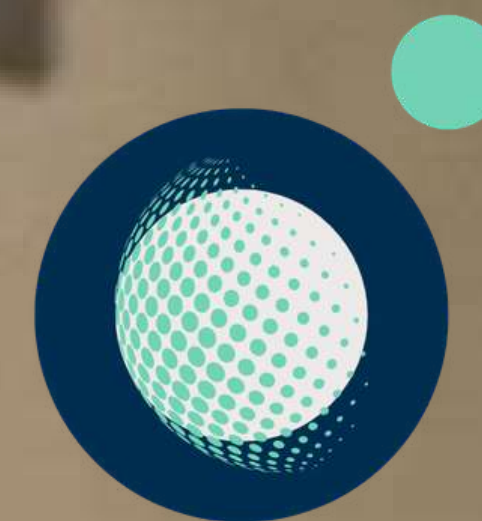




Origin  
Consult

# DELIVERING SOCIAL VALUE THAT COMMUNITIES ACTUALLY FEEL

Exploring how social value can move beyond compliance and deliver lasting impact for communities.

Insights from the Origin Consult  
**UKREiif** Roundtable 2026

**JUNE 2026**

Featuring perspectives from industry leaders and young people from the Future Makers programme.

FOREWORD



# SOCIAL VALUE CANNOT BE A COMPLIANCE EXERCISE.



This roundtable reinforced that meaningful social value is created when communities are involved from the outset and continue to benefit for years to come.

Social value has never been more visible within the built environment sector. It features in planning applications, procurement frameworks and corporate strategies across the country. And yet, for many of the communities that development is supposed to serve, the question of whether it is genuinely making a difference remains an open one.

We wanted to bring together people who are working at the sharp end of social value delivery and ask an honest question: are we actually creating outcomes that communities feel?

The conversation that followed was one of the most candid and energising I have been part of. Across development, local government, sustainability, education and community engagement, participants shared both their pride in what the sector has achieved and their frustration at what still holds it back. What struck me most was the consistency of the message:

**SOCIAL VALUE CANNOT BE A COMPLIANCE EXERCISE.**

The insights captured in this report do not represent a finished answer. They represent a starting point for a deeper conversation that I believe our sector urgently needs to have. I hope they challenge, provoke and inspire in equal measure.

My thanks to everyone who gave their time and contributed so openly to the discussion.

*Mabel Ogundayo*

**Mabel Ogundayo**

Founder, Origin Consult

# ROUNDTABLE PARTICIPANTS

24 PARTICIPANTS. 9 ORGANISATIONS.  
5 SECTORS. 1 SHARED PURPOSE.

Our roundtable brought together a diverse group of leaders and practitioners from across development, local government, sustainability, community engagement, education and social value delivery.

Their collective experience, insight and challenge shaped a rich and honest conversation about what it will take to deliver social value that communities actually feel.

## DEVELOPERS. CONSULTANCIES & ORGANISATIONS



**Barbara Richardson**  
Square Roots



**Chris Cowcher**  
The Land Trust



**Jo Tasker**  
Community Coworking



**Fiona Gibson**  
NLA



**Daren Nathan**  
London Square



**Ramsey Yassa**  
NOOMA Studio



**Kathy Jones**  
E.C.F



**Caroline Pillay**  
L&Q



**Trevor Firus**  
Kettle Homes



**Dee Marquis**  
University of the Built Environment



**Elisabeth Montgomerie**  
Introba



**Andrew Colwell**  
MADE Partnership



**Mark Hall**  
Impact Investing Institute



**Gregor Mitchell**  
EWL Living



**Jennifer Ball**  
Ballymore



**Mekor Newman**  
Newman Francis Ltd



**Janine Newton**  
Aveland Consulting

## LOCAL AUTHORITIES



**Cllr Jeremy Fraser**  
Greenwich Council



**Cllr Siddo Dwyer**  
Enfield Council and Lowick Hedry



**Cllr Anthony Okereke**  
Greenwich Council



**Cllr Heather Mack**  
Bristol Council

## FUTURE MAKERS CONTRIBUTORS



**Shoyob Hossain**  
Future Maker



**Christèvie Muringa**  
Future Maker



**Zakiyyah Quadri**  
Future Maker

This combination of lived experience, professional expertise and community insight created the conditions for a conversation that was honest, constructive and forward-looking.



