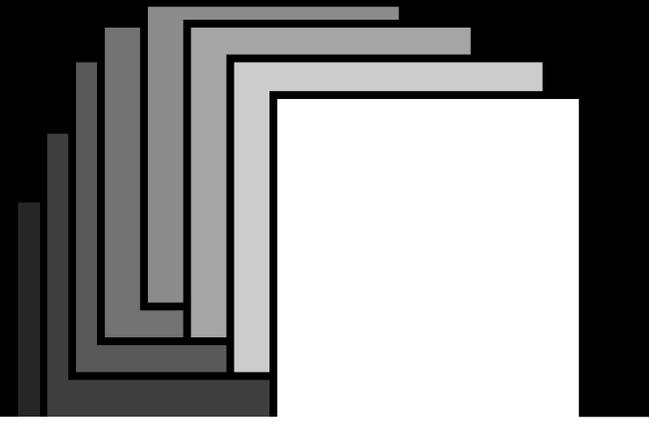


RED LION COURT

SOCIAL VALUE STATEMENT

SOCIAL VALUE PORTAL

APRIL 2022



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Social Value Strategy for Red Lion Court

Social Value is the golden thread creating social, economic and environmental benefits throughout the lifecycle of the development. Over 3.7 years of construction and 10 years of management and occupation, up to **£411 million of social and local economic value** could be created for local communities around Red Lion Court.

Construction



Up to **318 weeks of training and apprenticeships**



26 local jobs (full time equivalent), 30% of the workforce



£35.2 million local economic value through spend with local businesses



700 hours of volunteering with local groups

Up to **£36 million of social and local economic value** could be created through the 3.7 year construction period, 22% of the original construction costs.

Estate Management & Occupation

Over **£38.2 million of social and local economic value** could be created in the first year once the site is fully operational through estate management and occupation.

Over 665 local jobs each year (full time equivalent)

Volunteering programme for tenants and occupiers to deliver **over 13,300 hours of volunteering** each year

£6 million local economic value through spend with local businesses each year

6,888 weeks of apprenticeships and training annually

Over 40 jobs for disadvantaged people (full time equivalent)



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Executive Summary

Executive Summary

This Social Value Statement has been prepared by Social Value Portal on behalf of LS Red Lion Court Limited ('the Applicant'), part of the Landsec group in support of an application for full planning permission for the redevelopment of Red Lion Court ('the Site') within the London Borough of Southwark ('LBS').

The development will provide additional office, restaurant and retail floorspace through the redevelopment of the existing building, together with new external terraces, landscaping, public realm works, new plant equipment, cycle parking spaces and other associated works.

The description of development is as follows:

“Demolition of the existing above ground building and part-basement and redevelopment of the Site to provide an 11-storey plus basement building providing office, retail, restaurant and wellness uses alongside external terraces, landscaping, public realm works, new plant equipment, cycle parking spaces and other associated works.”

Full details and scope of the planning application is described in the submitted Planning Statement, prepared by Gerald Eve LLP.

In this report, we identify how the development has the potential to improve the social outcomes of the area. This can be done by building on Red Lion Court's social value strategy and developing an integrated approach to social value across five key Themes:

- Jobs: Promote Local Skills and Employment
- Growth: Supporting the Growth of Responsible Regional Business
- Social: Healthier, Safer and more Resilient Communities
- Environment: Decarbonising & Safeguarding Our World
- Innovation: Promoting Social Innovation

These themes are built on the National Social Value Measurement Framework (known as the National TOMs – Themes, Outcomes and Measures) that is widely used across the public and private sectors. The needs analysis, along with the priorities identified through the London Borough of Southwark policy review form the basis for the proposed Social Value TOMs Framework that has been created for Red Lion Court. This Framework has been used to set targets and calculate the potential social value that could be generated throughout the lifecycle of this project during construction, management and occupation.

Social and Local Economic Value

When the Social Value Portal talks about the value that could be generated by a development, there are two components:

1. **Social Value.** This is defined within the Social Value Act as the 'economic, social and environmental wellbeing' that is created by a service (or development) and is delivered as both direct and indirect outcomes or benefits arising from an intervention over a period of time. This includes the value that can be generated by people or organisations going over and above their business as usual to benefit people, communities, the environment and society as a whole.
1. **Local Economic Value.** This is value that is generated for a local area, in this case, London Borough of Southwark. It is through proactively sourcing people and suppliers from the local area where there is added value. It cannot be claimed as social value because the opportunities would be created fundamentally for the development to go ahead. However, the added value is created through ensuring these opportunities are sourced locally.

A detailed analysis based on the proposed TOMs Framework shows that over approximately 3.7 years of construction, 10 years of estate management and 10 years of occupation the total additional social

and local economic value created by the Red Lion Court development could be up to **£411m**, or **249%** of the original construction costs. We are able to present this potential value in both financial and non-financial terms using the measurement and valuation principles from within the National TOMs.

ITEM	BASE TARGET	STRETCH TARGET
Total Additional Social & Local Economic Value: Project Lifecycle	£204,667,455	£411,060,532
Total from 3.7 years of Construction	£17,993,458	£36,094,157
Total from 10 years of Estate Management	£2,742,792	£6,750,578
Total from 10 years of Occupation	£183,931,206	£368,215,797

Table 1: Summary of total social and local economic value being targeted through the lifecycle of the Red Lion Court development

[Section 6.0](#) of this document goes into detail about how much social and local economic value could be generated through the different stages of this development. This has been done by populating the Red Lion Court TOMs Framework with a number of base and stretch targets.

Base Target – This represents the minimum we expect to see achieved

Stretch Target – This represents what we would hope to see achieved

For each stage, the targets have been informed by:

1. Industry benchmarks
2. Social Value Portal's own benchmarks from measuring numerous developments at the construction and in use stages
3. LS Red Lion Court Limited's commitments and expectations at each stage based on similar developments the Landsec group have undertaken and their track record of delivering community programmes
4. The priorities of the Council and the local population

The potential value add is broken down into the four core Themes of the TOMs Framework. The fifth Theme – Social Innovation – does not have any targets because it is designed to capture any delivery that is ultimately undertaken that does not fit in one of the initial four Themes.

A breakdown of some of the initiatives that have informed the figures in Table 1 are laid out in Table 2 overleaf and in more detail in [Section 6.0](#).

Theme	Intervention	Construction (3.7 years)	Estate Management (10 years)	Occupation (10 years)
Jobs: Promoting Local Skills & Employment	Local employment (FTE)	26.3	12	6,654
	<i>Social and Local Economic Value</i>	£287,135 ¹	£523,884	£290,493,678
	Disadvantaged jobs (FTE)	10.5	0.03	41.6
	<i>Social and Local Economic Value</i>	£216,164	£493	£804,227
	Training opportunities (weeks)	318	8.4	68,868.9
	<i>Social and Local Economic Value</i>	£77,898	£1,417	£16,649,985
Social: Healthier, Safer & More Resilient Communities	Volunteering (hours)	701.6	480	133,080
	<i>Social and Local Economic Value</i>	£11,288	£7,723	£2,141,257
Growth: Supporting the Growth of Responsible and Regional Business	Local Spend (£)	£33,066,000	£5,807,125	£53,232,000
	<i>Social and Local Economic Value</i>	£35,215,290	£6,184,588	£56,692,080
Environment: Decarbonising & Safeguarding Our World	Carbon saved (tCO ₂ e)	3,027 ²	-	-
	<i>Social and Local Economic Value</i>	£213,192	-	-

Table 2: Headline targets for the construction and 10 years of in-use at Red Lion Court

¹ Only 25% (the assumed direct employment) of the total local employment through construction can be counted as social and local economic value. The other 75% (the assumed

Key commitments that LS Red Lion Court Limited will make in addition to those highlighted in Table 2 and [Section 6.0](#) are as follows:

1. Incorporate social value into the procurement exercises to appoint construction and estate management partners that are committed to delivering against the Red Lion Court Social Value Action Plan
2. Run a 'community engagement session' before the construction works begin. This will be an opportunity for LS Red Lion Court Limited, the main contractor and suppliers to meet with previously engaged and new local community groups and delivery organisations that are keen to be the Red Lion Court strategic community partners throughout the lifecycle of the development
3. Prioritise commercial tenants that demonstrate a strong commitment to engaging with and supporting the local community
4. Work with Social Value Portal to measure, manage and report social value through the construction process and then to work with the estate managers and the occupiers to embed social value into their day to day business activities
5. Report progress against social value targets to London Borough of Southwark in both financial and nonfinancial terms

indirect employment) cannot be included as value within this figures as this is captured within the local spend figure.

² Tonnes CO₂e saved at practical completion in comparison to the RICS Baseline

A high-angle, top-down photograph of a diverse group of people standing in a circle, with their hands stacked on top of each other in the center. The image is overlaid with a semi-transparent teal color. The text '1 Introduction' is positioned in the lower right quadrant of the image.

