



Social value evidence base

October 2025

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1.Introduction

The London Borough of Brent (hereafter referred to as Brent Council) has a vision to raise the quality of life of residents in the borough and are committed to regenerating several areas of the borough, including the area surrounding the iconic Wembley Stadium, Alperton and South Kilburn. The South Kilburn regeneration programme is a major opportunity to improve the quality of life and opportunities for one of the most deprived areas of London

The programme is a key component in supporting Brent Council's strategic priorities, as outlined in the Borough and Local Plans. To date, the South Kilburn estate regeneration has delivered over 1,400 new homes. Whilst it directly addresses critical housing needs, it is not simply a house building programme. It is a regeneration programme which should create significant social value, contributing to South Kilburn's sustainable growth, economic stability and community wellbeing. As Brent Council moves into the final phase of the South Kilburn regeneration, they are looking to appoint a single delivery partner (SDP) to work with them on the design, delivery and place-making of the estate. The appointment of the SDP provides the opportunity to build a long-term legacy and address some of the challenges with the programme to date.

Brent Council recognises that the social value approach taken in the regeneration of South Kilburn to date has lacked maturity and as a result has not delivered value for local people. Outcomes from social value commitments to date have not met the level of ambition for the local area and have the potential to be scaled up significantly with the letting of the tender. In an area of significant need, such requirements will need to be prioritised accordingly to make a meaningful impact. Brent Council identified that a robust, place-based social value approach is needed for this final phase of the South Kilburn regeneration programme to deliver long term impact for residents and build engagement and trust with the South Kilburn communities.

This document sets out:

- How Brent considers and defines social value.
- The local context in South Kilburn
- Key social value thematic areas relevant to the regeneration programme.

2. Brent Council and social value

2.1. Social value approach

Brent Council's Social Value and Ethical Procurement Policy 2020 sets out a list of priorities with respect to procurement activities undertaken on behalf of Brent Council, alongside wider commitments to ethical practices:

- The best start in life
- Thriving communities
- Prosperity and stability
- A cleaner, greener future
- A healthier Brent

Brent Council has also recently adopted a new social progress index framework to assess the determinants of health outcomes within the borough. The social value outcomes generated from this programme will contribute to the outcomes associated with this framework.

The Social Progress Index Framework



2.2 The importance of measuring impact

Social value is a measurement of the benefits of the work you do, the services you provide and the programmes you deliver for people and communities from the perspectives of those individuals and communities benefiting from your work. The Social Value Act 2012 broadly defines social value as improvements in economic, social, and environmental wellbeing. It provides a way to quantify how different interventions affect people's lives – the overall impact on people's wellbeing, or their quality of life.

It is essentially the **quantification** of the relative importance that people place on the changes they experience in their lives, through changes in wellbeing. This value can be captured and presented in different ways, including **market value**. Social value and the priorities associated with improving wellbeing need to be located in the **real experiences of people and communities**.

Social value is only delivered when social impact is achieved. Impact only happens when outcomes meet identified needs. This can only be understood by engaging with people and communities about what matters to them and build this into how services are designed and delivered and in how money is then spent. The outcomes delivered alongside people, the change that they experienced, can then be valued. A focus on social impact can also ensure that we value those things that are beyond traditional financial value.

Brent Council is committed to a more open and inclusive approach to procuring social value within this stage of the regeneration programme. This tender is subject to the requirements of the revised Procurement Act 2023, where the focus is to:

- Deliver value for money
- Maximising public benefit
- Transparency
- Integrity
- Fair treatment of suppliers

While the Act is not specific with respect to the means of delivering public benefit it is widely interpreted to include social values as a core means of delivering these outcomes.

This approach is underlined by an approach set out that will deliver:

Impact	Impact will be at the absolute core of our social value delivery objectives.
Relevance	Social value is only delivered when impact is achieved, and impact only happens when outcomes meet identified need.

Partnership	Social value delivery at South Kilburn is not at a standing start.
Assurance	Monitoring the effectiveness and impact of social value delivery is as essential as delivery itself.

Underpinning these priorities is a core commitment to engaging and involving the community of South Kilburn and its representative organisations in ensuring the commitments are relevant, valued, involve and delivered to the satisfaction of local people that builds a sustainable local legacy for the area.

Brent Council do not wish to consider the intrinsic social value of the capital elements of the tender that are included within the contractual requirements. The approach therefore will provide a means to evaluate the additional value added by the tender in terms of the priorities set out for social value in the tender, as outlined by the community consultation and research. Therefore, all forecasted social value outcomes should be additional to any requirements through CIL, S106 and planning requirements.

2.3 The wellbeing approach to measuring impact

Brent Council have commissioned HACT to provide their social value expertise and experience for the ITT. As part of this, all bidders are required to provide their proposed social value commitments through Social Value Insight (see section 5).

Working in partnership with Simetrica-Jacobs, HACT has developed a methodology to value the social impact made by organisations in local communities based on people's wellbeing. This approach uses big data surveys – like the Office for National Statistics' Understanding Society – to identify the changes in wellbeing or life satisfaction that occur for people as a result of an activity or service. This change in wellbeing is then mapped against the Government's unit of wellbeing, the Wellby, to provide a value of the change in wellbeing.

In addition to this change in wellbeing, the methodology also provides an Exchequer valuation for each activity or outcome – that is, the financial benefit to the state, including to the NHS. Critically, each value outcome also has a deadweight applied to it to ensure that there is no overclaiming of social value – deadweight is what would have happened anyway without the activity or intervention.

This methodology is HM Treasury Green Book compliant and is the leading approach to wellbeing evaluation employed across the social value sector.

Further information on how to use the wellbeing approach is included in the appendices.

3. The South Kilburn context

3.1. Local area

Brent is the fifth largest borough in London covering a diverse area between inner and outer north-west London. The area has many strengths, its location, vibrant diverse community and the support of a range of local delivery partners. South Kilburn is a district of the London Borough of Brent, situated east/southeast of Queens Park tube station, south of Kilburn Park tube station, north of Maida Hill, and west of Paddington Recreation Ground. South Kilburn is historically and culturally rich. It has a community shaped by residents from a variety of cultures, ethnic backgrounds and faith groups. It has a diverse and highly motivated community, that contributes to an overall sense of vibrancy and activity in the area.

In the 1960s and 1970s, under the direction of the Greater London Council, and later Brent Council, South Kilburn was established as a modernist public housing estate featuring a mix of high- and mid-rise concrete tower blocks set within large “superblocks.” The layout intentionally departed from the traditional street grid, favouring internal pathways, isolated courtyards, and elevated walkways that prioritised function and density over integration with the surrounding urban fabric.

At its height, the estate housed several thousand residents across a series of blocks, such as Gloucester House, Durham Court, and Peel Precinct. While initially seen as a bold solution to post-war housing shortages, the estate soon began to show signs of physical and social decline. By the 1990s, it had become synonymous with high levels of deprivation, social isolation, and crime. Poor maintenance, damp conditions, and failing infrastructure only deepened the challenges faced by residents.

In the early 2000s, and formalised through the South Kilburn Masterplan, the Council set out to comprehensively redevelop the estate. The plan sought not only to replace deteriorating housing but also to reimagine the area’s form and function, restoring the traditional street grid, improving public spaces, and delivering 2,400 new homes, roughly half of which would be affordable.