# VOICES FROM OUR FUTURE MAKERS

**Young people must not just be the beneficiaries of social value.**  
**They must be part of the conversation.**

Three members of our Future Makers programme joined the roundtable to share their experiences, insights and aspirations. Their presence ensured that the perspectives of those at the start of their careers helped shape the conversation.

Their contributions were a reminder that behind every statistic is a person with potential, talent and ambition. What they need are real opportunities, honest conversations and access to the networks that can help them thrive.



**Shoyob Hossain**  
Future Maker

“Work experience gives you a real insight into the industry. It helps you understand what a career could look like and builds the confidence to go for it.”



**Christèvie Mujinga**  
Future Maker

“Before my placement I saw the built environment as something distant. Afterwards I realised it’s a space I can belong in and make a difference.”



**Zakiyyah Quadri**  
Future Maker

“You can’t aspire to a career you’ve never seen. Once I saw the opportunities, I knew I wanted to be part of it.”

For Zakiyyah, that confidence has already translated into action. She is now an **Apprentice Quantity Surveyor at People for London**. Her journey is a powerful example of what becomes possible when young people are given real exposure and belief.

*“Work experience was the first time I realised there was a place for me in this industry.”*

KEY INSIGHT 1

# SOCIAL VALUE MUST BE MEANINGFUL, MEASURED AND MADE REAL.

SOCIAL VALUE IS ONLY POWERFUL WHEN IT DELIVERS TANGIBLE BENEFITS TO PEOPLE AND PLACES.



Participants agreed that social value has evolved significantly in recent years, but there is still a gap between ambition and delivery.

While many organisations are making commitments, the challenge is ensuring these translate into real, measurable outcomes that improve lives and strengthen communities.

The discussion highlighted the need for clear definitions, consistent measurement and transparent reporting to build trust and demonstrate impact

Several contributors emphasised that social value should be embedded from the earliest stages of a project, with communities at the centre, not added on as an afterthought.

“  
**SOCIAL VALUE ISN'T A TICK BOX. IT'S A COMMITMENT TO REAL CHANGE THAT LASTS.**”

Roundtable Participant  
UKREiif 2026

WHAT THIS MEANS

To create lasting social value, organisations must focus on what matters most to communities and be accountable for the difference they make.



Define social value with communities, not for them.



Measure what matters, not just what's easy.



Report transparently and consistently to build trust.



Ensure commitments lead to meaningful, long-term impact.

KEY INSIGHT 2

# SOCIAL VALUE AND SUSTAINABILITY ARE INCREASINGLY INTERCONNECTED

THRIVING PLACES DEPEND ON THE INTEGRATION OF ENVIRONMENTAL, SOCIAL AND ECONOMIC OUTCOMES.



Participants discussed the increasing overlap between social value, sustainability, biodiversity, health and placemaking. There was a strong view that social value should not sit as a standalone strategy, but should be embedded throughout the way places are designed, delivered and managed.

The discussion highlighted the importance of stewardship, ensuring that intended environmental and social outcomes are not only delivered but monitored and improved over time.

Several contributors suggested that the sector should move towards a more integrated approach, recognising that thriving communities, healthy environments and sustainable places are intrinsically linked.

This means breaking down silos between teams, discipline and strategies to create places that deliver long-term value for people and the planet

“  
**SOCIAL VALUE IS BECOMING THE NEXT FRONTIER OF SUSTAINABILITY.**”

**Roundtable Participant**

UKREiIF 2026

## WHAT THIS MEANS

Social value strategies should be developed alongside sustainability strategies, recognising the interconnected nature of environmental, social and economic outcomes.

- ✓ Embed social value, sustainability and health outcomes from the earliest stages.
- ✓ Align biodiversity, energy, skills and wellbeing strategies around shared goals.
- ✓ Measure long-term impact, not just short-term delivery.



