

O2 Masterplan Site, Finchley Road

Social Value Framework

Version 1, January 2022

Prepared for LS (Finchley Road) Limited by Quod



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1 Introduction

Social Value is the creation of added value to society due to the actions or interventions made by projects, programmes or investments. In development and planning Social Value can be created through the actions of developers, local authorities and relevant stakeholders to maximise the benefit to the local community, economy and surrounding environment arising from new development. This is a partnership between all parties involved to focus on activities that will drive forward positive outcomes for the existing and future communities.

Social Value Framework

- 1.1 This Social Value Framework has been prepared by Quod on behalf of LS (Finchley Road) Limited ('the Applicant'¹) in support of an application made in part detail and part outline ('the Application') for the demolition and redevelopment ('the Proposed Development') of the O2 Centre – Finchley Road site including associated car park, Homebase store, car showrooms and Builder's Merchant ('the Site') within the London Borough of Camden ('LBC'). This Social Value Framework sets out the Applicant's approach to delivering local benefits and social value through the design and delivery of the Proposed Development.
- 1.2 The Framework is grounded in an assessment of local priorities, sets out the elements of the development that will support these priorities, and identifies the tangible and measurable local benefits that can be achieved.
- 1.3 This Framework document represents a summary of a process, which has involved extensive consultation and engagement including with local residents, community and third sector organisations, and LBC. Specialists across the project team have been engaged in a cross-disciplinary approach to maximise the potential for the development to deliver cross-cutting local benefits.
- 1.4 It is intended this engagement and partnership building approach will continue over the long-term as the project is brought forward. Key to this is the Applicant's commitment to remain a long-term landlord of the Site, with an important stewardship role in delivering a successful new community, secured through an Estate Management Plan and Community Charter.
- 1.5 The Applicant has a strong Corporate Commitment to delivering social value from its activities and portfolio. It has an ambition to create £25 million social value by 2025 across four themes:
 - 1. Employment
 - 2. Volunteering
 - 3. Charity partnerships
 - 4. Education

¹ LS (Finchley Road) Limited is a special purpose vehicle created by Landsec to deliver this particular project. The Social Value Framework will refer to LS (Finchley Road) Limited as the Applicant and Landsec interchangeably as some of the principles and commitments will be specific to the Applicant in the context of the delivery of this development, whereas some will relate to Landsec as the long-term investor and landlord.

1.6 As part of its strategic direction the Applicant is proposing significant investment in mixed use urban opportunities, including the O2 Masterplan Site, Finchley Road. This offers the opportunity to deliver Social Value in new ways, as proposed in this Framework.

1.7 The Applicant's 'Vision' for the Site is that it becomes an inclusive place that works for all:

"A place that integrates and connects the communities of Finchley Road and West Hampstead. A new neighbourhood that reflects Camden's unique culture and provides something for everyone – a mix of homes where people can stay and grow; jobs and local opportunities; shops, restaurants, leisure and community facilities; and new green public spaces to relax with friends and family"

The Proposed Development

1.8 This planning application is a hybrid application for the redevelopment of this key town centre site. Located in the heart of Finchley Town Centre, the Proposed Development creates a significant regeneration opportunity for the town centre - bringing in new residents, workers and visitors, while drastically improving the streetscape, public realm and physical environment. The Proposed Development will also improve linkages with West Hampstead town centre to the west of the Site.

1.9 The Proposed Development comprises a part full and part outline planning permission comprising the following:

"Detailed planning permission for Development Plots N3-E, N4, and N5 including demolition of existing above ground structures and associated works, and for residential development (Class C3) and commercial, business and service (Class E) uses in Development Plot N3-E, residential development (Class C3) and local community (Class F2) and commercial, business and service (Class E) uses in Development Plot N4, and residential development (Use Class C3) and commercial, business and service uses (Class E) uses in Development Plot N5 together with all landscaping, public realm, cycle parking and disabled car parking, highway works and infrastructure within and associated with those Development Plots."

Outline planning permission for Development Plots N1, N2, N3, N6, N7, S1 and S8 including the demolition of all existing structures and redevelopment to include residential development (Class C3) commercial, business and service uses (Class E), sui generis leisure uses (including cinema and drinking establishments) together with all landscaping, public realm, cycle parking and disabled car parking, highway works and infrastructure within and associated with those Development Plots."

1.10 This is a long-term project that will be delivered in phases. The development programme is expected to stretch over 10 to 15 years.

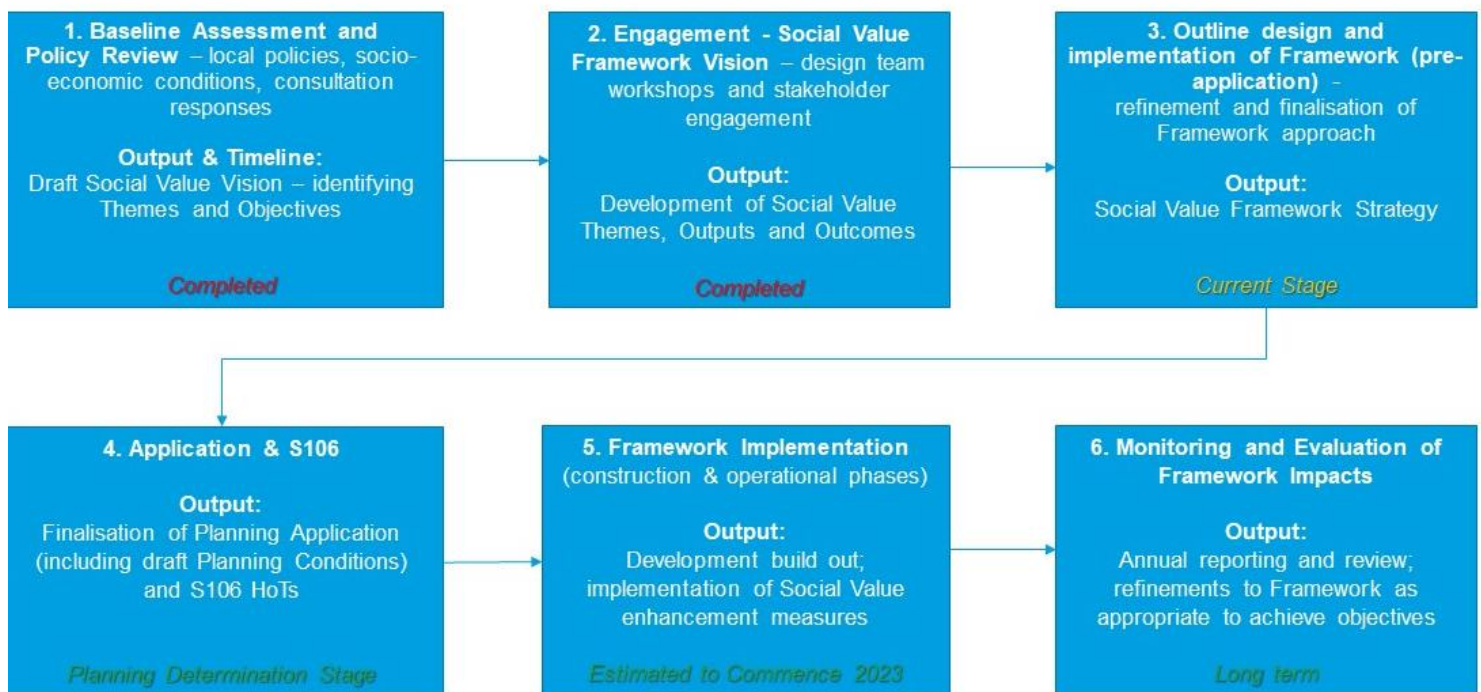
1.11 Given the length of the construction and build-out period, flexibility to respond to evolving local needs is central to this Framework. It will be necessary to deliver a development that benefits residents as the existing and new communities themselves also evolve and grow.