Regeneration is reshaping South Kilburn into a mixed-tenure, mixed-use neighbourhood, with a focus on design quality, social integration and long-term sustainability. Concrete towers are being replaced by lower-rise, street-facing apartment buildings designed by leading architects. Green spaces, community facilities, and active ground floors are reintroducing vibrancy and safety. Most importantly, a “right to return” policy ensures that existing secure tenants are offered new homes within the estate - preserving community roots while dramatically improving living standards.

Based on analysis of the lower output areas associated with the area, the population of the South Kilburn estate is around 7,775, with the geographical location of the estate illustrated in Figure 1 below.

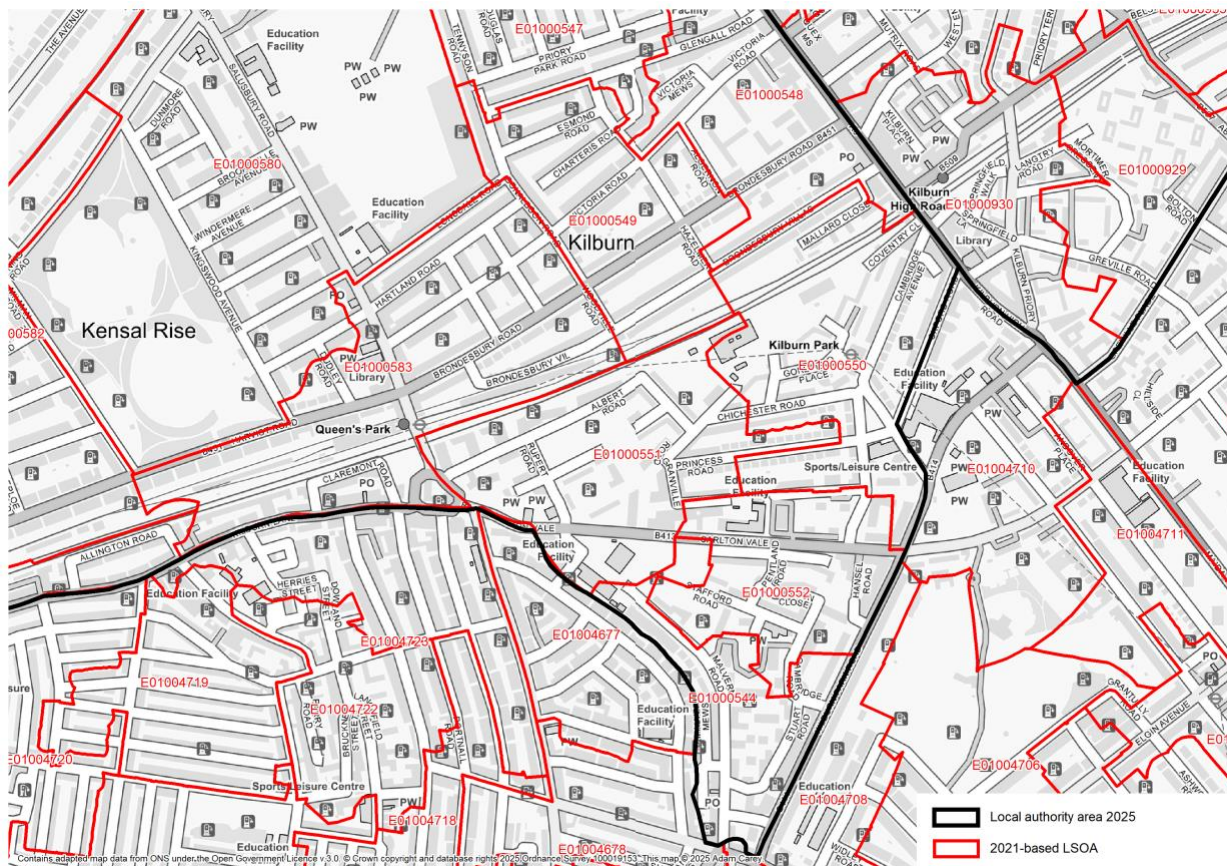


Figure 1: Map of South Kilburn Estate from LSOA level

3.2. Local demographics

The following sections draw on public source data¹, service-based data and stakeholder engagement to highlight key issues influencing priority areas for social value commitments for South Kilburn

In terms of the demographics of the population living in the South Kilburn estate:

¹ This analysis uses data from research conducted by Brent Council in 2018 (based on the 2011 Census), Brent Council's Strategic Needs assessment tool, HACT's Local Data Insight tool and Brent Council's Social Progress Index. In most cases data is not available which is based on the estate geography, so some approximation is necessary using the closest available area-based data. In some cases, this is using super output area data where it exists or in other cases, on ward-based data.

- The age profile of the community is similar, if a little younger than London as a whole, while London itself has also generally has younger age profile than national average as illustrated in Figure 2.

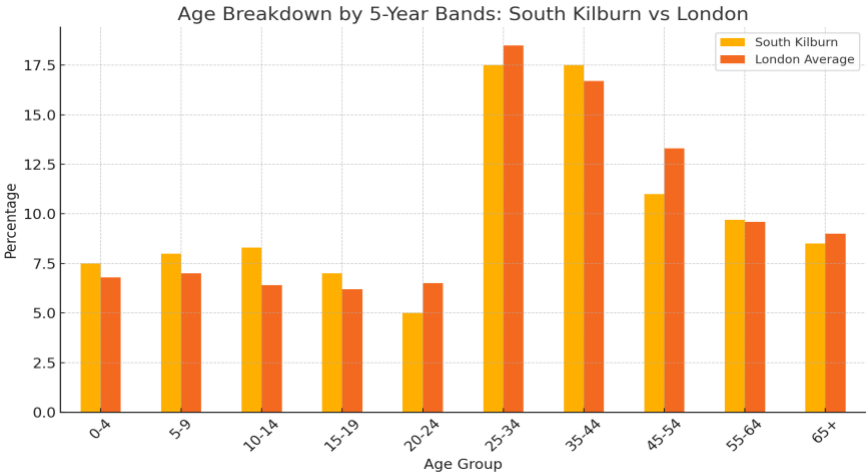


Figure 2: Age profile

- Higher proportions of residents are from a Black African and Black Caribbean background than the London average. The local community is made up of people from a wide range of different backgrounds reflecting its vibrant heritage as illustrated in Figure 3.