### KEY INSIGHT 3

# COMMUNITIES MUST BE PARTNERS, NOT PARTICIPANTS.

## MEANINGFUL ENGAGEMENT CREATES BETTER PLACES AND STRONGER OUTCOMES.

Participants emphasised that social value begins with listening. Too often, engagement is treated as a tick-box exercise rather than a genuine opportunity to understand community needs, priorities and aspirations.

The most effective projects involve communities early and continue the conversation throughout the lifecycle of the development.

When communities help shape decisions, they are more likely to support outcomes.

Several contributors highlighted the need to move from consultation to co-design, ensuring that insights gathered lead to real influence over plans and priorities.

This approach builds trust, strengthens relationships and results in places that truly reflect the people who live there.

**COMMUNITIES  
SHOULDN'T  
SIMPLY RESPOND  
TO PROPOSALS –  
THEY SHOULD  
HELP SHAPE  
THEM.**

**Roundtable Participant**

UKREiF 2026

### WHAT THIS MEANS

- ✓ Involve communities at the very start, not just when plans are finalised.
- ✓ Use a mix of methods to reach underrepresented voices and capture diverse perspectives.
- ✓ Close the loop, show how feedback has shaped decisions.
- ✓ Invest in long-term relationships, not just one-off consultations

**Great places are built **with** people, not for them.**

KEY INSIGHT 4

# SKILLS, EMPLOYMENT AND ECONOMIC GROWTH **MUST LEAVE NO ONE BEHIND.**

MEANINGFUL OPPORTUNITIES CREATE LASTING CHANGE FOR PEOPLE AND PLACES.



Participants agreed that employment and skills strategies remain one of the most powerful ways to create meaningful social value. However, too many opportunities are still not reaching the people who need them most.

There was a clear call to expand access for underrepresented groups — including young people, women, care leavers, people from lower-income backgrounds and those furthest from the labour market

The conversation also recognised the importance of preparing people for the jobs of the future, including roles in green industries, technology and digital economy.

Participants emphasised that skills development should not stop at entry level, lifelong learning and progression pathways are essential to ensuring people can build sustainable careers and thrive in a rapidly changing world

“ **EMPLOYMENT ISN'T JUST ABOUT JOBS TODAY, IT'S ABOUT CREATING **CAREER PATHWAYS** TOMORROW.** ”

Roundtable Participant  
UKREiIF 2026

WHAT THIS MEANS

Employment and skills strategies should create real pathways into long-term, fulfilling careers for everyone.

Design opportunities that reach those furthest from the labour market.

Focus on future-ready skills, including digital and green expertise.

Partner with education providers, employers and community organisations.

Measure impact by quality, diversity and long-term outcomes.

KEY INSIGHT 5

# STEWARDSHIP AND LEGACY ARE THE TRUE MEASURE OF SOCIAL VALUE.

SOCIAL VALUE IS LASTING WHEN PLACES THRIVE LONG AFTER DEVELOPMENT IS COMPLETE.

Participants agreed that too often, social value commitments end when construction is completed. The real challenge is ensuring that the benefits continue for generations.

Long-term stewardship, of buildings, public spaces, programmes and relationships, was seen as essential to creating places that communities are proud of and invested in.

Several contributors emphasised that this requires early planning, long-term funding models and partnerships that extend beyond the life of a development.

“  
**WE’VE BECOME VERY GOOD AT PLACEMAKING. THE NEXT CHALLENGE IS PLACEKEEPING.**”

Roundtable Participant

UKREiif 2026

WHAT THIS MEANS

Planning for the long term is essential to creating places and opportunities that continue to deliver value for communities.



Ensure funding models support legacy, not just delivery.



Design for long-term stewardship from the earliest stages.



Measure success by the difference communities feel, years down the line.



Build partnerships that are committed for the long haul.

KEY INSIGHT 6

COLLABORATION AND BOLD LEADERSHIP ARE ESSENTIAL TO DRIVE REAL CHANGE.

