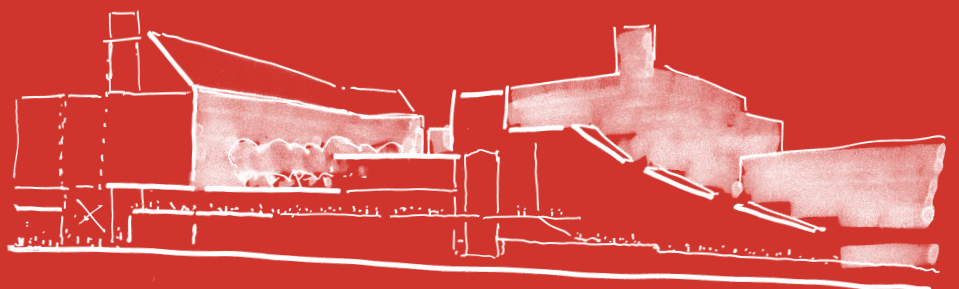


**The British Library Extension**  
January 2022

# Social Value Framework





# ARUP

Stanhope - Mitsui - British Library

## Social Value

### A Social Value Framework for the British Library Extension – Summary Report

November 2021



Artist's impression of the British Library Extension © SMBL

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## Executive Summary

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The British Library (BL) is a national knowledge and research institution with far-reaching benefits for education, commerce and tourism. It also sits at the heart of a diverse community—actively engaging Somers Town residents and working with wider Knowledge Quarter businesses and institutions, representing some of London’s more innovative science and research organisations.

Now, a once-in-a-generation transformation is being planned to extend the BL’s site in London to make it the most open, creative and innovative institution of its kind anywhere in the world. The development provides a real opportunity to generate long-term social value in the local community and a lasting legacy for the people of Somers Town (ST) in Camden.

Arup’s Social Value team was appointed by BL’s developer partner, Stanhope Mitsui British Library Developments Ltd (SMBL), a joint venture between Stanhope plc and Mitsui Fudosan to identify, develop and quantify the social value that will be generated in the local area neighbouring the British Library Extension (BLE) project in Camden. The work has been undertaken during the design phase of the development in order to inform the application for planning permission in Autumn 2021.

Using the priority themes in the London Borough of Camden’s (LBC) Social Value Procurement Framework, which align to the Camden 2025 strategy, a framework of four priority themes and twenty outcomes has been developed for the BLE project. The framework captures the public benefit activities and initiatives that will help to deliver the social value outcomes during the construction and operational phases of the development. The proposed activities have been informed by an extensive programme of engagement with the local communities of ST, the Knowledge Quarter and wider Camden, as well as wider stakeholder engagement within the local authority, the Greater London Authority (GLA) and Transport for London (TfL) to ensure that they are based on a real understanding of local need.

The activities within the social value framework have been quantified where possible, based on forward forecasts of the incremental social value activity that will be enabled by the development. Using industry-recognised tools, financial proxies have then been applied to the quantified measures in order to generate a projected monetary social value for the BLE.

This has resulted in an estimate of incremental social value that could be generated in Somers Town and Camden by the BLE development of £27.2m over a period of 8 years, during construction and including the first 3 years of operation of the new commercial space.

Management and monitoring of social value will be key to realising the forecasted social value in the local area. The BLE Social Value Framework provides a baseline set of targets. SMBL is proposing to fund a ST Compact Manager who would coordinate a Social Value Steering Group and working with the library’s Community Engagement team would be key to driving the delivery, management and reporting of social value for the scheme.

# 1 Introduction

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Arup's Social Value team was appointed by Stanhope Mitsui British Library Developments Ltd (SMBL), a joint venture between Stanhope Plc and Mitsui Fudosan to define and quantify the social value that will be generated in the local area neighbouring the British Library Extension (BLE) project in Camden.

This report summarises the methodology and findings in relation to the projected Social Value that will be created as a result of this significant development.

## 2 Background

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The British Library (BL) is a national knowledge and research institution with far-reaching benefits for education, commerce and tourism. It also sits at the heart of a diverse community-actively engaging the Somers Town residents and the Knowledge Quarter businesses and institutions, representing some of London's more innovative science and research organisations.

Now, a once-in-a-generation transformation is being planned to extend the British Library's site in London to make it the most open, creative and innovative institution of its kind anywhere in the world.

The British Library Extension at the St Pancras campus is a unique opportunity to achieve a development of national and local significance. While expanding capacity for the BL nationally, the BLE will strengthen the BL's local impact by providing spaces to support local people and create local economic prosperity. The BLE will:

- Create **shared spaces** that are genuinely designed for all, supporting an environment for learning and participation
- Build on successful programmes for **community and school engagement**, to bring world-class facilities and expertise into the hands of local residents and businesses.
- Create space for a unique ecosystem of **science and research alongside business and commerce** to turn ideas into innovations.
- Provide a **new headquarters** for the Alan Turing Institute, the national centre for data science and artificial intelligence.

The BLE is a key mechanism to delivering social value benefits in Somers Town, Camden, London and beyond.

## 3 Social Value Context

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### 3.1 Social Value in the UK

The Public Services (Social Value) Act 2012 came into effect in January 2013, introducing a requirement for contracting authorities to consider how the economic, environmental and social well-being of the relevant area may be improved by what is being procured, and how, in conducting the procurement, they might act with a view to securing that improvement. Since then, focus on social value has increased significantly, most recently driven by an emphasis on the levelling up agenda, inequalities across regions and communities in the UK and the need for a fair and green recovery, post the Covid-19 pandemic.

In 2021, government guidance was strengthened further when Cabinet Office published a new Procurement Policy Note (PPN 0620) – "Taking Account of Social Value in the Award of Central Government Contracts". This launched a new model to deliver social value in relation to central government's commercial activities and mandating all central government departments and arms-length organisations to explicitly evaluate social value within the procurement of goods, services and works.

### 3.2 Definition of Social Value

Currently, a range of definitions of social value are used across the UK, often tailored to the sector, location or objectives of a particular project. The most commonly used in the built environment have been collated by the UKGBC in their recent report, Framework for Defining Social Value<sup>1</sup>. Arup’s definition aligns well to many of these, defining social value as, “the enduring and systemic change created within communities that leads to improved well-being and quality of life for individuals, and results in a more inclusive, equitable and just society”.