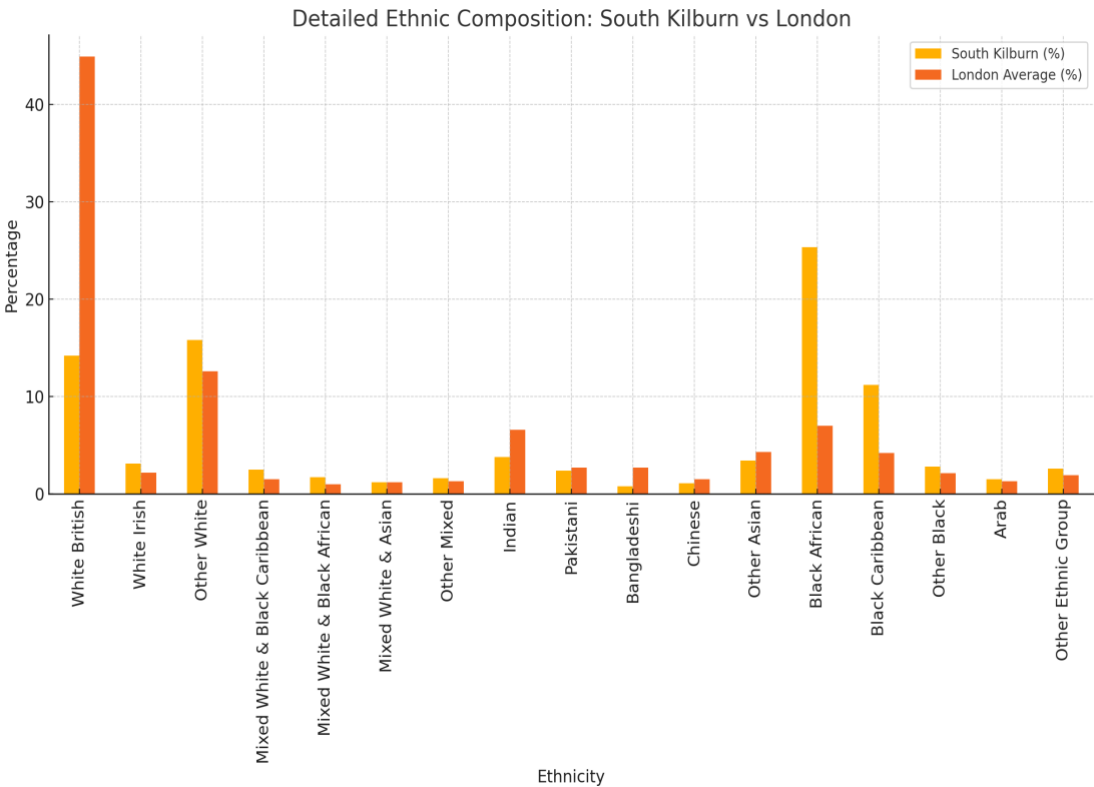


Figure 3: Ethic diversity

- A higher proportion of people with a stated faith live in South Kilburn than London as a whole, with higher proportions of Christians and Muslim community members as illustrated in Figure 4.

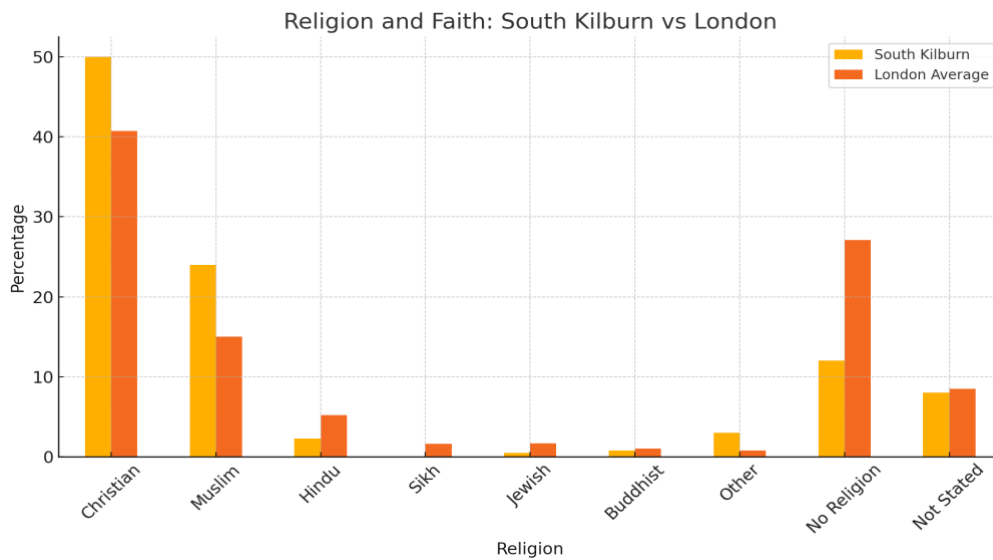


Figure 4: Religion

- There is a slightly lower proportion of people in full time work, compared to the London average, and proportionately higher rates of unemployed, long-term sick and disabled as illustrated in Figure 5.

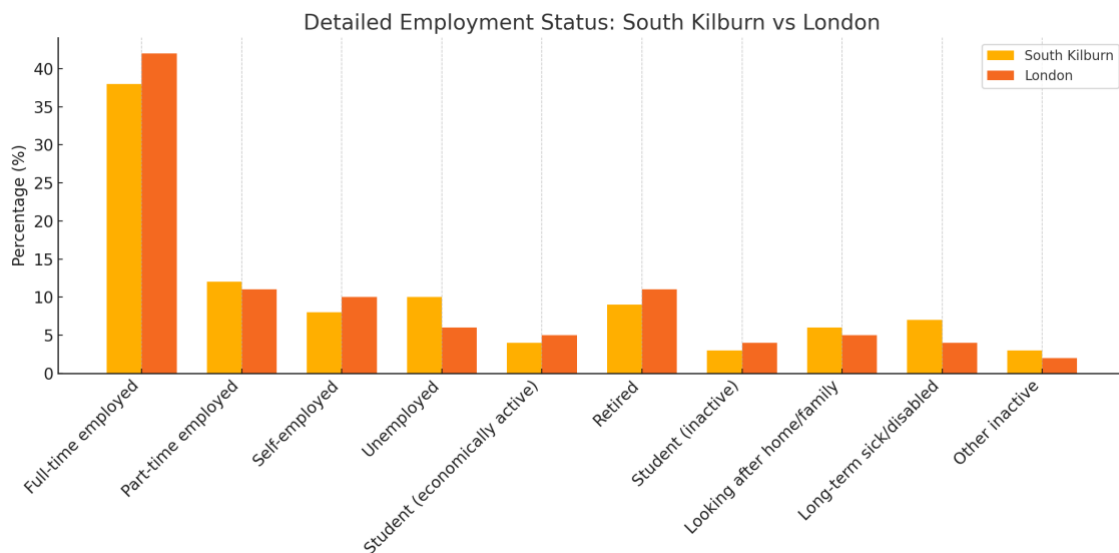


Figure 5: Employment status

- There are lower levels of qualifications compared to London generally - over one-fifth of South Kilburn adults had no qualifications (vs under one-fifth London-wide) and less than one-third held a degree (vs almost half in London by 2021) as illustrated in Figure 6.