2 Approach & Methodology

Creating the Framework

- 2.1 A Social Value Framework establishes the principles of where and how a development can create social value. This sets the commitments and targets that can be measured and monitored as the project is implemented. However, this Framework will evolve as the development is delivered and occupied over the long term, allowing the framework to flexibly respond to changing to local priorities and the communities needs over time.
- 2.2 Identifying how and where a development can deliver social value is a multi-stage process (illustrated by Figure 1). Implementing the Framework required input from multiple parties and stakeholders. Measurement and monitoring of the outcomes from the Framework will occur over the long term.

Figure 1: Social Value Framework Process



- 2.3 The process to date has involved extensive consultation and engagement including with local residents, community and third sector organisations, and LBC.
- 2.4 Local priorities have been identified based on a range of data, policy, engagement and consultation. This has included: a review of datasets showing socio-economic indicators; a desk study on existing community services; sports facilities, open spaces, and other local leisure and cultural uses; and a comprehensive review of local policy priorities (Stage 1).

- 2.5 Specialists across the project team have been engaged in a cross-disciplinary approach to maximise the potential to deliver cross-cutting local benefits from the Proposed Development. This has informed the overarching vision set out at paragraph 1.7 above (Stage 2 of the approach).
- 2.6 Clear themes have emerged. These link and overlap with Camden 2025 vision for the borough (see next section for further detail on LBC's vision). The Framework has been structured around these six key areas:
- Inclusive community and economy
 - New Homes
 - Connected and accessible services
 - Health and wellbeing
 - Public realm and green space
 - Safety and security
- 2.7 The purpose of this Framework (Stage 3 of the approach) is to clearly set out the Applicant's commitments to the key areas that can and will be able to influence and maximise benefits to the community, the economy, and the physical environment which will help to deliver social value. This covers how it is designed, constructed and occupied/ managed. These commitments have been developed alongside the masterplan through consultation and engagement across the project team and LBC.

Camden 2025

- 2.8 The Social Value Framework, and the commitments that underpin it, have also been established in response to LBC's Camden 2025. This document sets out the Council's vision for the borough – to achieve a safe, fair, creative and active community.
- 2.9 The objectives set out in Camden 2025 are shared by a whole range of stakeholders including Camden's residents, workers, businesses and students. These objectives are organised into five Calls to Action. Each with a clear purpose and set of targets.
- Call to Action 1: Everyone in Camden should have a place they call home
 - Call to Action 2: Growth in Camden should be strong and inclusive – everyone should be able to access the work that is right for them
 - Call to Action 3: Camden should be safe, strong and open, and everyone should be able to contribute to their community
 - Call to Action 4: Camden should be a clean, vibrant, sustainable place
 - Call to Action 5: Everyone in Camden should be able to live a healthy, independent life.
- 2.10 The Applicant's investment into Finchley Town Centre and their long-term commitments will respond to each of these Calls to Action in a number of ways.

2.11 The six themes that unpin the Social Value Framework overlap with the Camden 2025 Actions. How each of these interact is illustrated in the matrix provided in Appendix 1.

Measurement and Monitoring

2.12 Following the submission of the planning application a methodology of measuring each of the commitments set out within this Social Value Framework will be established.

2.13 As outlined above, a set of themes has emerged for the Proposed Development which overlap with LBC's Camden 2025 objectives. The National TOMs Measurement Framework (themes, outcomes, measures) is a method of measuring and reporting social values to a consistent standard. These TOMs have been considered in relation to the six themes within this Framework. The matrix set out in Appendix 1 illustrates where the National TOMs relate to each of these themes and LBCs Camden 2025 Actions.

2.14 Measurement will enable long term monitoring of the progress of the Framework and inform decisions as to whether any processes or targets may need to change and evolved in order to better suit local priorities and changing needs.

2.15 LBC will be consulted on a process for reporting against this Framework in due course. These results may also be used internally by the Applicant to inform their long-term commercial and operational strategy – feeding into their own corporate commitment to deliver of social value across their portfolio.

2.16 Specifically, the Applicant has committed to an ambition to create £25 million of social value by 2025 through four of their established programmes:

- Employment – Supporting people facing significant barriers will the skills and experiences to find sustainable work
- Volunteering – Empowering people and partners to create positive impact and by using their skills and expertise
- Charity Partnership – Working with communities to address and raise awareness of importance societal issues
- Education – Inspiring young people from diverse socio-economic backgrounds about careers in the industry

2.17 However, as a major landowner, developer and landlord, the Applicant's scope to have a positive influence in the places and communities where they operate will go far beyond this initial social value target for 2025.