Within the built environment sector more generally, there is a growing school of thought<sup>2</sup> that in order to create lasting change and impact, social value should be considered throughout the project lifecycle, from business case and design through to planning, procurement and the operation of the asset.

Developments, such as the BLE have a real opportunity to create a lasting, positive legacy if they apply this approach.

## 4 Objectives of this work

The objectives of this commission were to develop a Social Value Framework for the BLE development in order to:

- Capture the social, environmental and local economic outcomes of the project
- Create a framework that could support the quantified assessment and management of social value during the planning, construction and operational phase of the project

## 5 Our Approach

### 5.1 Building on previous socio-economic impact studies

The development of the Social Value Framework is intended to build on earlier analysis undertaken in 2020 that resulted in the “BLE Social and Economic Impact” report.

A desktop Local Needs Analysis was undertaken to inform this earlier report, examining the local policy context and priorities, reviewing previous consultation and engagement findings and analysing open-source community data to understand the needs, opportunities and issues for the local community. This Local Needs Analysis also informed the development of the Social Value Framework.

The Economic Value and Knowledge Quarter Uses Statement report for BLE defined the immediate ‘local’ area in relation to the BLE as the neighbourhood of Somers Town, but also considered the wider area of the Knowledge Quarter and Camden as a whole within the assessment. The same approach has also been used in the development of the Social Value Framework, focusing on Somers Town as the local community but considering wider Camden benefits.

### 5.2 Methodology for the work

The over-arching methodology used in this work is illustrated in Figure 1. The detailed approach and conclusions at each of these stages is described in sections 6 - 8 below.

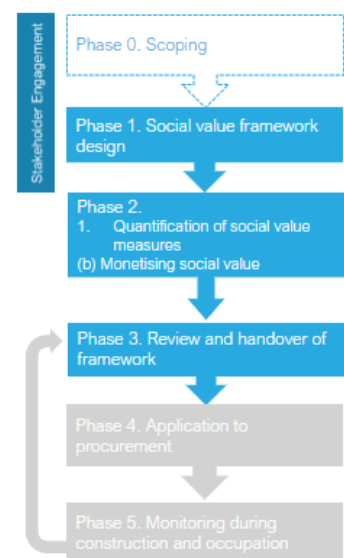


Figure 1: Methodology

<sup>1</sup> <https://www.ukgbc.org/wp-content/uploads/2021/02/Framework-for-Defining-Social-Value.pdf>

<sup>2</sup> <https://usefulprojects.co.uk/project/maximising-social-value-of-infrastructure/>

[https://ied.co.uk/insights/from\\_the\\_ground\\_up\\_improving\\_the\\_delivery\\_of\\_social\\_value\\_in\\_construction/](https://ied.co.uk/insights/from_the_ground_up_improving_the_delivery_of_social_value_in_construction/)

## 6 Designing the Social Value Framework for BLE

### 6.1 Social Value Themes and Outcomes:

The first stage of the process was to agree a set of priority themes and outcomes to shape and inform the framework. Using the BLE Social and Economic Impact Report as a starting point, a desktop review of themes and priorities in local policy was undertaken, comparing them to the objectives of the development and its delivery partners.

Camden 2025 is the overarching strategy informing the priorities and activities within the borough of Camden and has five key themes. Camden's Social Value Framework is aligned to this strategy and used by the authority's procurement team in the procurement of goods, services and work across the borough. It sets out 22 defined social value outcomes that are aligned to Camden's priorities and support the priority themes.

The BLE Social Value Framework adopted 4 themes and 20 outcomes from Camden 2025 in order to align social value creation and measurement in the BLE project to local priorities and need, as detailed below in Table 1.

**Table 1: Themes and Outcomes**

Theme	Outcome
SVT1: Strong growth and access to jobs	SVO01: More access to jobs for residents
	SVO02: People are paid well and have sufficient flexibility in their working arrangements
	SVO03: More opportunities and greater representation of disadvantaged residents
	SVO04: More opportunities for young people in the Borough
	SVO05: Healthy Workplaces
	SVO06: More opportunities and reduced barriers for Start-ups, SMEs and VCSEs within the Borough to ensure diverse supply chains
	SVO07: Safe & Secure Supply Chains
SVT2: Clean, vibrant and sustainable places	SVO08: Improved air quality to ensure that no one experiences poor health as a result of the air they breathe & increased uptake of walking, cycling and public transport to reduce congestion
	SVO09: Increased recycling and reduced waste
	SVO10: Better places to live
	SVO11: Sustainable procurement is promoted
	SVO12: Climate impacts are reduced
SVT3: Safe, strong and open communities	SVO13: Children are given a better start in life
	SVO14: Residents are engaged in service design
	SVO15: Crime is reduced
	SVO16: Businesses work with the community to tackle issues such as domestic violence, harassment, isolation and exclusion
	SVO17: Creating more interactive and inclusive community spaces (community centres, libraries, parks etc.)
SVT4: Healthy, independent lives	SVO18: A healthier, active borough
	SVO19: Reduced social isolation and increased number of elderly and vulnerable people supported to live independently
	SVO20: Increased access to health and support services, including mental health



### 6.2 Defining measures / indicators:

In order to quantify, measure, and monitor the social value outcomes that are expected to be generated by the development, a series of indicators or measures had to be agreed for each outcome. Industry recognised frameworks such as the National TOMS (Themes Outcomes Measures) Framework, HACT Social Value Calculator, and Ciria B£ST were assessed to identify appropriate indicators that could be applied. Where a standard measure was not available or appropriate, a local indicator was suggested. An example is given below in Table 2.