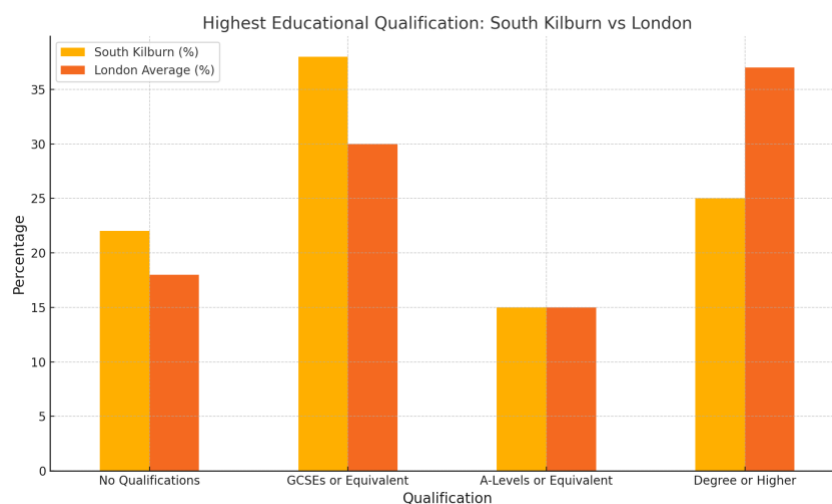


Figure 6: Qualification status

- There is a higher proportion of social housing tenures and proportionately lower levels of private renting and owner occupation in South Kilburn compared to the London average as illustrated in Figure 7.

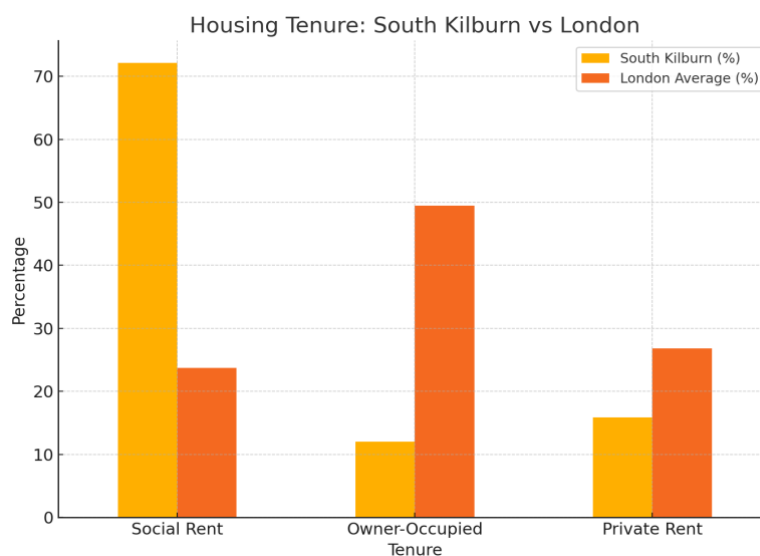


Figure 7: Housing tenure

The data also highlights key issues facing the population living in the South Kilburn estate, which can be categorised as deprivation, employment, health and children outcomes.

- There are high levels of deprivation, with all four LSOAs within the estate falling within the 20% most deprived areas based in the indices of multiple deprivation (IMD), as illustrated in Figure 8.

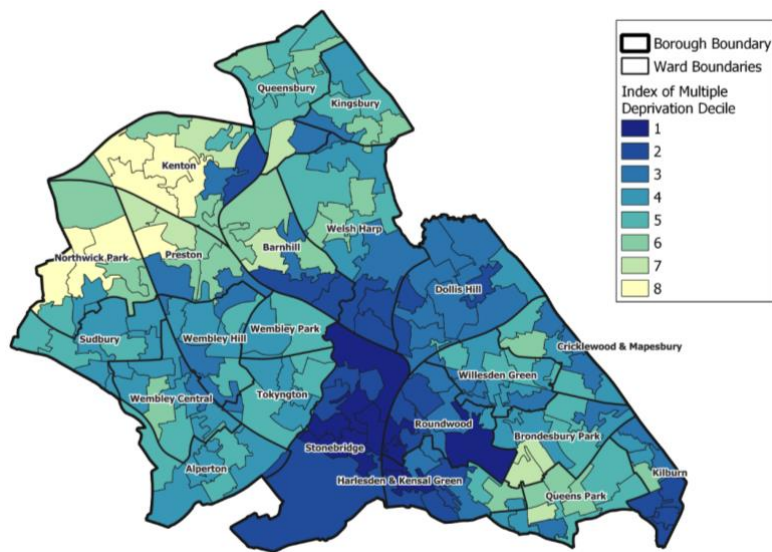


Figure 8: Deprivation deciles broken down by LSOA

- Across the domains of the IMD, the area's ranking varies according to their decile position with three aspects (Income, Employment and Education) falling in the lowest 10%. However, all domains rank lower than the overall Brent and London relative positions, as illustrated in Figure 9.

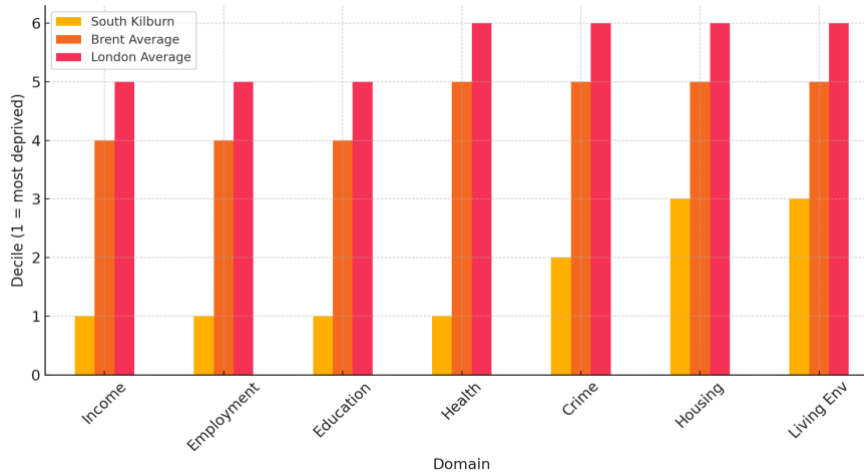


Figure 9: IMD domain deciles: South Kilburn vs Brent and London

- There are slightly lower levels of fuel poverty and overcrowding in Kilburn compared to the Borough averages, however overcrowding in Brent is higher than the London average at 23% compared to 16%.

- There is a higher proportion of children living in income deprived households in the Kilburn Ward (27%), compared to the wider Borough of Brent and rest of London (18% and 17% respectively).
- There are high levels of income deprivation for older people in Brent (26%) is higher than the London average (15%) and is particularly acute in Kilburn at 37%.
- There is significantly higher levels of long-term employment in Kilburn (8.3%) compared to the Borough (3.2%) or London (2.1%) averages.
- All four of the LSOAs that comprise the South Kilburn area are within the 20% most deprived nationally with respect to the health domain of the index.
- There are higher proportions of emergency hospital admissions in Kilburn for heart related illness (113 vs 74) than the Borough average. There are also greater incidence of cancers of all types than the Borough average.
- The average life expectancy of South Kilburn residents is lower than that of London more generally - life expectancy for men is average 75 (Borough average 79) and 85 for women, slightly higher than the Borough average.
- There is a significantly higher proportion of older people over the age of 65 years living alone in Kilburn (43%) compared to the Borough average 26%
- There is a higher percentage of childhood obesity at aged 10-11 years (Year 6) in Kilburn than the Borough (26% and London average (25%) at 30%
- There is a higher proportion of special needs education provision (SEN & EHCP) in the ward 23% compared to the Borough as a whole.
- There is also a higher educational attainment at KS1 & KS2 in Kilburn (64%) than the Borough (61%) average.