1 Introduction

1.0 Introduction

This Social Value Statement has been prepared by Social Value Portal on behalf of LS Red Lion Court Limited ('the Applicant'), part of the Landsec group in support of an application for full planning permission for the redevelopment of Red Lion Court ('the Site') within the London Borough of Southwark ('LBS').

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Full details and scope of the planning application is described in the submitted Planning Statement, prepared by Gerald Eve LLP.

Red Lion Court is located in the London Borough of Southwark, which has a population of 314,200 and the second fastest growth in the South East behind Greenwich. The population is much younger than the London or National average and it is a diverse borough with people from a wide range of ethnic backgrounds and over 120 languages spoken (Southwark Plan 2022).

The plans to redevelop Red Lion Court aim to create a landmark headquarters which embraces the prominent waterfront position to

provide a new market leading, contemporary, inspiring workplace focussed on wellness, flexibility, and environmental responsibility. Agreed with London Borough of Southwark, the project has established 3 main principles that Red Lion Court must deliver, which align to Landsec's sustainability goals:

Sustainability: The proposed development will target exemplary sustainability credentials and exceed planning requirements.

Social Value: The scheme is embedded in the local community and delivers meaningful social value.

Future of Workplace: The proposed development delivers and supports the latest high quality working practices and profiles.

Additionally, LS Red Lion Court Limited already support a number of activities in Southwark that bring their commitment to social value to life. This has included supporting communities through partnerships with local charities, inspiring young people through education programmes and supporting local residents into employment through facilitating the following initiatives:

The Forge Careers Fairs: Collaboration between Sir Robert McAlpine, Southwark Works, Construction Youth Trust, The Skills Centre and Bounce Back, which brought together over 40 Southwark residents to discover more about careers within the built environment.

Building Future Skills with Construction Youth Trust: A three day immersive careers session coordinated by Construction Youth Trust and supported by Sir Robert McAlpine.

Aspire Via Studios: Red Lion Court has been let as a 'meanwhile' use to Aspire Via Studios who are a unique property-based charity. They will provide studio space and support for artists and run a number of community-based programmes for local residents. This

meanwhile use also keeps the building and the local area safe and active in the interim period.

This Social Value Statement describes the approach that LS Red Lion Court Limited will take to maximise the additional social value arising from the redevelopment of Red Lion Court. This offers a unique opportunity to deliver greater community benefits and create real and long-lasting value to the local area. Specifically, this Social Value Statement includes:

- a. **Policy Review** to identify the key social value policies that may be used to inform a strategy around social value
- b. **Local Needs Analysis** to identify the key needs and priorities of the local area to inform our ongoing commitment to maximising value
- c. **The Red Lion Court Social Value Measurement (TOMs) Framework** that will be used to measure and report social value throughout the ongoing construction and in-use phases. It reflects the policy commitments of LS Red Lion Court Limited, whilst also including measures that will help alleviate some of the key social challenges of the local area
- d. **Social Value Action Plan** which essentially is a description of the social value commitments that the development team will make to ensure the local community benefits from how the development is built and ultimately occupied

The report also quantifies the overall financial value that Red Lion Court could bring to the local community in terms of new jobs and additional local spend as well as the broader social value benefits. How these figures have been generated is explained in [Section 1.3](#). Figure 1 sets out the four steps to maximising social value at Red Lion Court.

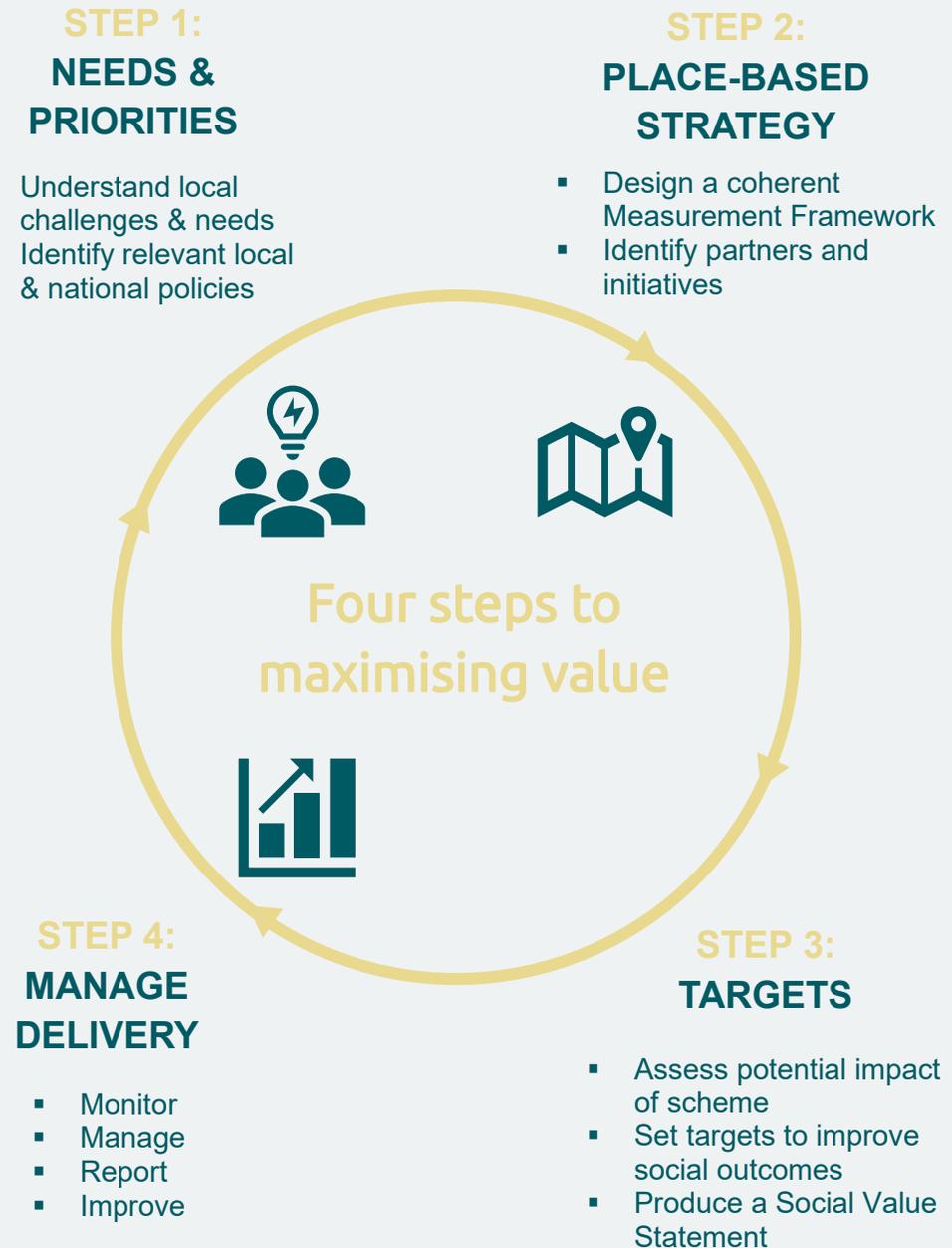


Figure 1: “What is Measured is Managed”; The Social Value Measurement Framework will be used to deliver better social outcomes for Red Lion Court.

1.1 What is social value?

Social value is a measure of the contribution that an organisation and its supply chain make to society and is defined within the Public Services (Social Value) Act 2012³. Within the Act, social value is described as the ‘economic, social and environmental wellbeing’ that is created by a service (or development) and is delivered as both direct and indirect outcomes or benefits arising from an intervention over a period of time.

1.2 Measuring social value

We can present the potential value generated by a development in financial terms using the measurement and valuation principles from within the National Social Value Measurement Framework, known as the National TOMs. It is called the National TOMs as it is made up of 5 key Themes supported by 16 Outcomes and 44 specific Measures (plus 4 open Outcomes and 4 open Measures). The National TOMs were created by the National Social Value Taskforce, a cross-sector organisation chaired by the Local Government Association (LGA), that combines both public and private sector organisations. The Taskforce was originally established by the Social Value Portal and it launched the National TOMs in 2017 following extensive consultation between over 40 private sector companies, local authorities and other public sector organisations including Office of Civil Society and Crown Commercial Services.



The Social Value Portal specialises in measuring and reporting social value for organisations in the public and private sectors. As part of

³ Public Services (Social Value) Act 2012: <http://www.legislation.gov.uk/ukpga/2012/3/enacted>

this, we work with clients throughout the planning process, both to support local authorities to embed social value into planning, and with applicants such as LS Red Lion Court to help them put a strategy in place to generate the most social, economic and environmental benefits through a development. In planning, the TOMs Framework allows an organisation to measure the benefits of a specific development that will make a difference in improving its economic, social and environmental wellbeing.

