures you have implemented:			
FIELDWORK	4	May 2010	

SUBSTANCES	Will participants work with	NO	If 'No' move to next hazard If 'Yes' use space below to identify and assess any risks
<i>e.g. plants, chemical, biohazard, waste</i>	substances	Examples of risk: ill health - poisoning, infection, illness, burns, cuts. Is the risk high / medium / low?	
CONTROL MEASURES	Indicate which procedures are in place to control the identified risk		

Social Value: Current State of Practice in Property Development

- the departmental written Arrangements for dealing with hazardous substances and waste are followed
- all participants are given information, training and protective equipment for hazardous substances they may encounter
- participants who have allergies have advised the leader of this and carry sufficient medication for their needs
- waste is disposed of in a responsible manner
- suitable containers are provided for hazardous waste
- other control measures: please specify any other control measures you have implemented:

OTHER HAZARDS	Have you identified any other hazards?	<input type="checkbox"/>	NO	If 'No' move to next section
				If 'Yes' use space below to identify and assess any risks
<i>i.e. any other hazards must be noted and assessed here.</i>	Hazard: There are no other hazards			
	Risk: is the risk	<input type="checkbox"/>	LOW	

CONTROL MEASURES	Give details of control measures in place to control the identified risks
N/A	

Have you identified any risks that are not adequately controlled?	<input type="checkbox"/>	NO	Move to Declaration
	<input checked="" type="checkbox"/>	YES	Use space below to identify the risk and what action was taken
N/A			

Is this project subject to the UCL requirements on the ethics of Non-NHS Human Research?

If yes, please state your Project ID Number

For more information, please refer to: <http://ethics.grad.ucl.ac.uk/>

DECLARATION

The work will be reassessed whenever there is a significant change and at least annually. Those participating in the work have read the assessment.

Select the appropriate statement:

YES I the undersigned have assessed the activity and associated risks and declare that there is no significant residual risk

YES I the undersigned have assessed the activity and associated risks and declare that the risk will be controlled by the method(s) listed above

NAME OF SUPERVISOR: Lisa Juangbhanich



**** SUPERVISOR APPROVAL TO BE CONFIRMED VIA E-MAIL ****