A closer review of data from the Social Progress Index indicates that Kilburn is ranked particularly lowly in respect of nutrition and basic medical care (ranked 14 across all 22 wards) and personal safety (ranked 19 across all 22 wards) for this domain. For comparative purposes we reviewed the position of Kilburn's index scores relative to the Borough average scores for each of the core domains of the index as illustrated in Figure 10.

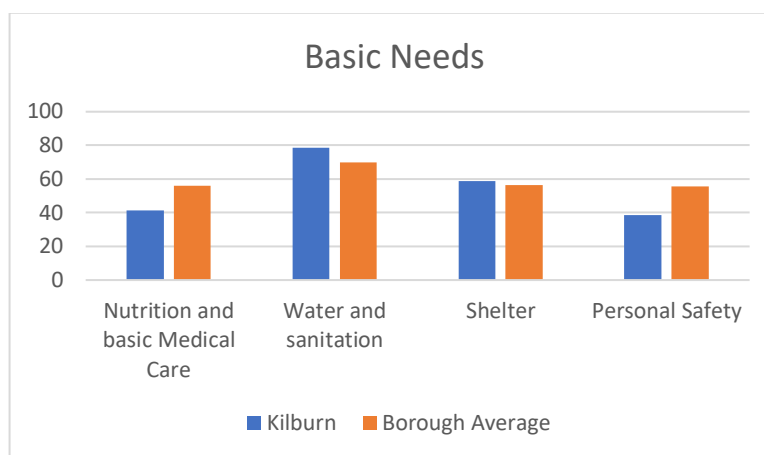


Figure 10: Ranking against key domains

A review of the contributory factors to these rankings revealed:

- The ward ranked low across a number of indicators in relation to **Nutrition and Basic Medical Care**, particularly in regard to excess weight at reception stage, proportion of free school meals, and low birth rates.
- Levels of **Personal Safety** in the ward were ranked below the mean for all criteria, but particular issues driving the lower score were crime rates, knife crime, drug offences and personal robbery and public order offences.

Reviewing the data for the Foundations of Wellbeing domain, Kilburn scored relatively poorly for access to information and communications (ranked 20 of 22 wards), health and wellness (ranked 22 of 22 wards), environmental quality (ranked 22 of 22 wards) as illustrated in Figure 11.

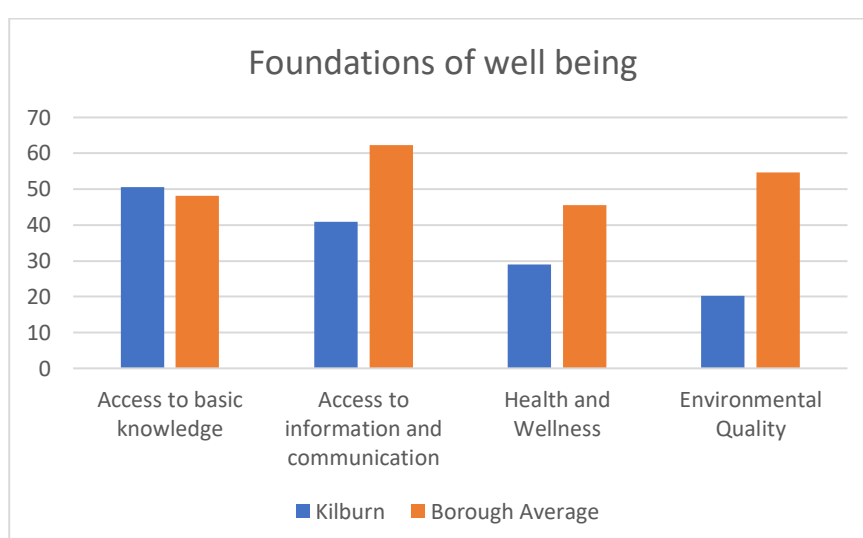


Figure 11: Foundations of wellbeing

- Factors impacting on the rating of **Access to Information and Communications** included, accessing Brent Hubs, proportion of active library users, digital engagement and median download speeds.
- Particular drivers of lower rating for **Health and Wellness** included, Depression levels, excess weight in adults and take up of health checks.
- All factors relevant to **Environmental Quality** scored poorly relevant to the Borough average including Fly Tipping, Pest control incidents and Waste Contamination Pickups.

From the Opportunity Domain of the index, the ward performs relatively poorly in respect of Personal Rights (ranked 16th of 22 wards), Personal Freedom and Choice (ranked 19th of 22 Wards) and Inclusiveness (ranked 21st of 22 wards) as illustrated in Figure 12.

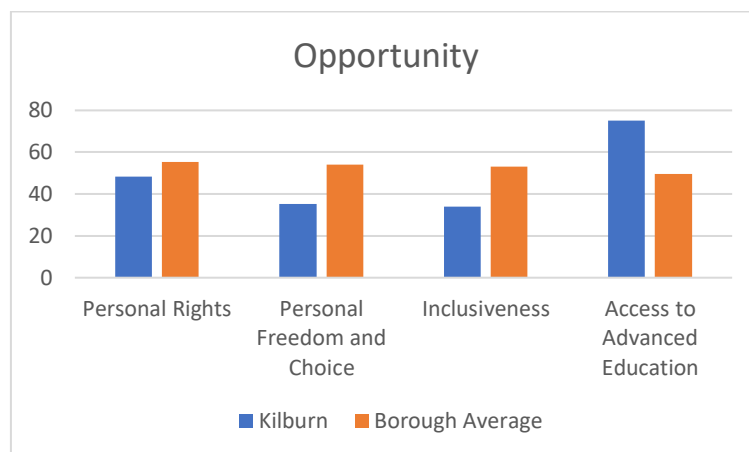


Figure 12: Opportunity domains

Reviewing the drivers for these ranks revealed:

- In respect of **Personal Rights**, the area had high proportions of pension credit claimants
- From a **Personal Freedom and Choice**, perspective, there were high incidents of anti-social behaviour and high levels of youth unemployment.
- In terms of **Inclusiveness**, all categories were below Borough averages with lower proportions of people with learning disabilities living independently, higher levels of racist hate crime and a larger proportion of people living alone

The area while physically located adjacent to areas of high demand and economic and social prosperity has fallen behind, hence the regeneration focus on the area.

The area has a rich cultural mix made up of existing and newly arrived communities, with a younger age profile than most areas in London. The predominant housing tenure is social housing with Brent Council being the largest landlord currently, although this is evolving as the regeneration process continues with more mixed tenure development.

The quantitative data presents a picture of a community that faces significant challenge, these issues are multi-dimensional reflecting a lack of support for basic needs and opportunities for local people to maximise their potential. Issues highlighted are also intergenerational, with a cycle of lost opportunity with high levels of additional needs in childhood, lower than expected educational attainment, lower levels of adult skills and employment, poorer health and ultimately lower life expectancy than other local areas.

Presently the area is going through something of a protracted transformational phase, where a number of residents are still living in unsuitable accommodation that is being replaced and the area has lost a number of facilities as a result of the ongoing process, such as access to local shops and community facilities.