1.3 Putting a value on social value

We are able to use both the National TOMs as well as Red Lion Court’s Social Value Measurement Framework to measure the value generated through the Red Lion Court development. It is possible to assess the total financial benefit arising from activities and interventions by identifying the financial value of each intervention delivered in terms of:

- Fiscal savings to central or local government (e.g., social welfare payments)
- Economic flow arising from additional local spend
- Longer term social wellbeing to the individual(s) benefitting from the interventions

The measures that make up the Measurement Framework for Red Lion Court have each been assigned a proxy value building on the National TOMs⁴. These have been developed by the Social Value Portal and the National Social Value Taskforce following the principles laid out by HM Treasury for monetising economic, environmental and social impact.

⁴ The complete National TOMs Framework and guidance which includes detailed rationales for all proxy values can be downloaded here: <https://socialvalueportal.com/national-toms/>.



2 Social Value Strategy

2.0 Social Value Strategy

A Social Value Strategy has a number of benefits including:

- Allowing developers to articulate the broader contribution that a new development will bring to society and the immediate area. It places an emphasis on delivering those activities (and measures) that can help solve specific needs and be tracked and measured.
- Helping the local authority understand the wider social, environmental and economic value that the new development will bring to the area and the local community.
- Providing a vehicle for empowering communities and engaging them proactively in developing solutions and delivering better outcomes.

Social value remains a relatively new concept to many planning authorities, however, recently we have seen it being incorporated into more and more Council Local Plans⁵. In the London Borough of Southwark, a Social Value Statement describing the economic, social and environmental impacts of the development, how the development will contribute to the long-term wellbeing and resilience of existing and future residents and businesses is due to become a validation requirement for major and strategic applications⁶. The Social Value Statement should take into account feedback gathered from the community and which reflects the diversity and demographics of the local area.

⁵ Coventry, Salford and Islington Councils are leading the way in integrating social value into the planning process.

Research by the British Council of Offices⁷ indicates that the potential contribution that a building can make to society is significantly higher where there is a comprehensive social value strategy that covers every stage of the lifecycle of that development.

A recent study carried out by WSP⁸, indicates that 54% of local authorities have a social value policy or another document that considers social value in some way. It also indicates that 1 in 10 local authorities are now actively linking the principles of the Social Value Act with the town planning process.

Local authorities and the consideration of social value

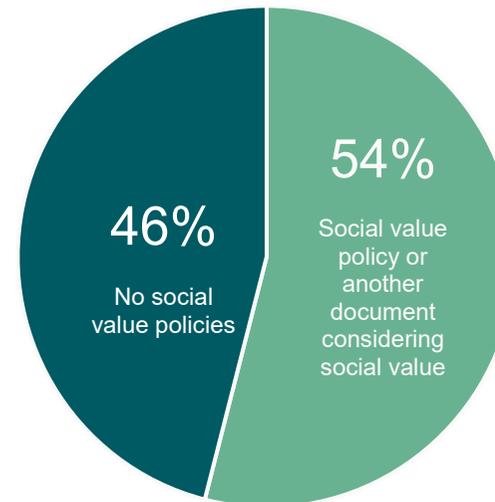


Figure 2: Local authorities and social value

⁶ Southwark Council development Consultation Charter, 2021: <https://www.southwark.gov.uk/planning-and-building-control/planning-policy-and-transport-policy/consultation-and-updates/statement-of-community-involvement>

⁷ Measuring Social Value of Offices 2016

⁸ Social Value and Local Planning Authorities – The Current State of Play in England May 2020

Furthermore, the movement for embedding social value in planning is gaining momentum, with Social Value Portal leading the 'Embedding Social Value in Planning Taskforce.' The Embedding Social Value in Planning Taskforce includes 40 active members from the private and public sector who are taking steps to embed social value in the planning process. If social value is included within planning, it has the potential to unlock an additional £15bn a year across the UK. This can only be achieved if a social value strategy is applied from the outset across all projects.

In order to unlock the potential value from the redevelopment of Red Lion Court, this requires a dual approach where LS Red Lion Court Limited ensures value is delivered through construction and works with the management team and occupiers over the long-term to create a lasting and positive community legacy.



Figure 3: Social value created in a new development over a 10-year lifecycle.

2.1 The Red Lion Court Social Value Strategy

At its core, the Social Value Strategy for the Red Lion Court development is a way of ensuring that local needs and priorities are met in a structured and efficient way throughout the lifetime of the development. LS Red Lion Court Limited is committed to working in a way that will generate social, economic and environmental value for local people, the local area and for society as a whole. The Social Value (TOMs) Measurement Framework for Red Lion Court has been mapped against London Borough of Southwark and Greater London Authority policies in [Appendix 1](#).

The five Themes in the framework are:

1. Jobs: Promote Local Skills and Employment
2. Growth: Supporting Growth of Responsible and Regional Business
3. Social: Healthier, Safer and more Resilient Communities
4. Environment: Decarbonising & Safeguarding Our World
5. Innovation: Promoting Social Innovation

To ensure that these principles are achieved in the most effective way, the first step in developing the Strategy is to gain an understanding of what the local needs and priorities are, then create a Social Value (TOMs) Measurement Framework that can respond to those needs and, finally, set targets to produce a comprehensive Social Value Action Plan.



3 Policy Review

3.0 Policy Review

3.1 Social Value and the National Planning Policy Framework

Social value is at the heart of the planning system which is fundamentally about the planning and regulation of land to secure the houses and work places a society requires, and as such, operates in the wider public good (i.e. creating social value) rather than that of the private individual or organisation.

At a policy making level, social value is already integrated within national guidance and this filters through to local authorities through the National Planning Policy Framework (NPPF). This has been a part of National Policy since 2012 and puts the achievement of 'Sustainable Development' as a golden thread running throughout the operation of the planning system.

The NPPF sets out three core dimensions of what constitutes 'Sustainable Development', and these are completely aligned with the aims behind the Social Value Act:

- **Economic** – building a strong, responsive and competitive economy, by ensuring that sufficient land of the right type is available in the right places and at the right time to support growth and innovation.
- **Social** – supporting strong, vibrant and healthy communities, by providing the supply of housing required to meet the needs of present and future generations; and by creating a high quality-built environment, with accessible local services that reflect the community's needs and support its health, social and cultural well-being.
- **Environmental** – contributing to protecting and enhancing the natural, built and historic environments; the prudent use of natural resources, the minimisation of waste and pollution, and adapting to a low carbon economy.

Importantly, the NPPF notes that these three dimensions are mutually dependent. Economic growth for example can secure higher social and environmental standards, and well-designed buildings and places can improve the lives of people and communities. Therefore, to achieve sustainable development, economic, social and environmental gains are to be sought jointly and simultaneously through the planning system.

A core principle of the NPPF states: *“Planning should take account of and support local strategies to improve health, social and cultural wellbeing for all, and deliver sufficient community and cultural facilities and services to meet local needs.”*

It is therefore clear from the above that social value is already integrated within national guidance and that this filters through into local authority development plans through an explicit requirement for Sustainable Development. To this extent it is appropriate for planning authorities to consider issues pertaining to social value within their decision-making process.

3.2 London Borough of Southwark Policies

Additionally, the Social Value (TOMs) Measurement Framework for Red Lion Court has been mapped against London Borough of Southwark and Greater London Authority policies in [Appendix 1](#). Key policies include:

- [The Southwark Plan 2022](#)
- [The London Plan 2020 - 2021](#)
- [Southwark Council Plan 2018-2022](#)
- [Statement of Community Involvement \(consultation draft, December 2021\)](#)

The London Borough of Southwark recognise the importance of embedding social value in the planning process *“We are committed as a council to ensuring that we support residents and businesses through change, and to securing change that delivers real positive*

benefits and social value for everyone in the borough” ([Southwark Plan 2022](#)).

Furthermore, the London Borough of Southwark [Statement of Community Involvement](#) includes the requirement for a Social Value Statement as part of the pre-submission engagement plan. Southwark’s [Developer Consultation Charter](#) provides the following detail with regards to validation requirements under the Engagement Summary:

“A Social Value Statement. This should describe the economic, social and environmental impacts of the development, how the development will contribute to the long-term wellbeing and resilience of existing and future residents and businesses. This should take into account feedback gathered from the community and which reflects the diversity and demographics of the local area”.

It is therefore clear that Southwark are taking steps to embed social value in planning at the local policy level, and recognise social value as a key opportunity for the local community to feed into development plans.



4 Needs Analysis

4.0 Needs Analysis

4.1 Introduction

In developing a relevant Social Value Measurement (TOMs) Framework for Red Lion Court it is important to understand the specific local needs and priorities of the immediate area and region so that the most appropriate activities can be identified to inform the Social Value Action Plan. Activities are defined as 'Measures' within the proposed TOMs Measurement Framework ([see Section 5.0](#)) so that improvements to the local area may be measured and monitored over time in a consistent way.

In addition to the findings from the London Borough of Southwark and Greater London Authority policy review above, key data and information that inform this needs analysis has come from the English Indices of Multiple Deprivation (IMD) as well as analysis of public datasets.