**Table 2: Example of measures applied in the framework**

Camden Social Value Theme	Outcome	BLE Public Benefit Activity	Assumptions	Social Value Measure	Commitment level (quantity)	Unit of Measure
SVT1: Strong growth and access to jobs	SVO04: More opportunities and reduced barriers for start-ups, SMEs and VCSEs to ensure diverse supply chains	Support and run ‘Meet the Buyer’ and capacity building workshops to support Camden SMEs to tender for contracts during operation.	Assume one per quarter during operation = 2 hours x 2 staff x 4= 16 hours pa * 3 years	Provision of expert business advice to VCSEs and MSMEs (e.g. financial advice / legal advice / HR advice/HSE)	48	No. staff expert hours

The resulting framework has drawn a significant range of measures from the National TOMS Framework. The use of the National TOMs Framework, including values and figures provided or accessed through the framework or calculator, is covered by the Creative Commons Attribution-Non-Commercial No Derivatives 4.0 International License.<sup>3</sup>

### 6.3 Mapping planned activities onto the framework

A programme of public benefit projects and activities has evolved throughout the design stage of the BLE development. This has been informed by:

- An ongoing programme of local community consultation and engagement in Somers Town and the Knowledge Quarter by BL and SMBL, including the Soundings and recent Commissioning Groups exercises
- Stakeholder engagement with representatives from a wide range of Local Authority departments and anchor organisations in Camden and with wider stakeholders from across London, such as Transport for London and the GLA.

The resulting public benefit activities and initiatives are detailed in the appendices to this report:

Appendix 1: The BLE Public Benefits summary which will be used to inform the planning and S106 processes.

Appendix 2: A Proposal for a Somers Town Compact which outlines the plan for a ST Compact to actively encourage future occupiers of the commercial space in the BLE to make a positive contribution to, and create a lasting legacy for Somers Town.

Jointly, these documents detail delivery across the whole project lifecycle from the wider benefits embedded in the community co-design of the proposed Learning Garden through to increased support for local start-up businesses and entrepreneurs in the Business and IP Centre once the building is complete. These agreed ‘public benefit’ activities and projects are reflected in the Social Value Framework and will ensure full alignment.

<sup>3</sup> Title: National TOMs Framework  
 Author: Social Value Portal Ltd  
 Source: socialvalueportal.com  
 License: Creative Commons Attribution-Non-Commercial-No Derivatives 4.0 International License

## 7 Quantification of Social Value

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### 7.1 Scale of each activity

Working with the partners involved in the project, BL and SMBL, the scale of each proposed activity and project was forecast and the timing of delivery was clarified, whether during construction and / or operation of the development. This was initially calculated on a per annum basis for the majority of the activities. The forecast enabled quantification of the social value measures within the framework.

### 7.2 Timescales for social value delivery:

It is proposed that the application for Planning Permission will be made in Autumn 2021. Subject to planning permission being granted, construction of the BLE is expected to commence in 2024 lasting for 5 years and the building is expected to be fully occupied in 2031 (with fit out of the new spaces taking place through 2030). On this basis, the following durations have been used in the BLE Social Value Framework to estimate and quantify the social value generated by the development:

- The construction period is assumed to be 5 years
- In terms of operation of the new BLE space, the first three years of full occupation have been considered

As a result, the BLE Social Value Framework considers an eight year period of the development, split across two periods: construction and operation.

## 8 Monetising the Framework

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For the social value measures that could be quantified, the value created in the local community can be calculated by applying a financial or monetary proxy (where an appropriate or meaningful one is available).

- Using the industry-recognised frameworks, principally the National TOMS Framework 2021 in this case, monetary proxies were applied to the BLE SV Framework.
- Applying the timescales for delivery described in section 7.2 above, enabled a forecast of monetary social value to be made for the BLE scheme.

The results of this approach are described in section 9 below.

Some measures were not quantifiable at this stage of the project with a reasonable degree of certainty and therefore, could not be monetised. However, the qualitative value of these activities is captured in the accompanying BLE Public Benefits document.

## 9 The social value generated by the BLE

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### 9.1 Overall social value

Applying the above process, the social value of the public benefits activities within the framework are summarised in Table 3:

**Table 3: Overall social value forecast**

Project Stage	Estimated Social Value Created
Construction	£11.0m
Operation*	£16.2m
<b>Total</b>	<b>£27.2m</b>

\* considers the first three years of operation as per section 7.2

## 9.2 Confidence levels within the framework

### 9.2.1 During construction:

During the construction period, the creation of social value relates to activities that will be delivered directly by the project partners SMBL and BL, as well as the construction supply chain partners. Social Value requirements will be built into the procurement of the supply chain for this project and so confidence levels related to delivery of the forecasted social value during this phase of the project is high.

As the procurement of the construction supply chain has not yet taken place, quantified commitments could not be made against every measure. However, during the development of the framework, potential Tier 1 contractors were engaged to sense check some of the assumptions.

### 9.2.2 During the operational phase:

The social value generated during the operational phase of the new building includes the potential value created by the occupiers of the new commercial space, guided and encouraged by the ST Compact. SMBL has committed to fund a ST Compact Manager for 8 years from the start of construction in order to develop a compelling ST Compact programme that is built around local needs and priorities. The objective is to provide occupiers with a ready-made programme that enables them to deliver on their ESG strategies in the local community.

However, the future occupiers of the commercial space have not yet been identified. Therefore, the estimated social value that relates to occupier activities cannot be guaranteed at this stage and is less certain than the projected social value that will be delivered by the project partners, BL and SMBL. The split is shown below in Table 4.

**Table 4: Social value during operation**

Project Stage	Estimated Social Value Created
Construction	£11.0 m
<b>Operation* :</b>	
Project Partners (SMBL and BL)	£2.0m
Occupiers of commercial space	£14.2m
<b>Total</b>	<b>£27.2m</b>

\* considers the first three years of operation

### 9.2.3 Ongoing social value generation

It is important to note that the generation of social value will continue after the initial three years of operation of the BLE used in this assessment, and therefore the valuation provided is a conservative estimate.

#### 9.3 Social Value by theme:

The majority of the projected, monetised social value for the BLE development relates to the Strong Growth and Access to Jobs theme. It should be noted that a wider range of recognised proxies exist for measures in this theme and more quantification of activities was available for the BLE scheme, resulting in a higher monetisation. Given this focus, a break-down by outcome is given for this theme in Table 5.