3.3. Local priorities

The following section details key insights from three separate, but overlapping, stakeholder engagement exercises:

- Mapping exercise by Paul Bragman Community and Economic Regeneration Consultants to identify key issues and opportunities for improvements to enhance the local area, support community organisations, and enable residents to thrive and achieve better outcomes.
- Community consultation led by South Kilburn Trust to inform a Community Plan that will be developed by the multi-agency partnership.
- Engagement with key stakeholders in the South Kilburn area undertaken by HACT to corroborate local needs and community preferences for social value activities. This involved in depth interviews and a focus group with local community representatives, supplemented by a survey for those unable to participate in face-to-face engagement.

As would be anticipated from such exercises, the stakeholder engagement captured a range of viewpoints, reflecting personal and organisational perspectives, the lived experience of local people in the area and wider concerns regarding personal issues.

The recent community consultation ranked the following as priorities for action in the South Kilburn area identified key themes including Housing, crime and safety, health and

wellbeing, young people, outdoor spaces, jobs and training, local organisations, information, and connecting with community, as illustrated in Figure 13.

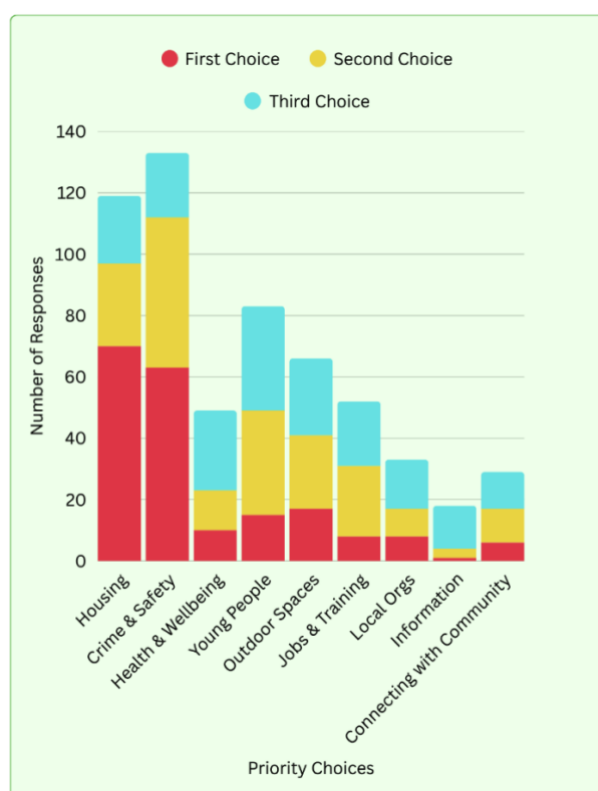


Figure 13: Priority issues from community conversations, Interim Report

These priorities were also echoed in the insights captured in the research undertaken by Paul Bragman Community and Economic Regeneration Consultants in Spring 2024 and HACT in Summer 2025.

Understandably, these are widely drawn issues and reflect concerns, such as housing, that will be directly addressed by the physical regeneration programme. Others where statutory provision exists such as community safety and outdoor space, can be partially addressed through the tender e.g. in good design principles (secure by design etc) but need wider engagement of partners to address. Social value requirements could contribute to addressing such issues by providing additional capacity to statutory provision. Other non-statutory provision such as youth activity needs to be developed to enhance existing local capacity but be suitably coordinated to maximise the impact of their interventions working with partners to develop and enhance local capacity, while ensuring sustainability in the longer term.

Enhancing local skills and employment opportunities

Stakeholders highlighted employment opportunities as a high priority for the area, with demographic data indicating that local people would benefit from skills and employment opportunities.

Previous tenders for South Kilburn have included social value commitments for training and apprenticeships. The current phase of the regeneration programme intends to include specific commitments regarding employment and apprenticeships within the supplementary planning guidance and/or Section 106 requirements for the contract. However, there is an opportunity to provide complementary activities that might assist local people to take up opportunities that might accrue from the tender or assist local people more generally in respect of employment opportunities, including:

- **Digital skills** to enable residents to access services and to compete effectively in the employment market
- **Employability support** to compete more effectively for opportunities, drawing on the skills and expertise of the single regeneration partner to local people. This could include advice and guidance, work experience and tasters, mock interviews, etc.,
- **Enhanced ESOL provision** for local residents, particularly newly arrived individuals and communities with limited English language knowledge and experience, who would benefit from support to engage with community services and access employment opportunities.
- **Entrepreneurship support** enhancing the work being undertaken by South Kilburn Trust to develop an incubator space for start-up businesses through direct funding and grants and mentorship support.

Investing in community facilities

Some community spaces have been repurposed as part of the regeneration programme to date, with some service providers displaced and unable to deliver community interventions in the area. Other community facilities are currently underutilised or have rents that are unrealistic for local community groups to cover. It is not yet clear where the incoming provider will be commissioned to include community provision as part of the core offer. However, investing in community facilities that are accessible and meet the needs of the local community has been highlighted as a key priority as this will become an important catalyst for other activities that will benefit the community, including culturally sensitive service provision.

There should be a focus on community spaces and facilities that are accessible, financially sustainable, address the needs of the community and developed and clustered in a way to establish connected infrastructure, management and capacity.

There is also an opportunity to create social value through grants and pro bono support to existing providers to make improvements to existing facilities to improve service quality, scale and accessibility. For example, energy efficiency measures could support the financial sustainability of managing buildings. Engagement with the local VCSE sector through the Community Forum could also increase utilisation of facilities and develop sustainable income streams.

Supporting youth engagement and inclusion

Across the stakeholder engagement exercises, it became clear that there is a lack of facilities, services and mechanisms to support young people in the local area. Whilst the VCSE sector provides some children and youth services in the area (e.g. OK Club and Devine Purpose), the overall consensus was that the area is under served and would benefit from a more integrated and comprehensive offer to support young people.

The area has a relatively high proportion of children with additional needs. The statutory sector has primary responsibility for this provision, and it is noted that there will be re-provision of educational institutions in the area. Furthermore, the Government is reprioritising early years provision and a review of access and eligibility for SEND provision is underway. Any support in this area would need to be planned and coordinated with local providers and potentially be aligned with the Hub support model outlined previously and complement statutory provision.

Youth engagement could be extended to include those not involved in organised activity as well as intergenerational activity which helps to build tolerance and understanding, mutual support and support wider community cohesion objectives.

Provision of youth services should be co-produced with providers and young people to meet local need and be designed to meet the needs of the different age cohorts and reflect issues such as cultural sensitivities.

Addressing crime and violence

Addressing crime is regarded as a high priority issue in the area. Adoption of good design principles such as 'secure by design' should address some of the current fears due to the current built environment. However social value activities could provide additional reassurance measures such as enhanced CCTV, doorbell cameras etc., safety guidance

and funding of neighbourhood wardens or similar schemes be developed alongside the existing community safety strategy and local priorities articulated by stakeholders.

Distinct from wider youth engagement, addressing issues of gang related activity and knife crime in the area were highlighted by many as an area of concern. Such initiatives need specialist interventions. Any social value requirements within the tender would need to be aligned with the Council's Community Safety Strategy and associated specific initiatives to address these concerns. They should build on good practice, such as those articulated in the London Violence Reduction Unit² (VRU) which provides details of and evaluations of a range of interventions.