4.2 Deprivation Analysis

4.2.1 Introduction

The Indices of Multiple Deprivation (IMD)⁹ are a measure of relative deprivation used to rank neighbourhoods across the UK. Deprivation is essentially defined as 'a lack of...' and the IMD allows for the identification of need, relative to the rest of the country.

IMD measures the deprivation in 32,844 Lower-layer Super Output Areas (LSOAs) in England. These areas have an average of 1,500 residents each. IMD analysis allows for the identification of levels of

⁹ IMD data cannot be used to: quantify how deprived a small area is; Identify deprived people; State how affluent a place is; Compare with other UK countries; Measure real change in deprivation over time

deprivation by ranking LSOAs from 1 (most deprived area) to 32,844 (least deprived area).

% of LSOAs experiencing Severe-High Deprivation	London	Southwark	Borough & Bankside
Overall	33.2%	51.8%	20.0%
Income	36.3%	55.4%	20.0%
Employment	24.2%	37.3%	20.0%
Education, Skills and Training	10.6%	1.8%	0.0%
Health	11.3%	25.3%	40.0%
Crime	37.5%	53.6%	0.0%
Barriers to Housing and Services	68.0%	86.1%	100.0%
Outdoor Living Environment	90.7%	100.0%	100.0%

Table 3: The proportion of LSOAs that experience high to severe deprivation across each domain in the wards in which Red Lion Court is located and the city and region.

IMD measures the overall deprivation on the basis of the following seven domains¹⁰: Income; Employment; Education, Skills and Training; Health; Crime; Barriers to Housing and Services; and the Living Environment. These individual domains provide specific insight about what might be causing deprivation.

IMD data can be used to: Compare small areas across England; Identify the most deprived small areas; Explore the domains / types of deprivation; Compare larger areas e.g., local authorities; Look at changes in relative deprivation over time

¹⁰ English Indices of deprivation 2019, domains of deprivation: <https://www.gov.uk/government/statistics/english-indices-of-deprivation-2019>

4.2.2 Analysis

An IMD analysis was carried out to assess how the ward of; Borough and Bankside and the London Borough of Southwark compare with the London average. This was assessed across all the key domains and is presented as a domain comparison in Table 3. The analysis shows that Red Lion Court sits within an area of mild Overall deprivation (see Figure 5).

The deprivation table (see Table 3) presents the proportion of high to severe deprivation in each domain for a local area. Deprivation indicating 100%, for example, means that each LSOA in that given area is ranked with severe or high deprivation. The table shows that the London Borough of Southwark experiences more high to severe Overall deprivation and in all domains aside from Education compared to the London regional average. Both the London Borough of Southwark and the ward of Borough and bankside experience the highest proportion of high to severe deprivation in the Outdoor Living Environment domain with 100%.



Figure 4: Levels of Deprivation

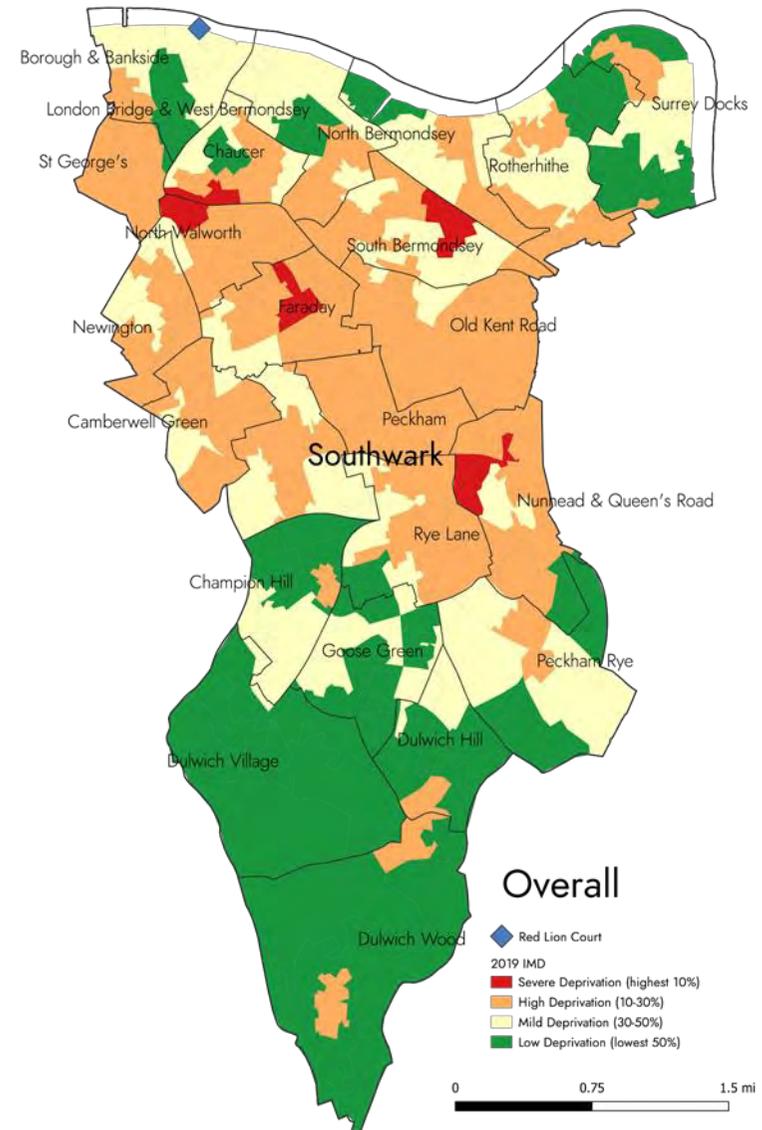
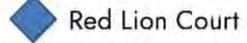


Figure 5: Southwark, Overall Deprivation

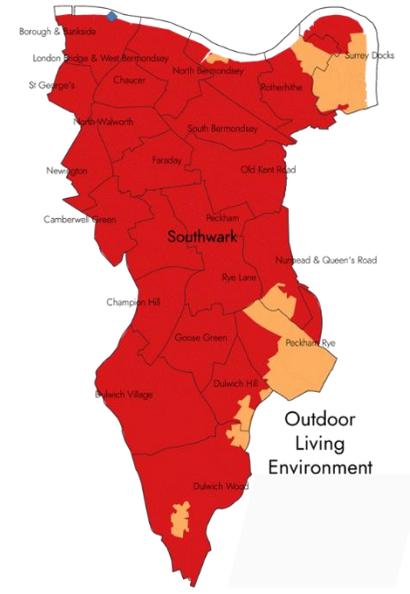
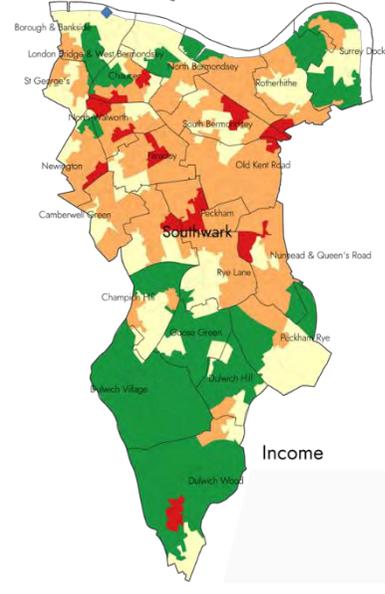
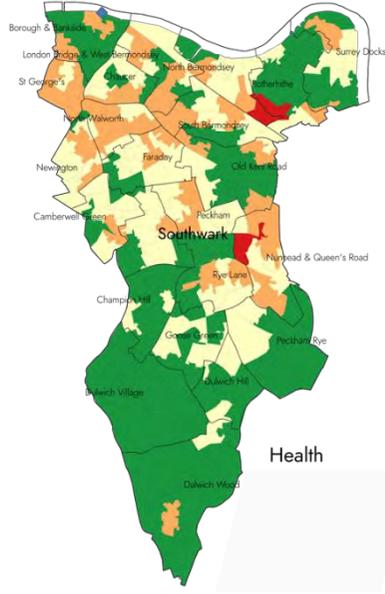
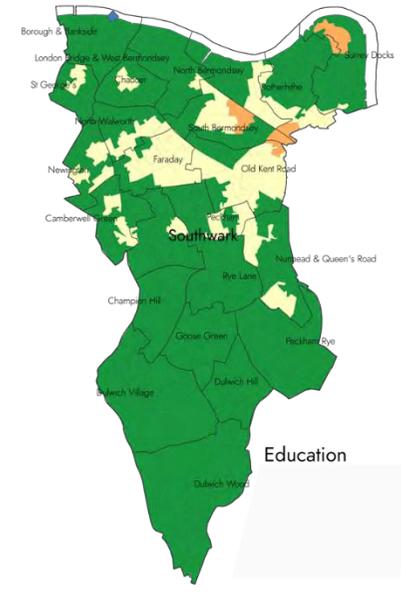
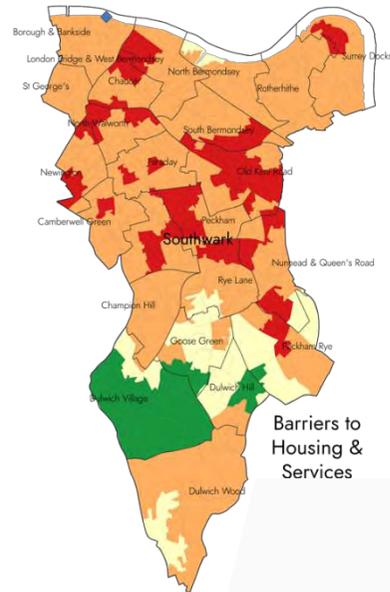
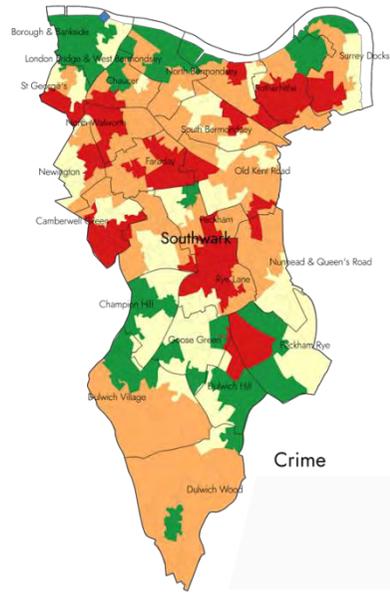
Figure 6: Southwark deprivation maps