**Table 5: Strong Growth and Access to Jobs from the BLE**

Outcome	Construction	Operation*
SVO01: Access to jobs for local people	£1.8m	£14.5m
SVO02: People are well-paid and have sufficient flexibility in their working arrangements	Not monetised but quantified commitments	
SVO03: Opportunities for local young people	£3.7m	£0.4m
SVO04: More opportunities and reduced barriers for start-ups, SMEs and VCSEs to ensure diverse supply chains	£5.0m	£0.03m <sup>#</sup>
SVO05: Healthy workplaces	£0.3m	£0.2m
SVO06: Safe and secure supply chains	Not monetised but quantified commitments	

\* considers the first three years of operation <sup>#</sup> further details awaited from BL to support this measure

## 10 Managing and monitoring the social value created by the BLE

Managing and monitoring of social value is key to successful delivery, ensuring that those responsible understand what is working well and where there are barriers to social value creation. This will be particularly true within the BLE development, given the duration of the scheme.

The proposed ST Compact Manager roles during construction and early operation are key to the planning, managing and monitoring of social value in this project, as set out in the Proposal for a ST Compact. The creation of a Social Value Steering Group, coordinated by the Compact Manager will enable partners within the project to share performance, celebrate successes and resolve any barriers. More detail on this is provided separately, in the ST Compact proposal document.

The BLE Social Value Framework at this stage of the project provides a baseline forecast and set of targets.

# Appendix 1: Public Benefits Statement

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## 1 Overview and Purpose

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This Public Benefits Statement sets out the measures that the BLE project is taking in respect of providing public benefits and, in particular, local community benefits as part of the redevelopment of the site.

This is set within the context of the emerging planning policy which seeks to support growth in the Knowledge Quarter Innovation District, with the aims to ensure that proposals are developed in a collaborative way with other key stakeholders within the Knowledge Quarter. It is also expected that developments contribute to reducing inequalities and increasing life chances in neighbouring communities and the Borough generally by: maximising social value at the planning, construction and end user phases; supporting increased access to jobs; and the provision of skills, training and education opportunities.

This Statement is a living document which seeks to ensure that the outputs from all parties involved with the development (BL, SMBL) and future tenants, including ATI, within the building provide a wide range of opportunities and benefits to the local community and local people throughout the construction of the building and once it is operational. Figure 2 in Appendix 2 illustrates the proposed structure for developing and monitoring the delivery of these public benefits.

The programmes, ideas and activities referenced in this Statement will be subject to change and will be responsive to local demand and conducive to meeting the needs of local people in response to the outcomes of the current on-going consultations and future consultation.

## 2 Key Benefits

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The key benefits section below has been split in accordance with the following categories that are aligned to the Camden 2025 Strategy priorities and the associated Camden Social Value Framework, particularly: Strong growth and access to job, Clean, vibrant and sustainable places, Safe, strong and open communities and Healthy independent lives.

The document covers the public benefits / social value being delivered by the BLE development across the project lifecycle, both including the extension to the British Library and the commercial space that will be created.

## 3 Social Value during Occupation:

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A Proposal for a Somers Town (ST) Compact has been developed as part of the BLE project and is attached as Appendix 2. It seeks to provide future occupiers of the commercial space with a ready-made Somers Town Compact Programme that can support their own corporate ESG / CSR commitments and direct this to best meet local needs. Development of the ST Compact and ST Compact Programme will be undertaken by Compact Managers funded by SMBL during set-up and early years. The Compact Managers will work closely with the BL Community Engagement team to deliver a joined-up programme. The Proposal for a ST Compact is included in Appendix 2.

## 4 Public Benefits

The tables below describe the key public benefits under the Camden Social Value themes:

### Theme 1: Strong growth and access to jobs

<b>Outcome – Strong growth and access to jobs</b>	<b>Proposal</b>
<p><i>Access to jobs for local people</i></p> <p><i>More opportunities for disadvantaged local people</i></p> <p><i>More opportunities for young people</i></p>	<p><b>Raising awareness locally:</b></p> <ul style="list-style-type: none"> <li>• Opportunities advertised through Somers Town (ST) Jobs Hub, Good Work Camden and/or KXCSC and ahead of wider promotion for entry level roles.</li> <li>• Construction apprentice recruitment through KXCSC and others working alongside Camden’s Economic Dev team</li> <li>• Regular meetings with the Somers Town Jobs Hub and Good Work Camden to share skills forecasting in relation to new jobs and opportunities in the library and commercial space, and to plan for future training and work experience opportunities</li> <li>• Job descriptions reviewed by ST Jobs Hub and Good Work Camden for accessibility – particularly for entry level roles</li> <li>• Compact and BL Community Engagement teams actively promoting opportunities into the community</li> <li>• Collaborate with KQ organisations to optimise opportunities and learning</li> </ul> <p><b>Reducing barriers to employment:</b></p> <ul style="list-style-type: none"> <li>• 150 2-week construction work experience placements, focusing on under 24s or disadvantaged residents</li> <li>• An expanded, subsidised Adult Learning Programme facilitated by the increase in space in the BL, including Digital Literacy courses and a new 4-6 week ESOL course promoted through local networks. This would expand BL’s existing programme which works with local providers and groups, and would continue to do so.</li> <li>• Workshops and training sessions run to support local people with interview skills, CV writing and job applications, and to understand the work in the British Library or in science and technology industries. Activity would be designed in conjunction with local partners and designed around pathways to below degree level roles in the Library and the commercial space.</li> </ul> <p><b>More opportunities for young people (see STEAM below also):</b></p> <ul style="list-style-type: none"> <li>• 75% of student work experience opportunities at BL ringfenced for local schools and colleges or students living in Camden but in schools outside the area.</li> <li>• One construction apprenticeship start per £3m spend on the BLE development</li> <li>• A mentoring / work experience scheme facilitated between BIPC alumni and local young people</li> <li>• A new Youth Programme for 16-25 year olds led by BL Learning and Community Engagement teams, including a Young Entrepreneurship Scheme.</li> <li>• Businesses in the Incubator Space encouraged to provide an internship for a local young person</li> <li>• Work experience opportunities for local young people within occupiers of the commercial space</li> </ul>
<p><i>People are well paid and have sufficient flexibility in their working arrangements</i></p> <p><i>Healthy workplaces</i></p>	<p><b>Good Employment:</b></p> <ul style="list-style-type: none"> <li>• Pay the London Living Wage</li> <li>• Align with and promote the Mayor’s Good Work Standard accreditation across the supply chain</li> <li>• Equality, Diversity and Inclusion training for all staff and supply chain</li> <li>• Commitment to Mental Health First Aiders</li> <li>• 100% suppliers reporting under Government Guidance on “Voluntary reporting on disability, mental health and well-being”</li> </ul>