Ensuring access to quality green spaces

The regeneration of the area has raised concerns about the densification of the development and the potential further loss of green space. The urban form adopted through the designs provided by the tender will clearly have significant influence in this respect. However, there is an opportunity to deliver social value through the improvements and preservation of existing green space (such as the existing park) for community benefit as well as through the development of new green spaces. There is also a potential to create social value through support for development of local skills to take more active roles in greenspace management, working with partners to support active use of spaces

Enhancing the health and wellbeing of residents

The area has already benefitted from the development of a new state of the art health centre. However local demographic data and stakeholder feedback indicates a high incidence of mental health issues and lower than average health outcomes in the area. Addressing these issues are complex and therefore the incoming provider will need to work with local partners and align with primary and secondary health care priorities to address this need. There is an opportunity to deliver social value through:

- Expanding the current multi agency hub (health, money advice, housing, employment etc), to become an effective single access to services.
- Provide support to VCSE sector to enable preventative mental health services for less severe mental health needs that avoid people slipping into crisis.
- Utilising local community facilities to enhance access to support and reinforce local capacity.

² <https://www.london.gov.uk/programmes-strategies/communities-and-social-justice/londons-violence-reduction-unit-vru>

- Target activities that tackle the wider determinants of health (e.g. employment, poverty, housing, access to greenspaces etc) and address health inequalities.

Supporting community cohesion

Given the significant demographic changes in Brent over recent years, stakeholders highlighted community cohesion and the celebration of diversity in South Kilburn as a key priority.

As a key local partner, the Single Regeneration Provider, working in partnership with the local community-based organisations could have a key role in these activities through sponsorship and support. There is a real potential to build and strengthen community relationships and create opportunities to engage with the community and gather feedback on plans and programmes.

The development of such a programme should seek to build long term capacity and skills in the community so would best be channelled through existing and emerging community organisations to plan, prioritise and deliver. Social value programmes could invest in grants (see previous re Community Chest) and event management specialists to support, enable and transfer skills to the community.

“I think it would be really good to allow the community to come together and run some little projects themselves so they can take ownership ... and believe that the community still belongs to them and have a voice.” - Community Representative

Enhancing local capacity and representation

Central to the successful mobilisation of the social value opportunities in the area, and to build a sustainable legacy, is investment in community capacity. This will provide the infrastructure to support the ongoing development and sustainability for the community.

The research exercise undertaken by Paul Bragman sought to understand what assets and capacity resided in the South Kilburn area and identified the need to:

- Deepen and strengthen existing collaboration and decision making with a focus on an asset-based approach.
- Review and clarify the purpose of working together in South Kilburn i.e. governance structure. Membership and ensure accountable and transparent decision making and oversight of resources e.g. social value with clear mechanisms in place to manage conflicts of interest.

- Confirm what partners work together on and how.
- Explore developing joint bids and funding applications.
- Clarify the resources partners can 'bring to the table'.
- Develop a new Terms of Reference and a Partnership Agreement to confirm the working arrangements between partners.

Since the initial research, a new programme of realigning local community involvement is underway lead by the South Kilburn Trust, working as the conduit to building a new community forum with representation drawn from across the community. The development of new community representative forums and ongoing community engagement is key to ensuring the delivery of the tender's social value requirements. They should be in lock step with the community needs, with a culture that is open and transparent. Hence it is essential that there is effective engagement with the Council and the potential delivery partner at each stage of the procurement, mobilisation and delivery of the project.

The building of this emerging community infrastructure is a key means of developing local capacity and skills in the neighbourhood. This would complement the Council's developing approach re place-based regeneration and enable more effective ownership and accountability for the forward regeneration programme.

"In creating the kind of the governance structure that we know is important to have in terms of the community voice and being a democratic process around that, there is a feeling, I think that residents can do everything on their own. It needs to be done in the community and that needs to be coordinated. That level of coordination doesn't happen on its own" - Community representative

The incoming partner needs to embrace this and have strategies that ensure it is open in its dealings with the local community. As a key local partner in the area, the new Single Regeneration provider, should aim to build strong local relationships with the community and local organisation. There are different ways in which the social value requirements of the tender could help support this emerging capacity and activity including:

- Helping support local capacity development through investing in paid support for community development, skills and outreach.
- Developing and managing resources to support delivery of community-based initiatives.
- Providing resources through a community chest overseen and administered by the new community organisation.
- Investing in a legacy endowment for the long-term benefit of community development in the area.

3.4. Reflection on social value delivering through the programme to date

Anecdotal feedback from stakeholders indicates that social value initiatives delivered as part of the regeneration programme to date have not had the desired level of impact.

Stakeholders suggested that this is likely to have been due to:

- Lack of ownership over social value priorities and commitments by the local community due to insufficient consultation.
- Social value commitments were insufficiently bold or imaginative relative to the scale of the programme and challenges faced, to gain the support of the community.
- Limited communication about progress on delivering social value commitments.

Stakeholders across the three engagement exercises reflected a disappointment in respect of the impact of social value commitments to date, either being unable to identify what had changed as a result or a lack of involvement in engagement with the contractors in shaping outcomes. While respondents saw the potential for an improved outcomes through the Single Regeneration Partner procurement, there remained significant scepticism based on the experience of the programme to date. This was in terms of the degree the communities' priorities would be represented, how ambitious the social value commitments might be, and how the community could hold the provider to account for delivery.

Given the general prevailing economic circumstances and the specific issues within South Kilburn, people were concerned about the impact of poverty, fuel poverty and the cost of living and how this affected wider issues of health and wellbeing. There are some local initiatives in the area supporting the community such as the Granville Community Kitchen, but most felt there was potential to extend these initiatives to support local wellbeing.

Local community members were very keen to emphasise that for the new partnership to be effective, the values for the incoming organisation in terms of their community orientation, transparency and approach to partnership working were key prerequisites for the effective delivery of the vision for the area and to maximise the social impact. Further, to maximise the impact of the social value commitments, public service providers needed to align their access to, and service priorities, with those that are delivering the wider outcomes envisioned by the masterplan in South Kilburn.

Overall, for a regeneration programme of this scale, based on evidence of prior data, community engagement is surprisingly limited. Many people interviewed did not feel the providers to date had engaged sufficiently in the area, even to the degree of operating as a considerate construction partner. A significant change was needed given the nature and duration of the proposed contract with the incoming provider to develop local and meaningful engagement and to act as a proactive local partner.

There is hope that the incoming provider would fully engage with the newly developed community representative forum, as it becomes established, and the wider community, to develop local capacity and ensure the social value commitments added real local value. Further there was a need expressed to establish clear and transparent means of communication with the community on the plans and progress being achieved through the programme.

Given the duration of the proposed contract, local community representatives felt that the social value commitments should be defined in a manner that were adaptable to evolve as the needs of the area changed over the 10-year period. Through the new community panel and based on resident feedback, a new Local Vision is being developed, it will be crucial that the social value commitments align with these developing priorities. This potentially means the commitment to a few key deliverables in the early phases of the engagement and a further commitment to capacity and resources that can be deployed based on community need outlined in the longer term.