2.18 The assumed development programme for the proposed development will be phased over a 10 to 15 year period commencing in 2023 (subject to planning). Therefore, this Social Value Framework, and how it is measured and monitored will change and evolve over time. However, the broad themes and commitments have been established and form the backbone of this process going forward.

2.19 Suggestions for various metrics that could be measured and monitored have been included under each theme in the following sections. These have also been informed by the National TOMs.

3 Inclusive community and economy



- 3.1 Camden 2025 sets out an ambition that “growth in Camden should be strong and inclusive – everyone should be able to access the work that is right for them”. Local policies focus on the need for access to jobs for local people, including young people and those who are long-term unemployed. This is expected to support broader objectives to retain mixed communities in Camden, and support connection, inclusivity and community.
- 3.2 Socio-economic indicators show the mixed composition of Camden’s existing communities. While a higher proportion of highly-qualified, high-earning residents live in Camden than across London as a whole, there is also a significant proportion of residents on low incomes, in in-work poverty, and experiencing long-term sickness.
- 3.3 Local communities are also diverse in terms of nationality and ethnicity. In 15% of households no one over 16 has English as a main language, 42% of all Camden residents were born outside the UK. Camden’s residential population is ethnically diverse.
- 3.4 Camden’s socio-economic diversity is one of its key strengths, as set out in local policy, and which policy seeks to protect.
- 3.5 The Proposed Development will support these policy objectives and create social value through inclusive communities and economic development by:
- Generating an average of 300 FTE construction jobs per year over the c.15-year construction period. This equates to 4,560 person years’ worth of labour.
 - Provide over 16,000 sqm of non-residential floorspace, including flexible affordable workspaces, retail, food and drink, leisure, office and maker spaces providing a broad range of employment opportunities.
 - Deliver up to c.760 FTE jobs in the completed development within the commercial uses. Additional employment would be created through the wider uses, including estate management and jobs within the residential uses – these include management, maintenance, cleaners etc
 - The Applicant is committed to maximising the local benefit from the employment, skills and procurement opportunities arising from the Proposed Development. An Employment, Skills and Supply Plan has been prepared which outlines the various activities and commitments. As a broad summary this includes:
 - The Applicant is committed to continuing to engage with local businesses, LBC jobs brokerage services and third sector organisations including The Winch, to ensure job opportunities during both construction and in the end-uses are made available to local people first, providing extra support where needed to support this objective.
 - The Applicant is committed to continuing to engage in outreach work with local schools and other volunteering activities, including existing relationships with Young Camden Foundation, The Winch, and Resurgo.
 - It is estimated that the development will generate over £29 million in household spending in the local economy which will directly benefit local businesses and their employees.

- Business rates generated by the new commercial floorspace will be an additional long term revenue source for LBC to spend on local priorities.
- The Applicant will commit to paying the London Living Wage to all directly employed workers.

Suggested measurement metrics

- 3.6 Employment and economic opportunities are a significant factor in delivering social value at the individual level. The value of a job to a person is significantly higher than the value of their income. Secure and sustainable employment is vital for an individual's ability to maintain a healthy secure lifestyle, support a family, access housing, and have a sense of purpose and stake in society as a whole. Increasing economic activity and reducing unemployment also has a significant value to the economy as a whole through increasing GVA, contributing to income tax and National Insurance and reducing cost to the public purse.
- 3.7 The Proposed Development will deliver social value through the creation of employment and opportunities for local businesses through the construction and end uses. This social value will be increased through the Applicant's commitments to working with LBC, local businesses and stakeholders to maximise these benefits at a local level.
- 3.8 The measurement methods under this theme could include:
- Monitoring the labour profile during construction phase (as far is legally and reasonably possible/ practical to do so). Particularly the number of available vacancies onsite, local take up of jobs (% of LBC residents), number of apprentices (measured in weeks – acknowledging that apprentices may move from site to site in line with their training requirements), and number of previously unemployed workers.
 - Monitoring supply chain/ procurement during construction (measured in % of contracts with the supply chain on which Social Value commitments, measurement and monitoring are required).
 - Monitoring education and training engagement levels including: work experience/ placements (number of weeks), engagement with local schools (number of hours), training opportunities directly supported/ offered by the Applicant.
 - Post occupancy employee surveys of commercial tenants. Particularly the number of employees (no. FTEs) recruited from locally and those moving into employment from economic inactive roles (eg long-term unemployed, not in employment, education or training (NEET), and rehabilitating employees).
 - Unemployment rates locally benchmarked over time.

4 Connected and Accessible Services



- 4.1 Camden 2025 sets out an ambition that “Camden should be safe, strong and open, and everyone should be able to contribute to their community” and that “Camden should be a clean, vibrant and sustainable place.
- 4.2 The existing O2 Centre site has a high degree of severance from existing uses, with railway lines to the north and south, and Finchley Road and West Hampstead High Streets creating severance at the borders to the east and west. The large car park, big box retail uses, car showrooms and builders’ merchant on the Site sum to an unattractive environment and underutilised link between the two town centres to the east and west, Finchley Road and West Hampstead respectively.
- 4.3 Creating well-connected and accessible services delivers social value by ensuring the people are able to make the most efficient and safe use of the built environment. Well-connected places that support active travel and use of public transport have a value by reducing carbon emission and promote healthier lifestyles. Creating an environment where people feel safe, and delivering services in locations such as town centres has a value by supporting community cohesion, encouraging people to engage with public services, reduces risk of loneliness/ isolation etc.
- 4.4 The Proposed Development will create social value by delivering new services and increased connectivity between existing service centres at Finchley Road and West Hampstead. Specific actions and commitments include:
- A transformation of the existing site, delivering a mix of residential, town centre, leisure, food and drink and workspaces that deliver a vibrant and animated new community in turn supporting the success of existing town centres to the east (Finchley Road) and west (West Hampstead).
 - Creation of a new high quality east west route.
 - Increased footfall and improved streetscape will improve the attractiveness of the area to residents, workers and visitors. This support additional spending in local businesses and use of local services.
 - Provision of new services supporting the community – these could include a new health centre, community floorspace and creche.
 - Improved transport accessibility by sustainable means including cycling and walking.
 - A high-quality new community hub providing potential for a range of community events on the Site.
 - The Applicant will commit to act as steward for the Site including its services in the long term, secured through the Estate Management Plan and Community Charter submitted with the Application.
 - Free wifi across the Site supporting easy and efficient public use of the Proposed Development.