SHARED GOALS, STRONG PARTNERSHIPS AND COURAGEOUS LEADERSHIP CREATE EXTRAORDINARY IMPACT.



Participants agreed that no single organisation can create meaningful social value alone. Strong partnerships between the public and private sectors, communities, education providers and local organisations are essential to unlocking the scale of change needed.

The conversation highlighted that collaboration must move beyond transactional relationships to genuine partnerships built on trust, transparency and shared purpose.

Several contributors emphasised the need for bold leadership to champion social value within organisations and across sectors, challenging conventional thinking, taking calculated risks and committing to long-term outcomes.

When organisations align around a common vision and leaders are willing to take decisive action, the impact for communities can be transformative.

“WE HAVE ALL THE PIECES. WHAT WE NEED NOW IS THE WILL TO PUT THEM TOGETHER BOLDLY.”

Roundtable Participant

UKREIF 2026

WHAT THIS MEANS

Collaboration and leadership are the enablers that turn good intentions into lasting, measurable impact.



Build genuine partnerships rooted in trust and shared purpose.



Empower leaders to champion social value and take bold decisions.



Break down silos and align around common community outcomes.



Celebrate collective successes and learn together.

# WHAT WE HEARD, WHAT COMES NEXT.



## KEY THEMES ACROSS THE CONVERSATION

|                                                                              |                                                                                 |                                                                                    |                                                                          |                                                                               |                                                                            |
|------------------------------------------------------------------------------|---------------------------------------------------------------------------------|------------------------------------------------------------------------------------|--------------------------------------------------------------------------|-------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| 01                                                                           | 02                                                                              | 03                                                                                 | 04                                                                       | 05                                                                            | 06                                                                         |
| MEANINGFUL<br>IMPACT                                                         | COMMUNITY<br>PARTNERSHIP                                                        | SKILLS AND<br>OPPORTUNITY                                                          | LONG-TERM<br>LEGACY                                                      | COLLABORATION<br>THAT COUNTS                                                  | RAISING THE<br>STANDARD                                                    |
| Focus on real, measurable outcomes that improve lives and strengthen places. | Engage early, listen genuinely and empower communities to help shape decisions. | Create inclusive pathways into employment and build skills for the future economy. | Plan for the long haul to ensure benefits last well beyond construction. | Work in partnership with shared purpose and bold leadership to achieve scale. | Embed social value from the start and keep raising the bar as an industry. |

“

*We all have a part to play. When we work together with purpose, we can create places that don't just look good - but do good.*



### LET'S KEEP THE CONVERSATION GOING.

If you'd like to continue the conversation or explore how we can work together to deliver social value that communities actually feel, we'd love to hear from you.

[info@origin-consult.co.uk](mailto:info@origin-consult.co.uk)

[www.origin-consult.co.uk](http://www.origin-consult.co.uk)

[Linkedin.com/company/origin-consult](https://www.linkedin.com/company/origin-consult)

# TURNING INSIGHT INTO ACTION.

The roundtable made it clear, everyone has a role to play in delivering social value that makes a difference.

These next steps provide a shared roadmap for turning our conversations into real, lasting impact.



## OUR NEXT STEPS

01

### CONTINUE THE CONVERSATION

Keep the dialogue going across sectors, bringing more voices to the table and building on the momentum created.

02

### ALIGN AND AMPLIFY

Align our goals and resources to maximise impact and avoid duplication — creating stronger, more joined-up outcomes.

03

### COMMIT TO MEASURABLE IMPACT

Use clear metrics and transparent reporting to demonstrate what's working, share learning and drive improvement.

04

### INVEST IN PEOPLE AND PLACES

Support opportunities that build skills, create jobs and strengthen communities — especially for those who need it most.

05

### WORK TOGETHER BOLDLY

Challenge conventional thinking, take calculated risks and foster partnerships built on trust, equality and shared purpose.

06

### LEAVE A LEGACY

Design and deliver projects that create long-term value for communities — long after construction ends.