<b>Outcome – Strong growth and access to jobs</b>	<b>Proposal</b>
<i>More opportunities for local young people</i>	<p><b>Develop a programme in collaboration with local schools to deliver against Camden STEAM priorities including:</b></p> <ul style="list-style-type: none"> <li>- (Virtual) Work Experience</li> <li>- 1-2-1 Mentoring</li> <li>- Careers Talks</li> <li>- Workplace visits</li> <li>- Link to creative projects happening in BL.</li> </ul> <ul style="list-style-type: none"> <li>• Align with Camden’s 21<sup>st</sup> Century Talent Pledge</li> <li>• Grow the British Library’s engagement with local schools from the current 47% to 100% of local schools as a result of increased Learning Centre space. <ul style="list-style-type: none"> <li>○ Build on Covid-19 activity – children activity packs distributed via foodbanks, charities and homeless shelters</li> </ul> </li> <li>• The Library will build on the learning from their existing partnership with Camden SPARK with an expanded offer</li> </ul>
<p><i>More opportunities and reduced barriers for start-ups, SMEs and VCSEs to ensure diverse supply chains</i></p> <p><i>Safe and secure supply chains</i></p>	<ul style="list-style-type: none"> <li>• Use local business networks to promote supply chain opportunities</li> <li>• Support and run ‘Meet the Buyer’ and capacity building workshops to support Camden SMEs to tender for contracts</li> <li>• Development of a local sourcing directory to inform the purchasing of certain goods and services.</li> <li>• Social Value and sustainable procurement requirements built into Tier 1 procurement</li> <li>• BIPC workshop rooms available in evenings and weekends to established community partners at no cost</li> <li>• Annual business start-up day in the BIPC, free of charge to local residents</li> <li>• Affordable, subsidised incubator space within the library for socially responsible and creative MSMEs, with 10% of the space specifically ringfenced at no cost to local MSMEs</li> <li>• Affordable workspace provided within the commercial development</li> <li>• Support to local people to re-skill within the Maker Space in the BIPC</li> </ul>

## Theme 2: Clean, vibrant and sustainable places

<b>Outcome – Clean, vibrant and sustainable places</b>	<b>Proposal</b>
<p><i>Climate impacts are reduced</i></p> <p><i>Increased recycling and reduced waste</i></p>	<p><b>Carbon emissions and carbon*:</b></p> <ul style="list-style-type: none"> <li>• Deliver a building which will achieve a minimum of BREEAM 'Excellent' as a minimum and targeting 'Outstanding'</li> <li>• Reducing carbon emission: <ul style="list-style-type: none"> <li>○ Air source heat pumps</li> <li>○ Design building to be all electric in normal operation</li> <li>○ On site renewable energy generation</li> </ul> </li> <li>• The Whole Life Carbon (LCA that includes operational and embodied carbon) assessment process will encourage the use of low embodied carbon materials by testing low carbon alternatives to the higher emitting materials</li> <li>• Carbon offset payment in accordance with applicable planning policy</li> </ul> <p><b>Resource efficiency and waste reduction</b></p> <ul style="list-style-type: none"> <li>• Construction waste diverted from landfill with targets agreed via pre demolition survey for BLCC, and commitment to LCA pre planning and at future stages</li> <li>• Opportunities will be sought to harvest and recover water for non-potable uses, such as WC flushing</li> <li>• Installation of rainwater harvesting and grey water recycling</li> </ul>

	<ul style="list-style-type: none"> <li>Sanitaryware and mechanical equipment will be designed to use water efficiently, minimising the demand for potable mains water.</li> <li>Minimise single use plastic packaging</li> </ul>
<p><i>Better Places to Live</i></p> <p><i>Improved air quality</i></p>	<p><b>Green Infrastructure and Public Realm:</b></p> <ul style="list-style-type: none"> <li>Improved quality and increased amount of accessible public realm as a result of CR2 shaft being below ground.</li> <li>Improvements to the public realm along the frontage of Ossulston street, Midland Road and greener East-West route along Dangoor Walk.</li> <li>Highways works and s106 commitments to Pedestrian, Cycling and Environmental improvements</li> <li>New community co-designed Learning Garden on site on Ossulston Street frontage: a hub for community led satellite greening and growing projects in Somers Town.</li> <li>Potential greening and planting programme on the Piazza during construction</li> <li>Community greening projects to improve the living environment at neighbourhood and street level through on-going funding of Post-code Gardener throughout the construction</li> <li>Delivery of local greening projects through the ‘Hub and Spoke’ model linked to the Learning Garden</li> </ul> <p><b>Biodiversity:</b> Increase biodiversity post-construction, including:</p> <ul style="list-style-type: none"> <li>Biodiverse roof areas (intensive and extensive typologies including brown roof) to provide habitat for birds and invertebrates within the site</li> <li>Plant species which are London Priority species and/or of local importance or which support local fauna</li> <li>Plant species types, diversities and structures that require limited irrigation other than rainfall</li> </ul>
	<p><b>Encourage sustainable travel:</b></p> <ul style="list-style-type: none"> <li>Reduction in car parking spaces from 26 to 5, all of which will be wheelchair-accessible</li> <li>Provide 172 short stay cycle parking spaces for use by the public / visitors, 100 of which will be on-site, and 72 in the local area.</li> <li>Provide 1,112 number of long stay cycle parking spaces in the basement for use by staff</li> </ul>
	<p><b>Reduced emissions from construction:</b></p> <ul style="list-style-type: none"> <li>60% of construction vehicles will be at least Euro 6 compliant and where applicable LEVs will be used</li> </ul>
	<ul style="list-style-type: none"> <li>Use centralised/local consolidation centres during the construction phase to minimise local journeys</li> </ul>
	<ul style="list-style-type: none"> <li>Seek to use renewable/low carbon fuels for construction vehicles and on-site plant machinery</li> </ul>
<p><i>Sustainable procurement is promoted</i></p>	<p><b>Sustainable Procurement:</b></p> <ul style="list-style-type: none"> <li>Develop a set of social value requirement for procurement of supply chain</li> </ul>
	<ul style="list-style-type: none"> <li>As part of our BREEAM strategy a sustainable procurement plan will be written by the design team during stage 2 and incorporated in the Main contractor's Employer's Requirements</li> </ul>