Suggested measurement metrics

- 4.5 Safe, strong, open and connected neighbourhoods will deliver social value in supporting everyone in contributing to their community creating inclusive places. A sense of community is of high value attracting people to live, work and enjoy as well as being invested in the future of the Proposed Development.
- 4.6 The suggested measurement metrics under this theme are largely qualitative with some measurement methods for consideration under this theme outlined below:
- Qualitative assessment of public realm improvements (including quantum of new public realm and net increase compared to baseline).
 - Travel Plans for commercial and residential tenants to monitor the public transport use and active travel of workers and residents and number of businesses offering corporate travel schemes available to employees subsidising public transport or cycling.
 - Footfall and travel patterns between West Hampstead and Finchley Road – including creation of a new east west route.
 - Donations or in-kind contributions to local community projects.
 - Delivery of community uses (% mix and quantum of floorspace) and improvements to accessibility via spatial analysis.
 - Initiatives to support older, disabled and vulnerable people to build stronger community networks (e.g. befriending schemes, digital inclusion clubs).
 - Surveys of site users through the Estate Management Plan.

5 Public Realm and Green Space



- 5.1 Camden 2025 sets out an ambition that “Camden should be a clean, vibrant, sustainable place”. Good public spaces and green spaces creates social value through supporting community cohesion, increasing sense of safety, promoting active lifestyles, boosting physical and mental wellbeing, and creating pride in the place in a place – all of which increase community and individual’s life satisfaction.
- 5.2 The existing site and immediate surrounding area is highly urban in nature, and there is a very low level of publicly available open space available locally.
- 5.3 LBC’s most recent Open Space Study found West Hampstead ward (in which the site is located) is deficient in both access to and quantify of public parks. The GLA reports just 1.3% of the total area of West Hampstead ward comprises publicly accessible open space (and for neighbouring wards Belsize and Frognall and Fitzjohns the numbers are also very low at 0.3% and 2.5%) – compared to 19.1% across Camden as a whole and 18.8% across all of London.
- 5.4 Local Planning policies, including the Fortune Green and West Hampstead Neighbourhood Plan, support provision of new open spaces that would benefit the existing communities as well as new residents, employees and visitors to the redeveloped site. Camden 2025 sets an objective to provide exciting, welcoming and safe parks and open spaces.
- 5.5 The priority to provide open spaces locally is only likely to increase in the context of growing rates of home working precipitated by, and expected to continue after, the Covid-19 pandemic. The value communities place upon their local open spaces has also increased during this time.
- 5.6 The Proposed Development will create social value by delivering new public and open space for residents and visitors. The Applicant’s stewardship will ensure the management and quality of these spaces is maintained in the long term. Specific actions and commitments include:
- A minimum of 1.65 ha of parks, squares and playspace will be delivered on the Site and c. 50% of the total Site area will be delivered of public realm. This Site will include a range of landscaped public realm, playspaces, natural green spaces, and community gardens.
 - Design features within open spaces for public activities.
 - A public art strategy and public events programme – curation and delivery to be secured through the Estate Management Plan for the Site.
 - Phased delivery of open spaces to support linkages with the wider area.
 - Estate Management Plan will set out how the open spaces will be managed and maintained.

Suggested measurement metrics

- 5.7 Good quality public realm and open space will deliver social value through improving the attractiveness and usability of the Proposed Development. Safe, attractive spaces will encourage people to visit and spend time here. This supports a vibrant and successful town centre and improves community cohesion. Increasing pride in a place, increases people's personal investment in the place. Which encourages positive behaviours that reinforce the overall social value created. In summary delivering good quality open spaces benefits both business and residents/ visitors. Open space provision supports more active lifestyles therefore creating a healthier community.
- 5.8 The social value created by these new open spaces will be increased through The Applicant's commitments to the long-term stewardship of the Proposed Development.
- 5.9 The measurement methods under this theme could consider:
- Monitoring the delivery of public realm/ open space as the Proposed Development is phased ensuring sufficient provision is delivery alongside new homes and commercial space as appropriate.
 - Residents' surveys to measure satisfaction, use of public spaces and increased levels of activity.
 - Visitor surveys to measure dwell time and associated additional spending.

6 New Homes



- 6.1 Camden 2025 sets out an ambition that “everyone in Camden should have a place they call home”.
- 6.2 There is an urgent need for new homes in Camden, including affordable homes. There are currently 6,360 households on LBC’s housing list, and the borough has a 10-year London Plan housing target to deliver 10,380 new homes by 2031. The overall housing provision will deliver 17% of this total target. In terms of affordable housing, delivering 35% affordable housing will contribute to meeting 10% of the housing waitlist.
- 6.3 Camden’s Local Plan policies highlight the need for new homes to be the right type, size and tenure mix to retain the borough’s socially mixed, integrated communities in “good homes where people can afford to live”.
- 6.4 Socio-economic indicators show there has been a decline in young people (25-49s) in recent years, which is likely to have been driven by the unaffordability of housing and wider demographic trends, namely the growth in older people driven by longer life expectancy.
- 6.5 The “squeezed middle” – on incomes that leave them priced out of market housing, but ineligible for social rented homes. The squeezed middle are most commonly younger households. Last year LBC saw net out-migration of all age groups apart from 15-24s (likely to be students).
- 6.6 There has been a rapid growth of the private rented sector in Camden, but this has brought challenges, as set out in Camden’s review of the sector. There is a lack of managed provision of rented homes that can enable more settled communities and secure higher quality homes and more secure tenancies.
- 6.7 The Proposed Development can address some of these issues and create social value by:
 - Delivering around 1,800 new high-quality homes including:
 - 608 built-to-rent homes within the Detailed Proposals (188 of which would be affordable tenures including 104 Low Cost Rent and 84 Intermediate Rent)
 - 1,188 homes within the Outline Proposals (illustrative mix) – tenure and mix would be determined through Reserved Matters Applications (RMAs). The Applicant has committed to a minimum of 35% affordable housing (split 60:40 Low Cost Rent and Intermediate Rent).
 - The Applicant is committed to the long-term stewardship of the site and as landlord for the new homes. This could include a specific resident advisory group. Any registered providers of the affordable housing would be expected to sign up to this Framework. It is committed to supporting a high-quality new community with security of tenure for residents as well as opportunities to move within the development as individual circumstances changes. This is expected to support long term stability of the community on the site.
 - Community access to services and open spaces – including wrap around services – induction and welcome packs and links to community activities and economic opportunities

- Community Development and Management programme to support the development of community on site.
- Partnership work with Registered Providers to provide homes and support for residents.