Key:



2019 IMD

- Severe Deprivation (highest 10%)
- High Deprivation (10-30%)
- Mild Deprivation (30-50%)
- Low Deprivation (lowest 50%)



Jobs: Local Skills & Employment



Despite low Education deprivation, there are several local schools with **Ofsted ratings of 3**¹¹(Requires Improvement) in need of support within close proximity to Red Lion Court.

There are pockets of high Employment deprivation in the ward of Borough and Bankside. The London Borough of Southwark performs worse than the London regional average for several indicators relating to employment, most significantly **unemployment rate – age 16 and over** is 65% higher¹².



Additionally, the claimant count¹³ in the London Borough of Southwark has worsened since the start of the pandemic and is yet to return to pre-pandemic levels.

Gender pay gap¹⁴ is a priority, and the **unemployment rate** in the London Borough of Southwark is worse compared to the London regional average for ethnic minorities¹⁵.

Growth: Supporting Responsible & Regional Business



There is **high Income deprivation** in the areas around the site, including within the ward of Borough and Bankside. The London Borough of Southwark aims to be the first Equal Pay Borough.

There is a significant amount of **mental health deprivation**, with the London Borough of Southwark performing worse than the regional average in indicators relating to suicide rate¹⁶.



The number of micro and small businesses has increased in London overall in recent years, whereas the London Borough of Southwark has had no significant change¹⁷. Therefore, enabling start-ups to become occupiers at Red Lion Court and providing support to them is a key opportunity to increase the growth of small businesses in the London Borough of Southwark.

¹¹ Ofsted, 2021

¹² ONS Annual Population Survey, 2021

¹³ ONS Annual Population Survey, 2021

¹⁴ ONS Annual Population Survey, 2021

¹⁵ ONS Annual Population Survey, 2021

¹⁶ Public Health England, Suicide Prevention Profile (2018-2020), 2021

Social: Healthier, Safer & More Resilient Communities



The London Borough of Southwark experiences more **high to severe Health, Crime and Barriers to Housing & Services deprivation** than the London regional average. Additionally, **rough sleeper rates**¹⁸ and **number of first-time young offenders**¹⁹ have worsened over the past several years.

Children experience physical and health concerns as **pupils with social, emotional and mental health needs**²⁰ and **obesity rate for children year 6**²¹ have worsened over recent years.

The Urban Health Index for the neighbourhood, where the site is located, indicates that it is ranked 61/68 of all neighbourhoods in the London Boroughs of Lambeth and Southwark. **The neighbourhood performs particularly poorly in terms of personal safety, specifically burglary and drug crime.** Furthermore, the neighbourhood is ranked worst for **environmental quality and access to information and communications.**



Environment: Decarbonising & Safeguarding Our World

Renewable energy generation from photovoltaics and renewable energy generation overall is lower in the London Borough of Southwark than the London regional average.

The **Outdoor Living Environment deprivation** is severe throughout the Borough. **Domestic electricity CO2 emissions**, are worse than the London average. Temporary changes responding to the pandemic have improved the local environment. The Urban Health Foundation's research shows changes in behaviour due to Covid may help to address issues of air quality. Changes to support improved walking and cycling and outdoor hospitality should be carried through to long-term recovery. The introduction of greening and landscaping through the redevelopment of Red Lion Court will support this.



¹⁷ ONS Inter Departmental Business Register, 2021

¹⁸ MHCLG, Rough Sleeper in England (2020), 2021

¹⁹ Public Health England, 2018

²⁰ Public Health England, Special Educational needs in England, 2018

²¹ Public Health England, Obesity Rate (2019-2020)

4.3 Community Consultation

A comprehensive list of community organisations that should be considered for partnership or support can be found in [Appendix 1](#). Several of these organisations were identified by Social Value Portal as a result of the needs analysis, while others were identified by LS Red Lion Court Limited through community outreach and conversations with members of the local community, including elected ward councillors. The aim of identifying potential community partnership is to highlight organisations and opportunities that can help to address the greatest needs in the local area.

4.3.1 Red Lion Court Community Engagement

The community engagement for the Red Lion Court development has been through a hybrid model. Virtual content has been regularly provided and updated through an online 'hub' with periodic virtual exhibitions at redlioncourt.com. We have additionally supported this engagement through pop-up events, public exhibitions and stakeholder meetings, the community were able to share their experiences of Bankside and their thoughts on our initial, developing, and developed ideas for the redevelopment of Red Lion Court.

The community engagement, and the opportunity for the community to feedback, was advertised using social media, a newsletter distributed to local addresses, emails and letters sent to key local stakeholders.

The community engagement for the redevelopment of Red Lion Court was designed in-line with the local authority's expectations of suitable community engagement. Further details regarding the community engagement can be found in the Statement of Community Involvement and Development Charter prepared by Kanda on behalf of LS Red Lion Court Limited.

With attention given to social value as an instrumental part of the community engagement, key feedback from the community

highlighted priorities for improving Bankside and creating social value in the community, including:

- Creating a healthier community through initiatives to support mental health for adults and children
- Wellness or health uses accessible to the public
- More and improved green spaces and public realm
- Desire to enjoy the riverside and area for local residents as well as workers and visitors
- Mitigation against crime and anti-social behaviour, particularly that associated with the Evening and Night Time Economy (ENTE)
- Ground floor level uses including retail and places to socialise such as cafés or restaurants, but excluding takeaway and drinking-led establishments
- More employment space, particularly in the form of an affordable office space for small businesses or creative sector

Many of these priorities are in-line with local planning policy as set out in the [Southwark Plan 2022](#):

- SP2 – Southwark Together (revitalising places and neighbourhoods to create new opportunities for residents and local businesses, to promote wellbeing and reduce inequalities so that people have better lives in stronger communities).
- SP5 – Thriving neighbourhoods and tackling health inequalities
- P16 - Designing out crime
- P28 - Access to employment and training
- P45 – Healthy developments
- P47 – Community uses

Additionally, several local organisations and community spaces were highlighted by respondents as important to work with as part of the social value strategy including Manna Day which supports those

experiencing homelessness and Blackfriars Settlement which improves the wellbeing of disadvantaged people. These organisations and others identified through community consultation have been mapped in [Appendix 1](#) to highlight opportunities for partnership.

These key priorities and recommended local partnerships have informed the social value strategy for Red Lion Court which includes specific interventions to improve community health and wellbeing, improve the environment and support jobs and skills for local people across the lifecycle of the development. Additionally, the primary consideration in response from local stakeholders has been the potential for the delivery of new high quality public space(s) and enhanced greening. Therefore, the public realm and landscaping proposals have been worked up to maximise the quantity and quality of the place-shaping offer.





5 Social Value Measurement Framework

5.0 Social Value Measurement (TOMs) Framework

5.1 Measurement Framework for Red Lion Court

The Social Value Measurement Framework for Red Lion Court has been built around the National TOMs. In addition, the issues raised within the Needs Analysis ([Section 4.0](#)) as well as the local priorities identified through analysis of London Borough of Southwark and Greater London Authority policies have shaped the framework.