**Theme 3: Safe, strong and open communities**

<b>Outcome – Safe, strong and open communities</b>	<b>Proposal</b>
<p><i>Creating more interactive and inclusive community spaces</i></p>	<ul style="list-style-type: none"> <li>Network of local Community Ambassadors embedded in the BL community engagement team to inform community programme and support communication</li> <li>Learning Open Reading Room to provide informal space for community and family activities such as story-telling, display and events space for community projects.</li> <li>The new Learning Centre available to book at selected times for community groups to book, free of charge</li> </ul>



Outcome – Safe, strong and open communities	Proposal
<p><i>Business work with the community to tackle issues such as isolation and exclusion</i></p>	<ul style="list-style-type: none"> <li>• Space and staff time provided for co-curated projects, events and displays within the new development and have a mechanism to include local voices in decisions around commissioning for exhibitions.</li> <li>• Support by SMBL and BL for heritage projects within Somers Town (not specifically in the BLE)</li> <li>• Staff volunteering in the local area to support community priorities:                             <ul style="list-style-type: none"> <li>○ BL staff to be given 3 days volunteering time pa to support projects; a proportion to be invested locally.</li> <li>○ Target of 1 day volunteering per FTE for site construction staff pa</li> <li>○ Encouraged through the Compact</li> </ul> </li> <li>• Homework group for young people who do not have access to suitable study space or technology at home continue to be supported in new space</li> <li>• Free site-wide wifi and study space, including in the Foyer, for use by the general public including local residents</li> <li>• Support provided to encourage use of the library by people with accessibility barriers including relaxed openings, audio-description tours.</li> <li>• Potential for interim uses for the Crossrail 2 (CR2) infrastructure subject to the CR2 programme, including opportunities for community use such as sports clubs.</li> </ul>
<p><i>Residents are engaged in service design</i></p> <p><i>Children are given a better start in life</i></p>	<ul style="list-style-type: none"> <li>• Neighbours’ Advisory Panel set up and led by SMBL to shape community project ideas and engage during construction.                             <ul style="list-style-type: none"> <li>○ Creation of an equivalent youth panel</li> <li>○ Building on the relationship with the local Commissioning Groups developed during the design phase and the work of local (Young) Citizen Scientist groups.</li> </ul> </li> <li>• Ongoing management and development of the Story Garden by local community / VCSE groups and organisations</li> <li>• Build on community engagement in the Story Garden, with continued funding of the Post-Code Gardener role to support capacity building and bid writing skills in the community.</li> <li>• Increased capacity through the new spaces in the library to host community events</li> <li>• Continue and expand the work of the Family and Community Learning team:                             <ul style="list-style-type: none"> <li>○ Early Years programme – now core-funded</li> <li>○ Monthly outreach sessions in local venues</li> <li>○ Quarterly Family Days at the Library</li> <li>○ Monthly family workshops</li> </ul> </li> </ul>

**Theme 4: Healthy, independent lives**

Outcome – Healthy Independent Lives	Proposal
<p><i>Crime is reduced</i></p> <p><i>A healthier, active neighbourhood</i></p> <p><i>Increased access to health and support services, including mental health</i></p>	<ul style="list-style-type: none"> <li>• Increase natural surveillance and quality of environment around the development including increasing the level of outdoor lighting surrounding the new extension to promote feelings of safety</li> <li>• Improve the permeability of BL and provide safe routes for pedestrians</li> <li>• Support the Camden Can Pledge or similar local campaigns around healthy eating / diet / food</li> <li>• Tender for BL catering contract from 2022 will include consideration for provision of healthy and inexpensive food, use of local suppliers and local training programmes.</li> <li>• Build on work to support disadvantaged young people including through partnership on YCF Holiday Hunger initiative and continued work with organisations supporting young homeless people</li> <li>• Contractor staff completion of "Making every contact count" Training or equivalent in-house programme</li> </ul>

# Appendix 2: A Compact for Somers Town

## 1 Purpose of the Somers Town Compact:

A Somers Town (ST) Compact will be established by Stanhope Mitsui British Library Developments Limited (SMBL), a joint venture between Stanhope Plc and Mitsui Fudosan to actively encourage future occupiers of the commercial space in the British Library Extension to make a positive contribution to and create a lasting legacy for Somers Town. Through the delivery of a Somers Town Compact Programme, the ST Compact aims to:

- Improve the educational and employment prospects of local people,
- Enhance the health and well-being of the community
- Encourage wider community participation and inclusion in local initiatives
- Support the creation and maintenance of accessible, vibrant and sustainable spaces

## 2 Background:

Creating social value for the residents of Somers Town is a key objective for the British Library Extension. Social Value has been and will continue to be considered throughout the lifecycle of the project:

- Embedded in the design through the provision of high quality, accessible and sustainable spaces
- Continued into the construction phase through the social value activities of SMBL's supply chain partners secured through procurement, and
- Created during occupation, using the ST Compact as the mechanism by which SMBL will encourage occupiers of the building to continue this focus on local social value and play an active, lasting role in the local community.

## 3 The principle of the Compact

The ST Compact will provide a framework that actively encourages occupiers to play a pro-active, positive role in Somers Town, whilst supporting them to fulfil their own corporate ESG strategies. The ST Compact will be underpinned by a **Somers Town Compact Programme** that will act as a ready-made programme of projects and initiatives in Somers Town for occupiers to contribute to.

The ST Compact will build on Stanhope's experience of successfully adopting a Low Carbon Workplace (LCW) Charter with occupiers. Developed over 10 years ago, the LCW Charter was an innovative approach to improving sustainability, providing a contract that signals the occupier's commitment to working collaboratively to minimise carbon emissions and achieving the sustainability targets in the Low Carbon Workplace Standard.