Suggested measurement metrics

6.8 Housing delivery drives social value by improving access to good quality, well designed, safe homes for the community. Meeting LBC's housing need through provision of homes across a range of tenures, types, sizes and levels of affordability supports the whole community.

6.9 The measurement methods under this theme could consider:

- Delivery against LBC's housing targets as set by the GLA and LBC.
- Assessment of affordable housing provision against LBC's housing waiting list.
- Measurement of the affordability of housing locally through analysis of average house price to income ratio trends compared to London average.
- Resident satisfaction and community cohesion could be measured through post occupation surveys and engagement with resident/ tenant and housing associations.

7 Health and Wellbeing



- 7.1 Camden 2025 sets out an ambition that “everyone in Camden should be able to live a healthy, independent life”.
- 7.2 LBC policy on health is focused on the potential to support good health and reduce health inequality. Emphasising the importance of being able to eat well, be active, risks associated with isolation of lack of community, having access to community services and the ability to live independently.
- 7.3 On average the local area has good health outcomes, but there are a significant minority with long term health problems, including related to mental health. Within West Hampstead ward 13% of residents’ daily activities are limited by health problems or disability, compared to 14% across Camden and the same proportion – 14% – across London. Desk research has found good provision of primary health facilities locally (quantitatively) and all GP practices local to the site are accepting new patients.
- 7.4 The health and wellbeing of individual people and whole communities is affected by both biological and environmental factors. Biological factors, such as genes, are largely inherent and are difficult to affect. However environmental factors can be influenced by government policy, society and community action to reduce the burden of ill-health improve health and wellbeing outcomes. These environmental factors are recognised in policy and research as “the wider determinants of health”. These include:
- General socio-economic, cultural and environmental conditions
 - Living and working conditions
 - Social and community influences; and
 - Individual lifestyle factors.
- 7.5 Planning and development can influence all of these wider determinants of health to varying degrees. Good health is a policy aspiration in itself but the social value attached to health and wellbeing includes the spin off effects that a healthy individual or community has – these include mobility, confidence, independence, ability to work or attend education, ability to take part in sport, recreation, cultural and community events.
- 7.6 Preventing poor health has a direct value in reducing the burden on the healthcare, welfare and social care systems, but promoting good health has an increased value by boosting the positive value attached to maintaining a productive, happy and independent life.
- 7.7 The Proposed Development will create social value by ensuring the potential health and wellbeing impacts associated with the construction, design and end uses are carefully considered. Any potential negative effects will be mitigated appropriately to reduce or remove any impact, and where positive health outcomes are possible, these will be maximised.
- 7.8 A Health Impact Assessment has formed part of the planning application. This considered how the Proposed Development may influence health within respect to the following aspects of the project (many of which overlap with the themes set out within this Social Value Framework):

- Housing quality and design;
- Access to healthcare services and other social infrastructure;
- Access to open space and nature;
- Air quality, noise and neighbourhood amenity;
- Accessibility and active travel;
- Crime reduction and community safety;
- Access to healthy food;
- Access to work and training;
- Social cohesion and inclusive design;
- Minimising the use of resources; and
- Climate change.

7.9 Key features that are integral to the scheme and specific actions and commitments include:

- A reduction in car trips and increase in sustainable transport modes (physical health benefits of active travel, reduced air quality impacts, noise and carbon use).
- Potential for a new health centre on the Site, delivered in partnership with the NHS.
- Design that promotes footfall, natural surveillance, and integration of active uses – and spaces that feels, and are, safe and well used.
- Biodiversity net gain, which has a range of associated benefits that positively influence health and wellbeing, including contributing toward addressing climate change factors.
- Community gardens provide outdoors space for social interaction and tranquil spaces for quiet reflection etc all of which positively contribute towards residents' wellbeing.
- Space for physical activity will be included within the open spaces.
- An all-electric energy strategy and tree planning strategy will have positive impacts upon air quality.
- Supporting and encouraging active travel has a positive impact upon physical and mental health.

Suggested measurement metrics

7.10 Quantitatively measuring health and wellbeing is not possible, specifically in respect to what can be attributed to an individual development given the complex and interlinking factors that influence our health. Qualitative measurements can be included to gauge an overall level of success and to identify areas where improvements can be made in the long term.

7.11 The measurement methods under this theme could consider:

- Monitoring progress on engagement with NHS on potential new surgery.

- Resident surveys to measure self-identified health and wellbeing reporting measured against baseline. This could also include aspects that cover perception of community formation, sense of security and belonging, ability to access the services needed etc.
- Measuring reduction in car use and increased public/ active transport in terms of reduced carbon and improved air quality.