The Framework for Red Lion Court has been designed around 5 Themes and 20 associated Outcomes. Table 4 below sets out the Themes and Outcomes in full. Each Outcome is supported by a number of Measures, each of which is allocated a financial value to make it possible to calculate the social value created in financial terms. These values have been developed using publicly available data such as the Unit Cost Database and are HM Treasury Greenbook Compliant. The Red Lion Court Framework includes 57 measures that will be used as a part of the management and reporting solution.

A full list of the Measures that support the Themes and Outcomes can be found in [Appendix 1](#), along with an outline of how they align to London Borough of Southwark local priorities and opportunities for community partnership.

Theme	Outcomes
 <p>Jobs: Promoting Local Skills & Employment</p>	<ul style="list-style-type: none"> More local people in employment More opportunities for disadvantaged people Improved skills for local people Improved employability of young people
 <p>Growth: Supporting the Growth of Responsible and Regional Business</p>	<ul style="list-style-type: none"> More opportunities for local SMEs and VCSEs Improving staff wellbeing and mental health Reducing inequalities Ethical Procurement is promoted Social Value embedded in the supply chain
 <p>Social: Healthier, Safer & More Resilient Communities</p>	<ul style="list-style-type: none"> Creating a healthier community Crime is reduced More working with the Community Vulnerable People are helped to live independently
 <p>Environment: Decarbonising & Safeguarding Our World</p>	<ul style="list-style-type: none"> Carbon emissions are reduced Air pollution is reduced Safeguarding the natural environment Resource efficiency and circular economy solutions are promoted Sustainable Procurement is promoted More buildings are certified
 <p>Innovation: Promoting Social Innovation</p>	<ul style="list-style-type: none"> Other measures (TBD)

Table 4: Red Lion Court Themes and Outcome

A group of people in a huddle, viewed from above, with their hands raised in a gesture of unity or celebration. The image is overlaid with a teal tint. The text '6 Social Value Action Plan' is positioned in the lower right quadrant of the image.

6 Social Value Action Plan

6.0 Social Value Action Plan: The Added Social Value Created by the Red Lion Court development

Using the Red Lion Court TOMs Framework, we have assessed the additional social and local economic value that could be generated by the development across its full lifecycle:

Stage 1 Construction: During the construction stage including the contribution of LS Red Lion Court Limited's supply chain

Stage 2 Estate Management: The approach LS Red Lion Court Limited and the appointed estate management partner takes through the management of the site once the construction phase has been completed

Stage 3 Occupation: By unlocking the potential contribution that the occupiers can bring to the community

In addition, LS Red Lion Court Limited has taken great care to design spaces that will promote community engagement and be a catalyst for social value creation at each of the stages above.

6.1 Design for Social Value

The project's aim is to redevelop Red Lion Court to create a landmark headquarters which embraces the prominent waterfront position to provide a new market leading, contemporary, inspiring workplace focused on wellness, flexibility, and environmental responsibility.

The proposals will deliver major new public realm for residents and visitors in two major areas; a) a major new public space adjacent to The Anchor pub which will encourage animation and dwell time on the Thames path, and b) a separate new public space within the heart of the site which will be a co-ordinated new north-south route and space with the FT scheme, delivering the objective of the site allocation.

The public realm and landscaping proposals have been worked up to maximise the quantity and quality of the place-shaping offer.

6.1.1 Environmental Sustainability

The sustainability initiatives for the scheme are extensive ensuring a world-class development that is sustainable and resilient to climate change can be embraced

- BREEAM Outstanding
- Whole Life Carbon is aligned with GLA's aspirational target for 2030 - 600 kgCO₂e / m² (GIA) [A1-A5]
- 50% reduction in water consumption compared to a traditional office building
- Biodiversity net gain will be over 25%
- Urban Greening Factor to exceed 0.3
- WELL Core Certification – Platinum to be achieved
- Materials available on-site to be re-used, recycled or put to beneficial use.
- 887 cycle parking spaces

6.2 The Benchmarking Process

The Red Lion Court TOMs Framework has been populated with a number of base and stretch targets for the construction and in use stages:

Base Target – This represents the minimum we expect to see achieved

Stretch Target – This represents what we would hope to see achieved

Whilst targets and expectations have been set, generating value in any of the stages is entirely dependent on the other organisations that will be playing a role in each stage of this development. For example, the construction partner that is appointed and the estate management teams that ultimately looks after the site day-to-day once its built. If these organisations do not promote responsibility and sustainability, then there is limited social value that can be generated. In particular, to unlock the potential value that can be created by the occupiers, the estate management team has the opportunity to encourage and enable social, economic and environmental wellbeing activities.

For each stage, the targets have been informed by:

1. Industry benchmarks
2. Social Value Portal's own benchmarks from measuring numerous developments at the construction and in use stages
3. LS Red Lion Court Limited's commitments and expectations at each stage based on similar developments they have undertaken and their track record of delivering community programmes
4. The priorities of the Council and the local population

ITEM	BASE TARGET	STRETCH TARGET
Total Additional Social & Local Economic Value: Project Lifecycle	£204,667,455	£411,060,532
Total from 3.7 years of Construction	£17,993,458	£36,094,157
Total from 10 years of Estate Management	£2,742,792	£6,750,578
Total from 10 years of Occupation	£183,931,206	£368,215,797

Table 5: Total Social & Local Economic Value being targeted through the lifecycle of Red Lion Court

6.3 Construction

The site will be developed over approximately 3.7 years and the social and local economic value created through the construction period could be up to **£36m** which would be approximately **21.8%** of the construction costs.

LS Red Lion Court Limited will be responsible for appointing a construction partner that will not only deliver a quality service throughout the contract, but is committed to, and has experience of, delivering social value activities and outcomes. To achieve this, we expect social value to be a formal part of the procurement exercise with a weighting of 15%. The main contractor and all sub-contractors will be expected to submit their Social Value Plans as a part of their tenders for work on the site and commitments will be made publicly available.

The social and local economic value estimates in Table 6 are based on the assumption that LS Red Lion Court Limited and their construction partner will take a number of initiatives which include the points overleaf. This is based on the estimate that 880 total jobs (or 88 FTE²²) will be created through the full construction period.

ITEM	BASE TARGET	STRETCH TARGET
Total Additional Social & Local Economic Value: Construction	£17,993,458	£36,094,157
% of Construction Costs	11%	21.8%
% of Total Additional Social & Local Economic Value Add	8.8%	8.8%

Table 6: Total Social & Local Economic Value being targeted through construction

²² FTE stands for 'full time equivalent.' SVP have used the industry standard of 10 total construction jobs = 1 FTE to inform the Social Value Assessment.



Jobs: Promoting Local Skills & Employment

- Supporting up to **318 weeks of training, apprenticeships and work placements** on the contract over the 3.7 years of construction. LS Red Lion Court Limited and their construction partner are committed to partnering with organisations such as Construction Youth Trust and others highlighted in [Appendix 1](#) to help support the delivery of these targets.
- Where possible, LS Red Lion Court Limited will work with their construction partner and their supply chains to employ local people and advertise new jobs locally. Targets have been set to employ disadvantaged people who are most in need of support into employment. This includes employing up to **11 FTE people from disadvantaged backgrounds** over the 3.7 years of construction including people who are long-term unemployed, NEET (not in education, employment or training), young offenders, homeless people and people with a disability. A number of community partners have been highlighted in [Appendix 1](#) to support in the delivery of these targets, including Build Your Future, Southwark Construction Skills, Bede Centre and Aurora Options.



Growth: Supporting the Growth of Responsible and Regional Business

- The main contractor will be expected to run employment fairs to encourage local people and businesses to become employees and sub-contractors when opportunities become available.
- Up to **£35.2m of local economic value** is estimated to be generated through local spend in the supply chain during construction, up to 20% of the total spend. Out of the total local spend, up to **10% is estimated to be spent with local micro, small and medium enterprises**. Meet the Buyer events will be held well ahead of the procurement process to identify local businesses and help build capacity.
- LS Red Lion Court Limited and their delivery partners will promote ethical supply chains through commitments to paying the **London Living Wage** for all delivery partners as well as promoting wellbeing programmes such as mental health screenings and **140 hours of equality, diversity and inclusion training**.



Social: Healthier, Safer & More Resilient Communities

- An assumption has been made that each year, **100% of the workforce (FTE) will volunteer for 1 day** on initiatives that local people want to see prioritised. This time is equivalent to **700 hours of volunteering** throughout the construction period. Delivery partners should look to support organisations such as those outlined in [Appendix 1](#) to address local needs including homelessness, mental health and community safety.
- Additional measures have been added to the Red Lion Court TOMs Measurement Framework based on the needs identified in the Local Needs Analysis. Due to the high rough sleepers rate in the London Borough of Southwark, working with organisations such as Bankside Village and Manna Society should be prioritised where possible. Additionally, London Borough of Southwark performs worse than the London average in several mental and physical health indicators, therefore several organisations have been highlighted in [Appendix 1](#) which can be supported to improve the health.