## 4 Development and Management of the Compact:

SMBL will fund the development and early management of the Compact and the accompanying Somers Town Compact Programme. Figure 2 overleaf illustrates the structure that will be put in place and funded to manage the development and delivery of the Compact:

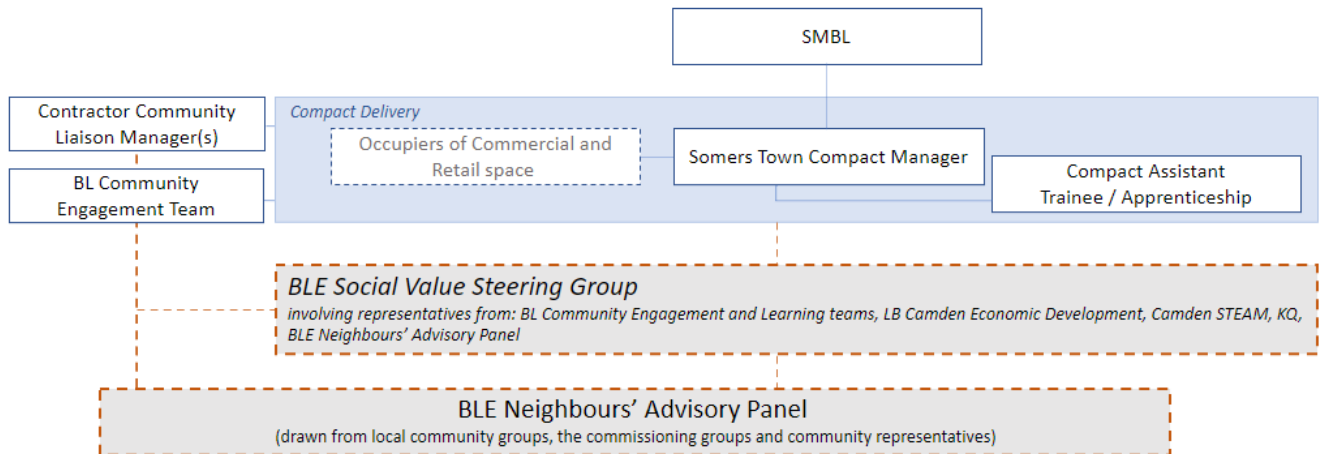


Figure 2: Management of the Compact and wider Social Value

Key points to note in terms of this model and the resources that will be put in place to manage the Compact are:

- **ST Compact Development Manager during construction:** SMBL will appoint a ST Compact Development Manager to begin development of the Compact within 12 months of construction starting on site. This post will be in place during the remainder of the construction period and funded by SMBL. During this period, the role will include:
  - Leading the development and co-design of the Community Learning Garden, and associated greening projects in the community
  - Working with the construction supply chain partners to link their social value activities with local priorities
  - Liaising with the Leasing Agent to ensure the ST Compact and the ST Compact Programme is promoted with potential occupants.
- **ST Compact Delivery Manager:** three months before practical completion, a ST Compact Delivery Manager will be appointed to take over the development of the ST Compact and manage delivery of the ST Compact Programme with future occupiers of the building. Recruitment of this post will be targeted at the Somers Town and wider Camden community, in the first instance.
- **ST Compact Assistant:** An apprenticeship role will be created to support the ST Compact Delivery Manager as a ST Compact Assistant, advertised locally to young people through Camden Economic Development, the ST Jobs Hub, local schools and colleges and other local youth networks, in the first instance.
- **Social Value Steering Group:** The ST Compact Manager will coordinate a BLE Social Value Steering Group.
  - During the construction period, this will ensure that the activities of the construction supply chain partners are coordinated with delivery of community activities by the British Library and with wider Camden initiatives such as those of Camden's STEAM and Inclusive Economy teams, the Knowledge Quarter and Urban Partners.
  - Once the building is occupied, this steering group will be used to shape the ST Compact and steer the delivery of the ST Compact Programme. Occupiers will be encouraged to put forward a named representative to sit on the steering group.
  - It is anticipated that the Steering Group will meet quarterly to review progress, share latest priorities and look for opportunities for joined up working.

## 5 A Somers Town Compact that delivers against local needs and priorities:

The success of the ST Compact and the Somers Town Compact Programme relies on understanding and meeting local needs and priorities in this neighbouring community. Local engagement and collaboration will be key to success. Figure 3 provides examples of some of the initiatives already identified for collaboration.