Therefore, the current tender process needs to ensure that there is a stronger sense of community influence and ownership of the proposed outcomes derived from the social value commitments within the tender.

3.5 Summary

The regeneration of the South Kilburn Estate is a key project for Brent and a long-term ambitious commitment to the area and its community. South Kilburn is a vibrant and diverse community, but unfortunately the area has not benefitted with similar levels of prosperity, health and social outcomes, that other similar areas have. As a long-term regeneration project, significant progress has been made with the physical transformation of the estate, but feedback from the community suggests that they have not felt connected to or value the social value outcomes that have been achieved to date.

The appointment of a single lead development partner presents an opportunity to reset the approach to social value for the project. Fundamental to this is the engagement and perspectives of the local community shaping the priorities for social value being secured through the contract. The area benefits from a significant number of community organisations representing various interests and sections of the community, including community interests, faith and ethnicity and wider interests. This helps support engagement and understanding of the differing needs of communities and interests in the local area.

The opportunities and solutions that are available to address these issues and areas of need will depend on capacity and strategic focus of the provider. However, these could and should form the focus of social value commitments within the regeneration tender process.

There is a significant opportunity through working with the emerging local community capacity to align the various commitment and co-ordinate actions that both develop sustained local capacity to deliver as a legacy of the regeneration programme and maximise social value through the synergy that the various actions and initiatives can generate.

Appendix A Data Sources

Ref	Object	Source
1	Joint Strategic Needs Assessment Tool	https://data.brent.gov.uk/dataset/brent-joint-strategic-needs-assessment-jsna-2023-emgrl
2	Indices of multiple deprivation and associated demographic data	HACT through access to Local Insight has established an extensive demographic background for the neighbourhood area based on Lower Super Output Areas (LSOA) data
3	Brent Social Progress Index	https://www.brent.gov.uk/the-council-and-democracy/access-to-information/social-progress-index
4	Strategies to address Youth Violence – Crime reduction Unit London	https://www.london.gov.uk/programmes-strategies/communities-and-social-justice/londons-violence-reduction-unit-vru
5	Mapping of social and community infrastructure & collating evidence of Need in South Kilburn	Community and Economic Regeneration Consultants - March 24
6	Social Value and Ethical Procurement Delivery Plan	Brent Council
7	Social Value Action Plan Master	Brent Council
8	Social Value Guidance Note for Suppliers	Brent Council
9	Annual Procurement Report 21/22	Brent Council
10	Annual Procurement Strategy 22/23	Brent Council
11	Conversation with Brent re community engagement part of social value.	Brent Council
12	Peel SV Tracker	Brent Council
13	Procurement review of Pricing methodology	Brent Council
14	Procurement review of Brent's approach to Housing Construction Programme	Brent Council
15	Community Safety Strategy 24/26	Brent Council
16	Social Value Planning Exercise with HACT	Brent Council
17	South Kilburn Social Value Action Plan	HACT
18	Social Value Toolkit for Cooperative Councils	https://www.councils.coop/project/social-value-toolkit/
19	SKT Transition Team Terms of Reference	SKT
20	Governance Task & Finish Group Recommendations Paper for the South Kilburn Community Working Party	SKT
21	Community Conversations Interim Report – Priorities for Change July 25	SKT
22	South Kilburn Masterplan and supplementary Planning Guidance	https://www.brent.gov.uk/business/regeneration/growth-areas/south-kilburn-regeneration/the-south-kilburn-masterplan#Southkilburnmasterplan
23	South Kilburn Area Profile An equality and socio-economic profile of residents living in South Kilburn	Brent Council Business Intelligence Unit Research & Intelligence November 2018

Appendix B:

Using the HACT social value banks

Brent Council recommends the use of the HACT impact measurement methodology to measure the social value of proposed activities. The methodology is robust, consistent and sets the standard for measuring social value from a wellbeing approach. The methodology is based on wellbeing valuation, which is compliant with [HM Treasury's Green Book](#), which endorses wellbeing valuation as one of its recommended methods for measuring social value. The focus is on measuring impact, not inputs, meaning HACT's approach focuses on the transformation, not the transactional.

At the core of the methodology is a suite of social value banks, each of which includes a set of outcome measures that have been quality assured and co-created with [Simetrica-Jacobs](#), who are members of the UK Government's Social Impact Taskforce. Every outcome measure has a financial proxy attached to it and these are based on the Government's Wellby, the standardised unit of wellbeing value. The HACT methodology has become the standard method used by the social housing sector to measure social impact, with more than 400 organisations attending training and using the model in their business decisions.

The **UK Social Value Bank** (UKSVB) is based on person-centred principles, using data from national data sets relating to self-reported wellbeing and life circumstances and income levels. It provides a suite of 92 outcomes and measures that have been monetised and includes four key elements:

- Wellbeing value - direct impact to an individual in terms of wellbeing. More technical detail about wellbeing valuation can be found in the [methodology notes](#).
- Exchequer value - indirect impact on the public purse in net fiscal terms. More technical detail about exchequer valuation can be found in the [methodology notes](#).
- Deadweight – this is the probability that this outcome would have happened anyway and is applied to social value calculations. More technical detail about deadweight can be found in the [methodology notes](#).
- Total social value – this is wellbeing value plus exchequer value (and includes the deadweight that has been applied to the wellbeing value).

The **UK Built Environment Bank** enables organisations to model, monitor and measure the impact of their regeneration, development and construction projects. It provides a suite of 48 outcomes and measures that have been monetised and includes four key elements.

- Wellbeing value – this is the direct impact to an individual in terms of wellbeing.

- Exchequer value – this is the indirect impact on the public purse in net fiscal terms.
- Business value – this is the impact on local business.
- Total social value – this is wellbeing value, exchequer value and business value combined.

More technical detail about the development of the UK Built Environment Bank can be found in the [methodology notes](#).

The UK Mental Wellbeing Bank is based on the short Warwick-Edinburgh Mental Wellbeing Scales that are used by therapists, counsellors and medical practitioners to measure improvements in people's wellbeing. Patients are asked seven questions at the beginning of their therapeutic treatment and again at the end of their treatment:

The Short Warwick-Edinburgh Mental Well-being Scale (SWEMWBS)

Below are some statements about feelings and thoughts.
Please tick the box that best describes your experience of
each over the last 2 weeks

STATEMENTS	None of the time	Rarely	Some of the time	Often	All of the time
I've been feeling optimistic about the future	1	2	3	4	5
I've been feeling useful	1	2	3	4	5
I've been feeling relaxed	1	2	3	4	5
I've been dealing with problems well	1	2	3	4	5
I've been thinking clearly	1	2	3	4	5
I've been feeling close to other people	1	2	3	4	5
I've been able to make up my own mind about things	1	2	3	4	5

"Short Warwick Edinburgh Mental Well-Being Scale (SWEMWBS)
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Their responses are then scored as per the table above. As their mental wellbeing improves, so their score will also get higher. The change in score at the start of treatment and the end of treatment is then inputted into the UK Mental Wellbeing Bank which then calculates the social value that has been generated, based on their improvement in wellbeing.