8 Safety & Security



- 8.1 Camden 2025 sets out an ambition that “Camden should be safe, strong and open, and that everyone should be able to contribute to their community”. LBC policy emphasises that no one should experience isolation, exclusion, harassment or violence due to disadvantage or prejudice.
- 8.2 The existing site has underutilised space, is car dominated, has low footfall in parts of the site, and a lack of legible and attractive pedestrian routes. Community consultation has flagged concerns from residents about safety in the area. This is a key priority for local residents.
- 8.3 Safety and Security overlaps with some of the other themes set out within the Framework. Through good design and management, the Proposed Development has the ability to influence people’s experience of this place in terms of real and perceived sense of safety.
- 8.4 Experience of crime and fear of crime has a huge impact on people sense of security and how they identify with a place. Areas which suffer from higher incidences of crime tend to detract people from using public spaces. This can then lead to increased levels of anti-social behaviour as natural surveillance reduces further.
- 8.5 Experiencing crime can have significant impact upon an individual’s physical and mental health. This has associated costs, both at the individual level and at a wider social level.
- 8.6 When residents feel unsafe they will modify their behaviour to increase their sense of security. This occurs at different scales, from taking a different, probably longer, route to avoiding leaving the house at certain times of the day or in extreme cases at all. This caused issues such increase journey times (inefficient use of public spaces), reducing ability to access the services needed/ employment/ social interaction etc., and can cause some people to withdraw from their community entirely.
- 8.7 Youth crime can have a long-term detrimental impact upon individuals’ lives. Where people get involved in criminal activity from a young age, this can impact upon their levels educational attainment which has longer term impacts upon their economic activity. In addition, there can be a correlation between crime and other negative lifestyle behaviours such as drug and alcohol use.
- 8.8 Creating places that are safe and secure, that can deter crime and promote positive community cohesion delivers social value in a multitude of ways. Both increasing social value in a positive way and avoiding negative costs associated with anti-social behaviour.
- 8.9 The Proposed Development will create social value regenerating this Site, creating new spaces and safer route connecting these two town centres. Specific actions and commitments include:
 - A masterplan based on the key principles of the London Plan, Crime Prevention Through Environmental Design (CPTED) and the Police Service’s Secured by Design initiative. Key features include:

- Increased footfall – mix of uses will also result in footfall and natural surveillance across the day and week compared to existing uses.
- Well lit, monitored, non-threatening public spaces
- The Applicant’s stewardship also ensures the management of the public spaces can be monitored in the long term. This will also enable residents to be able to raise concerns.

Suggested measurement metrics

8.10 Measuring the social value associated with the improved safety and security will be largely qualitative for reasons similar to health and wellbeing as outlined above.

8.11 The measurement methods under this theme could consider:

- Reported crime statistics can be monitored over time to measure changes in crime levels and types of crime.
- Self-reported sense of security through post occupancy residents’ surveys.

Appendix 1: Social Value Matrix

Appendix 1a: Camden 2025 Vision

LBC 2025 Vision
(outlined in Tab 1.)

Relevant National TOMs
(outlined in Tab 2.)

note that some are repeated

Overarching Theme

Jobs

Growth

Social

Environment

Innovation

Call to Action 1: Everyone in Camden should have a place they call home.	Call to Action 2: Growth in Camden should be strong and inclusive – everyone should be able to access the work that is right for them.	Call to Action 3: Camden should be safe, strong and open, and everyone should be able to contribute to their community.	Call to Action 4: Camden should be a clean, vibrant, sustainable place.	Call to Action 5: Everyone in Camden should be able to live a healthy, independent life.
Social: Healthier, Safer and more Resilient Communities: Vulnerable people are helped to live independently (NT27)	Jobs: Promote Local Skills and Employment: More local people in employment (NT1; NT1a; NT1b; NT1c; NT2)	Social: Healthier, Safer and more Resilient Communities: More working with the Community (NT28; NT29)	Environment: Decarbonising and Safeguarding our World: Carbon emissions are reduced (NT31; NT31.1; NT31.2; NT31.3; NT44; NT45)	Social: Healthier, Safer and more Resilient Communities: Creating a healthier community (NT26)
Innovation: Promoting Social Innovation: Social innovation to enable healthier safer and more resilient communities (NT52)	Jobs: Promote Local Skills and Employment: More opportunities for disadvantaged people (NT3; NT4; NT5; NT6; NT7)	Innovation: Promoting Social Innovation: Social innovation to enable healthier safer and more resilient communities (NT52)	Environment: Decarbonising and Safeguarding our World: Air pollution is reduced (NT46)	Social: Healthier, Safer and more Resilient Communities: Vulnerable people are helped to live independently (NT27)
	Jobs: Promote Local Skills and Employment: Improved Skills (NT8; NT9; NT10) Jobs: Promote Local Skills and Employment: Improved employability of young people (NT11; NT12; NT13)	Jobs: Promote Local Skills and Employment: More local people in employment (NT1; NT1a; NT1b; NT1c; NT2) Jobs: Promote Local Skills and Employment: More opportunities for disadvantaged people (NT3; NT4; NT5; NT6; NT7)	Environment: Decarbonising and Safeguarding our World: Sustainable Procurement is prompted (NT35; NT48; NT49)	Growth: Supporting Growth of Responsibility Regional Business: Improving staff wellbeing and mental health (NT20; NT39; NT21)
	Growth: Supporting Growth of Responsibility Regional Business: More opportunities for local MSMEs and VCSEs (NT14; NT15; NT16; NT17; NT18; NT18a; NT19)	Jobs: Promote Local Skills and Employment: Improved Skills (NT8; NT9; NT10)	Innovation: Promoting Social Innovation: Social innovation to support responsible business (NT51)	
	Growth: Supporting Growth of Responsibility Regional Business: Improving staff wellbeing and mental health (NT20; NT39; NT21)	Jobs: Promote Local Skills and Employment: Improved employability of young people (NT11; NT12; NT13)	Innovation: Promoting Social Innovation: Social innovation to enable healthier safer and more resilient communities (NT52) Innovation: Promoting Social Innovation: Social innovation to safeguard the environment and respond to the climate emergency (NT53)	
	Growth: Supporting Growth of Responsibility Regional Business: Reducing inequalities (NT40; NT41; NT42) Growth: Supporting Growth of Responsibility Regional Business: Ethical Procurement is promoted (NT22; NT43)			
	Growth: Supporting Growth of Responsibility Regional Business: Social Value embedding in the supply chain (NT23)			
	Innovation: Promoting Social Innovation: Social innovation to create local skills and employment (NT50)			