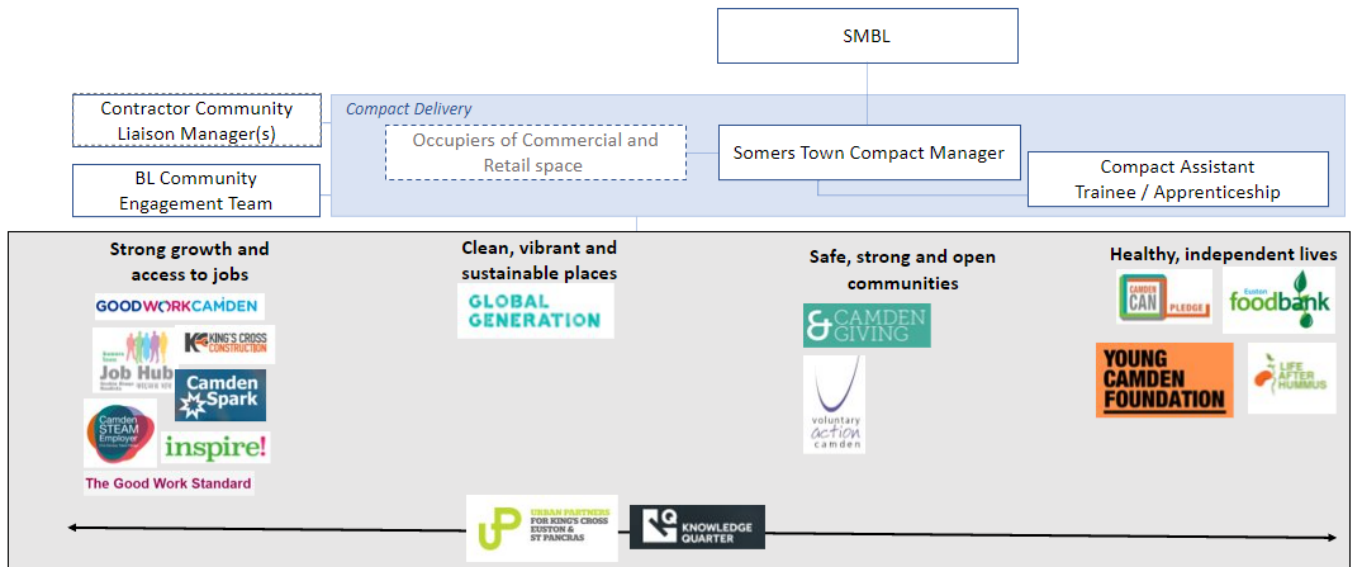


Figure 3: Opportunities for local collaboration within the Compact Programme

**5.1 Co-designed with the community:**

Development of the ST Compact will build on British Library’s ongoing community engagement programme and the findings of the Commissioning Groups. The role of the ST Compact Manager will be to develop relationships with the local organisations and groups to inform and co-design the ST Compact Programme. The ST Compact team will be based in the BLE Commercial space, visible and readily accessible to occupiers and community representatives alike.

In order to ensure that the ST Compact and the ST Compact Programme are shaped with the community, representatives will be encouraged to come forward to sit on the Steering Group. These community representatives will be compensated for the time that they provide to the group.

**5.2 Meeting Camden and Somers Town priorities:**

The ST Compact will be shaped by local priorities, currently articulated within the Camden 2025 Vision. As new strategies emerge over the duration of the development, the themes and focus within the Compact will adapt to reflect this. The ST Compact Managers will be responsible for ensuring that these changing priorities are appropriately reflected.

**6 Delivery of the ST Compact and ST Compact Programme:**

In development and delivery of the ST Compact and supporting ST Compact Programme, the following responsibilities will be key:

**6.2 SMBL will through its service provider (eg. Asset Manager or Property Manager):**

- Fund and manage the Compact Manager and Compact Assistant roles
- Actively promote the Compact during promotion and marketing of the commercial spaces to attract businesses who are corporately aligned to the approach.
- Encourage the service provider to sign up to the Compact
- Work with the British Library to ensure that programmes and approaches within the Compact are joined up.

**6.3 SMBL will encourage occupiers to align with the Compact, and in doing so these occupiers will be encouraged to:**

- Commit staff time, skills and wider resources to support and deliver the ST Compact Programme throughout their tenancy.
- For business with over 50 employees, they will be encouraged to put forward a member of their business to sit on the Steering Group to shape, review and report on the delivery of the ST Compact Programme, and their performance against the plan. Smaller businesses would participate in the

group, if they choose to.

## 7 The ST Compact:

The ST Compact will include the following core principles that occupiers will be encouraged to support (*these will continue to develop during the planning and construction phases prior to occupation of the extension*):

### 7.1 Strong Growth and Access to Jobs:

#### Skills and jobs:

- Job descriptions to be accessible and reviewed by ST Jobs Hub and Good Work Camden – particularly for entry level roles
- All opportunities for entry level roles, work experience and apprenticeships to be advertised through Somers Town (ST) Jobs Hub and Good Work Camden ahead of wider promotion.
- Workshops and training sessions run to support local people with interview skills, CV writing and job applications in relation to potential employment opportunities.
- Insights shared with local people into occupier's industry / business sector to support career planning and re-training.
- Support local apprenticeship initiatives and advertise opportunities through Camden Inclusive Economy.
- Offer work experience opportunities for local young people
- Pay staff the London Living Wage
- Work towards and promote the Mayor's Good Work Standard accreditation
- Equality, Diversity and Inclusion training for all staff
- Sign up to Camden's 21<sup>st</sup> Century Talent Pledge
- Contribute to a ST Compact STEAM programme in local ST schools, aligned to Camden STEAM priorities

#### Strong, safe and diverse supply chains:

- Use the Local Sourcing Directory to inform purchasing of certain goods and services, as compiled and managed by the Compact Manager
- Use local business networks to promote supply chain opportunities and tenders, supporting 'Meet the Buyer' events
- Offer staff expertise, insight and time to support the work of the BL in their offer to MSMEs, new start-ups and entrepreneurs in the BL BIPC and Incubator spaces.

### 7.2 Clean, vibrant and sustainable places:

- Support the ongoing development and maintenance of the Community Learning Garden on Ossulston Street with staff time or donated resources to work alongside the community.
- Support delivery of local greening projects through the 'Hub and Spoke' model linked to the Learning Garden
- Through the donation of staff time or materials, support a wider programme of greening and place-making projects developed within the ST Compact Programme.
- Promote active and sustainable travel options to employees and visitors to support air quality improvements and reduce traffic disruption for local communities.
- Utilise any consolidated supply options developed for the building to minimise deliveries on site

### 7.3 Safe, Strong and open communities:

- Support the BL teams in the delivery of activities and co-curated projects with community groups in the Foyer, Open Reading Room and Learning Centre, with appropriate time and resources
- Encourage occupiers to provide staff time each year to volunteer in the local community or to support projects with the local community.

### 7.4 Healthy, independent lives

- Promote and share staff health and well-being initiatives and best practice locally
- Explore the Camden Can Pledge
- Consider healthy and local suppliers for catering contracts at procurement stage.
- Support local health and well-being initiatives through participation, promotion and/or sponsorship

## **8 Timescales for SMBL investment:**

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The SMBL investment in the ST Compact will begin within 12 months of starting construction on-site. It is anticipated that support from SMBL will continue for 3 years post-practical completion of the building, equating to over 8 years of financial and management support.

At 3 years post-practical completion, SMBL will review the ST Compact to determine further continuation.

## **9 Longer term sustainability of the Compact:**

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At occupation of the building, as delivery of the ST Compact Programme commences, the ST Compact Manager will also engage with the Knowledge Quarter (KQ) in order to explore opportunities for KQ businesses to collaborate in the programme and meet their ESG strategies locally. A representative from the KQ has agreed to sit on the Steering Group to inform this joined up working.



Artist's impression of the British Library Extension  
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