Environment: Decarbonising & Safeguarding Our World

- The stage 2 embodied carbon footprint of the proposed development at the end of Stage 2 is approximately 16,395 tCO_{2e} (497kgCO_{2e}/m² GIA) at Practical Completion. In comparison to the RICS baseline this is a saving of approximately 3,027 tCO_{2e} of embodied carbon at practical completion.
- The social value created through a carbon saving of 3,027 tCO_{2e} against the RICS baseline at practical completion is approximately £213k.

6.4 Estate Management & Key Suppliers

After the development is complete and the site is fully operational, LS Red Lion Court Limited will continue to deliver against its Social Value Strategy. The social and local economic value generated through the management of the development could be as high as **£675.5k** in the first year and up to **£6.7m** over 10 years.

LS Red Lion Court Limited understand that to generate this potential value, an appropriate Estate Management partner needs to be appointed. The expectation is that social value will also form part of the procurement process to secure the right company to add value throughout the lifecycle of this development and this will be weighted at least 15% within the tender.

The social and local economic value estimates in Table 7 are based on the assumption that LS Red Lion Court Limited and their estate management partner will take a number of initiatives which include the points overleaf.

ITEM	BASE TARGET	STRETCH TARGET
Total Additional Social & Local Economic Value: 10 Years of Estate Management	£2,742,792	£6,750,578
% of Total Additional Social & Local Economic Value Add	1.3%	1.6%

Table 7: Total Social & Local Economic Value being targeted through 10 years of estate management at Red Lion Court



Jobs: Promoting Local Skills & Employment

- Employing at least 1.2 FTE people from the local area, equal to 20% of the workforce in estate management.
- Providing employment opportunities for people from disadvantaged backgrounds similar to those in the Construction Phase. LS Red Lion Court Limited are committed to supporting the estate management team for Red Lion Court to recruit local people and those furthest from the labour market.
- Supporting skills and training opportunities for local people through providing work experience and work placement opportunities. LS Red Lion Court Limited are committed to working with local schools and training providers such as Harris Girls' Academy and Ark Globe Academy to support training needs and help to design courses to suit so that local people have the skills to secure jobs created.



Growth: Supporting the Growth of Responsible and Regional Business

- Bringing in local businesses to occupy the site is clearly an important initiative based on the Local Needs Analysis and feedback from the community consultation.
- Estate management presents a valuable opportunity to bring on social enterprises in LS Red Lion Court Limited's supply chain. Where possible, LS Red Lion Court Limited will prioritise working with local organisations with a social purpose. A target has been set for 20% of the local spend to go to SMEs through estate management and LS Red Lion Court Limited will aim to work with partners such as Tree Shepherd and others highlighted in [Appendix 1](#) to identify appropriate opportunities to work with VCSEs.



Social: Healthier, Safer & More Resilient Communities

- An assumption has been made that each year, 100% of the workforce would volunteer for 1 day on initiatives that local people want to see prioritised. This time is equivalent to 96 hours of volunteering each year. The estate management team should look to partner with organisations such as those outlined in [Appendix 1](#).
- Due to the high rough sleepers rate in the London Borough of Southwark, working with organisations such as Bankside Village and Manna Society should be prioritised where possible. Additionally, London Borough of Southwark performs worse than the London average in several mental and physical health indicators, therefore several organisations have been highlighted in [Appendix 1](#) which can be supported to improve the health.



Environment: Decarbonising & Safeguarding Our World

- The sustainability initiatives for the scheme are extensive as outlined in [Section 6.6.1](#), which will contribute to decarbonising and safeguarding our world.

6.5 Occupation

The organisations and companies that occupy the site will generate social and local economic value through decisions they make about employment, procurement and community engagement. LS Red Lion Court Limited is committed to unlocking this value by engaging with the potential occupiers (and prioritising responsible businesses where possible) to maximise the benefits of recruiting locally. The expectation is that approximately 1,664 FTE annual employment opportunities in the development will be available as a result of the redevelopment of Red Lion Court. The total social and local economic value generated through sustainable occupation could be as high as **£37.5m** in the first year and **£368.2m** over 10 years of occupation following construction.

The social and local economic value estimates in Table 8 are based on the assumption that LS Red Lion Court Limited and their occupiers will take a number of initiatives which include the points to the overleaf.

ITEM	BASE TARGET	STRETCH TARGET
Total Additional Social & Local Economic Value: 10 Years of Occupation	183,931,206	£368,215,797
% of Total Additional Social & Local Economic Value Add	89.9%	89.5%

Table 8: Total Social & Local Economic Value being targeted through 10 years of occupation at Red Lion Court



Jobs: Promoting Local Skills & Employment

- Employing over 665 FTE people from the local area 40% of the workforce through the occupiers.
- Employing over 42 FTE people from disadvantaged backgrounds similar to those in the Construction Phase. LS Red Lion Court Limited are committed to supporting the occupiers of Red Lion Court to recruit local people and those furthest from the labour market.
- Supporting over 6,886 weeks of training and apprenticeship opportunities through future occupiers each year. LS Red Lion Court Limited are committed to working with local schools and training providers such as Harris Girls' Academy and Ark Globe Academy to support training needs and help to design courses to suit so that local people have the skills to secure jobs created.



Growth: Supporting the Growth of Responsible and Regional Business

- Bringing in local businesses to occupy the site is clearly an important initiative based on the Local Needs Analysis and feedback from the community consultation. Targets have been set for 40% of local spend through the occupiers of Red Lion Court.
- Occupiers will also be encouraged to support wellbeing initiatives for their workforce, and provide equality, diversity and inclusion training.



Social: Healthier, Safer & More Resilient Communities

- An assumption has been made that each year, 100% of the workforce would volunteer for 1 day on initiatives that local people want to see prioritised. This time is equivalent to 13,308 hours of volunteering each year of occupation. The occupiers should look to partner with organisations such as those outlined in [Appendix 1](#).
- Due to the high rough sleepers rate in the London Borough of Southwark, working with organisations such as Bankside Village and Manna Society should be prioritised where possible. Additionally, London Borough of Southwark performs worse than the London average in several mental and physical health indicators, therefore several organisations have been highlighted in [Appendix 1](#) which can be supported to improve the health.



Environment: Decarbonising & Safeguarding Our World

- The stage 2 embodied carbon footprint of the proposed development at the end of Stage 2 is approximately 24,873 tCO_{2e} (696kgCO_{2e}/m² GIA) over the life cycle (EC-LC, 60 years) excluding any contingency²³. In comparison to the RICS baseline this is a saving of 1,056 tCO_{2e} of embodied carbon over the 60 year lifecycle.

²³ Tonnes CO_{2e} saving over 60 year lifecycle do not feed into the 10 year in-use social value assessment

The image shows four men in a construction or industrial setting. They are wearing hard hats (yellow and white) and safety vests. They are gathered around a table, looking at a tablet and some papers. The background is a large, industrial structure, possibly a factory or a large building under construction. The entire image has a blue tint.

7 Ongoing Measurement & Reporting

7.0 Ongoing Measurement and Reporting

LS Red Lion Court Limited is committed to the long-term success of this development and wants to see that as much social, economic and environmental value as possible is generated.

Ultimately, social value can only be maximised through constant improvement and the sharing of best practice. This section outlines the key recommendations following the work carried out thus far and how social value can be achieved throughout the delivery of Red Lion Court.

As detailed in [Section 6.3](#), [6.4](#), [6.5](#) and [6.6](#) LS Red Lion Court Limited will make social value a formal part of the tender process when appointing its Tier 1 construction partner and its core suppliers, and will promote sustainable procurement and occupation during the in-use stages of the development. To support with this the Landsec group will draw on their existing Membership to the Social Value Portal and utilise the online platform for procurement, contract management, social value measurement and reporting.

As the Social Value Portal has done on developments for other local authorities, social value reports can be prepared for London Borough of Southwark on a quarterly and annual basis to highlight the progress that has been made against targets.

A photograph showing several hands of different ages and skin tones gently holding a small green plant with soil. The scene is set outdoors with other plants in the background. The entire image is covered with a semi-transparent teal gradient. The text '8 Conclusion' is overlaid in white at the bottom right.

8 Conclusion

8.0 Conclusion

The Red Lion Court development will bring new jobs and opportunities to the London Borough of Southwark and the ward of Borough and Bankside specifically. However, as shown in this report, Red Lion Court has also the potential to catalyse a substantially greater impact on the local area and communities in terms of jobs and skills, support for local businesses and SMEs, support for the local community and environmental improvements by developing and implementing a coherent and holistic Social Value Strategy. Key targets are laid out in Table 9.