## ABOUT ORIGIN CONSULT

Origin Consult helps developers, local authorities and infrastructure providers unlock the power of social value.

We design and deliver strategies that create meaningful impact, supporting communities building sites and driving inclusive growth

Engagement that matters. Impact that lasts.

## LET'S CREATE LASTING IMPACT TOGETHER.

We'd love to continue the conversation and explore how we can work together to deliver social value that communities feel.

info@origin-consult.co.uk  
www.origin-consult.co.uk  
linkedin.com/company/origin-consult

# CONTINUING THE CONVERSATION

The conversations at UKREiF demonstrated that there is no shortage of ambition across our sector.

The challenge now is turning ambition into action through stronger partnerships, better engagement and a long-term commitment to creating places where communities genuinely thrive.



## OUR COLLECTIVE COMMITMENTS

Together, we can create the conditions for lasting, meaningful social impact.

|                                                       |                                                                            |                                                                    |                                                                     |                                                                          |                                                                    |
|-------------------------------------------------------|----------------------------------------------------------------------------|--------------------------------------------------------------------|---------------------------------------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------|
| 01                                                    | 02                                                                         | 03                                                                 | 04                                                                  | 05                                                                       | 06                                                                 |
| THINK LONG TERM.                                      | PUT COMMUNITIES AT THE CENTRE.                                             | MEASURE WHAT MATTERS.                                              | WORK ACROSS BOUNDARIES.                                             | INVEST IN PEOPLE.                                                        | LEAVE A LEGACY.                                                    |
| Plan beyond construction to create enduring benefits. | Listen early, involve genuinely and design with communities, not for them. | Use clear data and transparent reporting to understand what works. | Break down silos and collaborate across sectors for greater impact. | Create opportunities that build skills, confidence and brighter futures. | Design places that continue to thrive long after development ends. |

“ SOCIAL IMPACT IS ULTIMATELY ABOUT PEOPLE. ”

Origin Consult will continue bringing together leaders from across development, local government and communities to explore how social impact can move beyond compliance and become a defining characteristic of successful places.

# ABOUT ORIGIN CONSULT

Engagement that matters.  
Impact that lasts.

Origin Consult is a specialist consultancy helping developers, local authorities and infrastructure providers create meaningful social impact through community engagement, employment and skills, strategic partnerships and impact measurement.

We believe successful places are created when communities are involved from the outset and continue to benefit long after development is complete.



## OUR CAPABILITIES

### COMMUNITY ENGAGEMENT

Meaningful engagement that puts communities at the heart of decision making.

### EMPLOYMENT, SKILLS & ECON.

Creating pathways into employment and supporting local growth.

### SOCIAL IMPACT STRATEGY

Developing clear strategies that align social impact with business goals.

### PARTNERSHIP DEVELOPMENT

Building strong, trusted partnerships that unlock opportunity.

### SOCIAL IMPACT DELIVERY

Turning strategy into action with real, measurable outcomes.

### IMPACT MEASUREMENT

Measuring what matters and driving continuous improvement.

### BID & PROCUREMENT SUPPORT

Supporting winning bids and deliverable social value commitments.

## FUTURE MAKERS



future makers is a social enterprise born from engagement at origin consult, designed to connect young people and underrepresented communities with the opportunities created through regeneration and investment.

Through work experience, mentoring careers education, employability programmes and industry partnerships, Future Makers helps ensure that investments creates opportunities which are experienced by the communities they are intended to benefit.

## AT A GLANCE

ORIGIN CONSULT  
SPECIALISTS IN:

- ✓ Community Engagement
- ✓ Employment & Skills
- ✓ Social Impact
- ✓ Partnerships
- ✓ Measurement

## CONTINUE THE CONVERSATION

Whether you're looking to share ideas, collaborate on future discussions or explore how meaningful social impact can be embedded into your projects, we'd love to hear from you.

[www.origin-consult.co.uk](http://www.origin-consult.co.uk)  
[linkedin.com/company/origin-consult](https://linkedin.com/company/origin-consult)  
[info@origin-consult.co.uk](mailto:info@origin-consult.co.uk)