Appendix 1b: LBC Themes

LBC Theme	Details of LBC Theme
Homes	<p>Everyone in Camden should have a place they call home.</p> <p>Whether renting or buying, homes should be affordable and secure</p> <p>Homes should be safe, warm and free from damp</p> <p>Homes should be accessible and flexible to meet people’s needs, whether that is someone growing older or a growing family</p> <p>Nobody should be sleeping on the streets.</p>
Growth	<p>Growth in Camden should be strong and inclusive – everyone should be able to access the work that is right for them.</p> <p>Jobs in Camden should pay what people need to live in the borough – to meet the costs of living, allow people to save for emergencies and plan for the future</p> <p>People’s jobs should be flexible enough to support their wider commitments, whether that is caring for and supporting a family, learning and training, or contributing to their communities</p> <p>Jobs should recognise and nurture the talents and skills of each individual, and give people a path to development and progression</p> <p>People should expect to learn for as long as they work</p> <p>People should be paid the same for the same work</p> <p>We need to make Camden the best place in London to do business, with the infrastructure that business needs to grow</p> <p>Businesses and their employees should be part of our community and contribute to our vision for Camden in 2025.</p>
Safe, Strong and Open	<p>Camden should be safe, strong and open, and everyone should be able to contribute to their community.</p> <p>No one in Camden should experience isolation, exclusion, harassment or violence as a result of disadvantage or prejudice</p> <p>Our community spaces, whether children’s and community centres, libraries, play streets or parks, should encourage interaction and engagement between neighbours, and people with different experiences and backgrounds</p> <p>Domestic violence and abuse should have no place in Camden</p> <p>People should be able to contribute to their communities in a range of ways and strongly shape the way public services are delivered – opportunities to do this should be flexible and responsive to individual expertise and interests</p> <p>Camden’s voluntary and community sector will be resilient and responsive to resident need, working with a range of partners to deliver innovative programmes that work closely with people to improve their lives</p> <p>Children should be given the best start in life, with the opportunity to develop all their capabilities.</p>
Clean, Vibrant and Sustainable	<p>Camden should be a clean, vibrant, sustainable place.</p> <p>No one in Camden should experience poor health as a result of the air they breathe</p> <p>Walking, cycling and public transport will be the best way to get around the borough</p> <p>Building and development in the borough should contribute to making Camden open, accessible and attractive for everyone</p> <p>We will be the most sustainable borough in London, recycling more of our waste, and working with businesses to reduce the use of packaging and plastic</p> <p>Our parks and open spaces will be exciting, welcoming and safe, providing places for people to be physically active, and families and communities to gather.</p>
Healthy and Independent Lives	<p>Everyone in Camden should be able to live a healthy, independent life.</p> <p>Everyone should know how to take charge of their own health and wellbeing, and be encouraged and supported to keep active, eat well and stay healthy</p> <p>Everyone should be able to access the services they need to keep themselves well</p> <p>No one should experience discrimination or be made to feel ashamed or isolated because of a mental health problem</p> <p>No one should be lonely or isolated – everyone should feel connected to their community and able to ask for help and support when they need it</p> <p>Older and disabled people should be able to live independently for as long as possible.</p>

Source: <https://www3.camden.gov.uk/2025/wp-content/uploads/2018/07/Camden-2025.pdf>

Appendix 1c: National TOMs

REF	QUESTION	UNITS	VALUE/MULTIPLIER
Jobs: Promote Local Skills and Employment: More local people in employment			
NT1	No. of local direct employees (FTE) hired or retained (for re-tendered contracts) on contract for one year or the whole duration of the contract, whichever is shorter	no. people FTE	Localised by Project
NT1a	No. of local direct employees (FTE) which are TUPE transfers retained on contract for one year or the whole duration of the contract, whichever is shorter (re-tendered contracts only - to be used at Measurement)	no. people FTE	Localised by Project
NT1b	No. of residents (FTE) from the listed sub-localities employed directly or through the supply chain as a result of your procurement requirements on the contract for one year or the whole duration of the contract, whichever is shorter (see sub-localities listed in 'LISTNT1b')	no. people FTE	Localised by Project
NT1c	No. of local people (FTE) on contract for one year or the whole duration of the contract, whichever is shorter, employed through the supply chain as a result of your procurement requirements	no. people FTE	Localised by Project
NT2	Percentage of local employees (FTE) on contract	%	£0.000
Jobs: Promote Local Skills and Employment: More opportunities for disadvantaged people			
NT3	No. of employees (FTE) hired on the contract who are long term unemployed (unemployed for a year or longer) as a result of a recruitment programme	no. people FTE	£ 20,481.00
NT4	No. of employees (FTE) hired on the contract who are Not in Employment, Education, or Training (NEETs) as a result of a recruitment programme	no. people FTE	£ 14,782.00
NT5	No. of 18+ y.o. employees (FTE) hired on the contract who are rehabilitating or ex offenders as a result of a recruitment programme	no. people FTE	£ 24,527.00
NT6	No. of disabled employees (FTE) hired on the contract as a result of a recruitment programme	no. people FTE	£ 16,420.00
NT7	No. of hours of support into work provided to over 24 y.o. unemployed people through career mentoring, including mock interviews, CV advice, and careers guidance	no. hrs (totalsessionduration)*n	£ 105.50
Jobs: Promote Local Skills and Employment: Improved Skills			
NT8	No. of staff hours spent on local school and college visits e.g. delivering career talks, curriculum support, literacy support, safety talks (including preparation time)	no. staff hours	£ 16.09
NT9	No. of weeks of training opportunities on the contract (BTEC, City & Guilds, NVQ, HNC) that have either been completed during the year, or that will be supported by the organisation until completion in the following years - Level 2,3, or 4+	no. weeks	£ 286.47
NT10	No. of weeks of apprenticeships on the contract that have either been completed during the year, or that will be supported by the organisation until completion in the following years - Level 2,3, or 4+	no. weeks	£ 224.07
Jobs: Promote Local Skills and Employment: Improved employability of young people			
NT11	No. of hours of support into work provided to under 24 y.o. (young people) unemployed people through career mentoring, including mock interviews, CV advice, and careers guidance	no. hrs (totalsessionduration)*n	£ 105.50
NT12	No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)	no. weeks	£ 168.72
NT13	Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships	no. weeks	£ 168.72
Growth: Supporting Growth of Responsibility Regional Business: More opportunities for local MSMEs and VCSEs			
NT14	Total amount (£) spent with VCSEs within your supply chain	£	£0.119
NT15	Provision of expert business advice to VCSEs and MSMEs (e.g. financial advice / legal advice / HR advice/HSE)	no. staff experthours	£101.860
NT16	Equipment or resources donated to VCSEs (£ equivalent value)	£	£1.000
NT17	Number of voluntary hours donated to support VCSEs (excludes expert business advice)	no. staffvolunteering hours	£16.090

NT18	Total amount (£) spent in LOCAL supply chain through the contract	£	Localised by Project	
NT18a	Total amount (£) spent through the contract in specified sub-localities (e.g. high deprivation areas) -please refer to list NT18a for the qualifying areas	£	Localised by Project	
NT19	Total amount (£) spent through contract with LOCAL micro, small and medium enterprises (MSMEs)	£	Localised by Project	
Growth: Supporting Growth of Responsibility Regional Business: Improving staff wellbeing and mental health				
NT20	No. of employees on the contract that have been provided access for at least 12 months to comprehensive and multidimensional wellbeing programmes	no. employees provided access	£	131.86
NT39	Mental Health campaigns for staff on the contract to create community of acceptance, remove stigma around mental health	£ invested including staff time	£	1.00
NT21	Equality, diversity and inclusion training provided both for staff and supply chain staff	no. hrs (total session duration)*n	£	101.86
Growth: Supporting Growth of Responsibility Regional Business: Reducing inequalities				
NT40	Number and type of initiatives to be put in place to reduce the gender pay gap for staff employed in relation to the contract (describe and document initiatives)	£ invested including staff time	£	1.00
NT41	Percentage of staff on contract that is paid at least the relevant Real Living wage as specified by Living Wage foundation	%	£	-
NT42	Percentage of contractors in the supply chain required (or supported if they are micro OR small business) to pay at least Real Living wage	%	£	-
Growth: Supporting Growth of Responsibility Regional Business: Ethical Procurement is promoted				
NT22	Percentage of your procurement contracts that include commitments to ethical employment practices in the local and global supply chain, including verification that there is zero tolerance of modern slavery, child labour and other relevant requirements such as elimination of false self-employment, unfair zero hours contracts and blacklists	%	£	-
NT43	Initiatives taken throughout the local and global supply chain to strengthen the identification, monitoring and reduction of risks of modern slavery and unethical work practices occurring in relation to the	£ invested including staff time	£	1.00
Growth: Supporting Growth of Responsibility Regional Business: Social Value embedding in the supply chain				
NT23	Percentage of contracts with the supply chain on which Social Value commitments, measurement and monitoring are required	%	£	-
Social: Healthier, Safer and more Resilient Communities: Creating a healthier community				
NT26	Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc.) or wellbeing initiatives in the community, including physical activities for adults and children	£ invested including staff time	£	1.00
Social: Healthier, Safer and more Resilient Communities: Vulnerable people are helped to live independently				
NT27	Initiatives to be taken to support older, disabled and vulnerable people to build stronger community networks (e.g. befriending schemes, digital inclusion clubs)	£ invested including staff time	£	1.00
Social: Healthier, Safer and more Resilient Communities: More working with the Community				
NT28	Donations or in-kind contributions to local community projects (£ & materials)	£ value	£	1.00
NT29	No. of hours volunteering time provided to support local community projects	no. staff volunteering hours	£	16.09
Environment: Decarbonising and Safeguarding our World: Carbon emissions are reduced				
NT31	Savings in CO2 emissions on contract achieved through de-carbonisation (i.e. a reduction of the carbon intensity of processes and operations, specify how these are to be achieved)	tCO2e	£	70.43
NT31.1	Please specify and evidence the baseline level of emissions used to measure savings/reductions against, and the baseline year (e.g. 100 tonnes of CO2e based on 2018 emission levels), see also Technical guidance for NT31.	Baseline CO2 emissions (Tonnes)	£	-
NT31.2	Please specify and evidence the target level of emissions on the project (as determined by the reduction commitments), see also Technical guidance for NT31.	Target emissions (tonnes of CO2e)	£	-
NT31.3	Please specify the net zero carbon target year (e.g. net zero carbon by 2030) as relevant at project or corporate level. Targets for reaching net zero carbon should be specified as a minimum to be in line with a net zero greenhouse gas emissions target of 2050. Please see technical guidance for NT31.	Target year for net zero carbon	£	-
NT44	Do you have a policy and programme to achieve net zero carbon, including monitoring plan with specific milestones?	Y/N	£	-

NT45	Carbon Certification (Carbon Trust Standard, Planet Mark or equivalent independently verified) -achieved or to achieve for current year	Y/N	£	-
Environment: Decarbonising and Safeguarding our World: Air pollution is reduced				
NT46	Corporate travel schemes available to employees on the contract (subsidised public transport, subsidised cycling schemes and storage, sustainable corporate transport such as electric bus from public station to corporate facilities)	Y/N	£	-
Environment: Decarbonising and Safeguarding our World: Sustainable Procurement is prompted				
NT35	Percentage of procurement contracts that include sustainable procurement commitments or other relevant requirements and certifications (e.g. to use local produce, reduce food waste, and keep resources in circulation longer.)	% of contracts	£	-
NT48	Supply Chain Carbon Certification (Carbon Trust Standard for Supply Chain or equivalent independently verified) - achieved or to achieve for current year	Y/N	£	-
NT49	Requirements or support (for Micro or Small enterprises) for suppliers to demonstrate climate change and carbon reduction training for all staff - e.g. SDGs Academy courses (NTs) or (e.g. RE) Supply Chain Sustainability School bronze or higher or equivalent	no. hrs (totalsessionduration)*n	£	101.86
Innovation: Promoting Social Innovation: Social innovation to create local skills and employment				
NT50	Innovative measures to promote local skills and employment to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	£ invested inc. time, materials, €	£	1.00
Innovation: Promoting Social Innovation: Social innovation to support responsible business				
NT51	Innovative measures to promote and support responsible business to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	£ invested inc. time, materials, €	£	1.00
Innovation: Promoting Social Innovation: Social innovation to enable healthier safer and more resilient communities				
NT52	Innovative measures to enable healthier, safer and more resilient communities to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	£ invested inc. time, materials, €	£	1.00
Innovation: Promoting Social Innovation: Social innovation to safeguard the environment and respond to the climate emergency				
NT53	Innovative measures to safeguard the environment and respond to the climate emergency to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	£ invested inc. time, materials, €	£	1.00