Theme	Intervention	Construction (3.7 years)	Estate Management (10 years)	Occupation (10 years)
Jobs: Promoting Local Skills & Employment	Local employment (FTE)	26.3	12	6,654
	<i>Social and Local Economic Value</i>	£287,135 ²⁴	£523,884	£290,493,678
	Disadvantaged jobs (FTE)	10.5	0.03	41.6
	<i>Social and Local Economic Value</i>	£216,164	£493	£804,227
	Training opportunities (weeks)	318	8.4	68,868.9
	<i>Social and Local Economic Value</i>	£77,898	£1,417	£16,649,985
Social: Healthier, Safer & More Resilient Communities	Volunteering (hours)	701.6	480	133,080
	<i>Social and Local Economic Value</i>	£11,288	£7,723	£2,141,257
Growth: Supporting the Growth of Responsible and Regional Business	Local Spend (£)	£33,066,000	£5,807,125	£53,232,000
	<i>Social and Local Economic Value</i>	£35,215,290	£6,184,588	£56,692,080
Environment: Decarbonising & Safeguarding Our World	Carbon saved (tCO ₂ e)	3,027 ²⁵	-	-
	<i>Social and Local Economic Value</i>	£213,192	-	-

Table 9: Headline targets for the construction and 10 years of in-use at Red Lion Court

²⁴ Only 25% (the assumed direct employment) of the total local employment through construction can be counted as social and local economic value. The other 75% (the

assumed indirect employment) cannot be included as value within this figures as this is captured within the local spend figure.

²⁵ Carbon saved at practical completion in comparison to the RICS Baseline

The Social Value Portal’s analysis shows that over approximately 3.7 years of construction, 10 years of estate management and occupation, the total additional social and local economic value created could be as high as **£411m**, or **249%** of the original construction costs. This is, of course, only a monetary value but the effect on individuals could be substantially greater.

LS Red Lion Court Limited is committed to working with their contractors, suppliers and occupiers to get the most social value from this development. LS Red Lion Court Limited recognises the value that can result from community engagement and delivering a targeted social value strategy and understand that the opportunities to do more for local people are significant through the Red Lion Court development.

ITEM	BASE TARGET	STRETCH TARGET
Total Additional Social & Local Economic Value: Project Lifecycle	£204,667,455	£411,060,532
Total from 3.7 years of Construction	£17,993,458	£36,094,157
Total from 10 years of Estate Management	£2,742,792	£6,750,578
Total from 10 years of Occupation	£183,931,206	£368,215,797

Table 10: Total Social & Local Economic Value being targeted through 3.7 years of construction and 10 years of estate management and occupation at Red Lion Court



Appendix

Appendix 1

The Social Value TOMs Measurement Framework for Red Lion Court includes 5 Themes, 20 Outcomes and 57 Measures. It has been aligned with the London Borough of Southwark and Greater London Authority policies ([Section 3](#)), the Local Needs Analysis ([Section 4](#)) and various local community organisations that present opportunities for partnership.

Outcomes	Ref	Measures - Minimum Requirements	Policy	Needs	Community Organisations
Jobs: Promote Local Skills and Employment					
More local people in employment	RLC1	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	The Southwark Council Plan 2018-2022: make Southwark a full employment borough Southwark Plan 2022: Aim to create at least 58,000 new jobs over the plan period Providing at least 1,000 new green jobs through the Southwark Green new Deal	Employment deprivation is high in Southwark and the unemployment rate for age 16+ has worsened from 2020 to 2021 Claimant count as a proportion of residents aged 16-64 has increased significantly in Southwark since the start of the Covid-19 pandemic, and rates are still higher than pre-pandemic levels as of July 2021	Build Your Future Southwark Construction Skills
	RLC2	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		Unemployment rate - ethnic minority is higher in Southwark than the London average and the rate has worsened from 2020 to 2021	Build Your Future Southwark Construction Skills
	RLC3	% of local people employed on contract (FTE)			Build Your Future Southwark Construction Skills
More opportunities for disadvantaged people	RLC4	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	The London Plan 2020/2021: Support and promote the creation of a London where all Londoners, including children and young people, older people, disabled people, and people with young children, as well as people with other protected		Build Your Future Southwark Construction Skills

	RLC5	No. of homeless employees (FTE) hired on the contract as a result of a recruitment programme	<p>characteristics, can move around with ease and enjoy the opportunities the city provides, creating a welcoming environment that everyone can use confidently, independent</p> <p>Southwark Plan 2022: Investing in our communities and residents, and particularly existing residents, so that everyone can access the benefits our regeneration programmes and the opportunities created by those programmes for new homes, new jobs, education, training and new physical and social infrastructure</p>	Rough sleeper rate is higher in Southwark than the London average and has worsened from 2020 to 2021	<p>Bankside Village</p> <p>The Manna Society - Day Centre for Homelessness</p>	
	RLC6	No. of employees (FTE) hired on the contract who are Not in Employment, Education, or Training (NEETs) as a result of a recruitment programme			<p>Build Your Future</p> <p>Southwark Construction Skills</p>	
	RLC7	No. of 18+ y.o. employees (FTE) hired on the contract who are rehabilitating or ex offenders as a result of a recruitment programme			<p>Build Your Future</p> <p>Southwark Construction Skills</p>	
	RLC8	No. of disabled employees (FTE) hired on the contract as a result of a recruitment programme			<p>Bede Centre</p> <p>Aurora Options</p>	
	RLC9	Specific initiatives or recruitment programmes for BAME people run for the contract (Y/N)			<p>Unemployment rate - ethnic minority is higher in Southwark than the London average and the rate has worsened from 2020 to 2021</p>	<p>Build Your Future</p> <p>Southwark Construction Skills</p>
	RLC10	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			<p>There are several schools within close proximity to Red Lion Court site which have an Ofsted rating of 3 (requires improvement)</p>	<p>Build Your Future</p> <p>Southwark Construction Skills</p>
Improved skills for local people	RLC11	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)	The London Plan 2020/2021: Supporting educational outcomes through connections to schools, colleges or higher education.		<p>The Southwark Education Business Alliance</p> <p>Bankside Gallery</p>	
	RLC12	No. of weeks of training opportunities on the contract (BTEC, City & Guilds, NVQ, HNC) that have either been completed during the			<p>Construction Youth Trust</p> <p>Southwark Construction Skills</p>	

		year, or that will be supported by the organisation until completion in the following years - Level 2,3, or 4+			
	RLC13	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+	The Southwark Council Plan 2018-2022: [...ensure that] lack of qualifications does not hold people back from securing good work. Create 2,500 new apprenticeships.	The rate of apprenticeships after KS3 in Southwark compared to the London average has worsened from 202 to 2021	Construction Youth Trust Southwark Construction Skills
Improved employability of young people	RLC14	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	Southwark Plan 2022: SP3 - We will give all our young people a great start in life in a safe, stable and healthy environment where they have the opportunity to develop, make choices and feel in control of their lives and future		Construction Youth Trust Southwark Construction Skills
	RLC15	No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)			
	RLC16	Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships)			
Growth: Supporting Growth of Responsible Regional Business					
More opportunities for local SMEs and VCSEs	RLC17	Total amount (£) spent with VCSEs within your supply chain			

	RLC18	Provision of expert business advice to VCSEs and MSMEs (e.g. financial advice / legal advice / HR advice/HSE)	<p>The Southwark Council Plan 2018-2022: We will grow the economy by supporting local businesses</p> <p>The London Plan 2020/2021: Support start-up and early stage businesses</p> <p>Southwark Plan 2022:</p>	From 2020 to 2021 the proportion of micro and small businesses has increased in London	Tree Shepherd Better Bankside The Arch Co.	
	RLC19	Equipment or resources donated to VCSEs (£ equivalent value)	<p>Ensuring that our existing residents and neighbourhoods prosper from good growth by giving people from every community the opportunity to collaborate throughout the regeneration process. Good growth includes supporting and diversifying our strong local economy, providing new jobs including new green jobs, championing existing and new business growth and supporting small shops and businesses through regeneration including building new, affordable workspaces to continue trading or grow their businesses</p> <p>SP4 - We will work to make sure that Southwark has a strong, green and inclusive economy where all of our existing and new residents, businesses and workers benefit</p>		Tree Shepherd Southwark Pioneers Fund	
	RLC20	Number of voluntary hours donated to support VCSEs (excludes expert business advice)			The Southwark Chamber of Commerce	
	RLC21	Total amount (£) spent in local supply chain through the contract			The Southwark Chamber of Commerce	
	RLC22	Total amount (£) spent through the contract in specified sub-localities (e.g. high deprivation areas) - please refer to list NT18a for the qualifying areas			The Southwark Chamber of Commerce	
	RLC23	Total amount (£) spent through contract with local micro, small and medium enterprises (MSMEs)			The Southwark Chamber of Commerce	
	RLC24	No. of employees on the contract that have been provided access for at least 12 months to comprehensive and multidimensional wellbeing programmes		<p>Southwark Plan 2022: We will maintain and improve the health and wellbeing of our residents, encouraging healthy lives by tackling the causes of ill health and inequalities</p>	There is a significant amount of physical and mental health deprivation in Southwark as a whole, with hospital admissions for mental health conditions 88% worse than the London average	Bankside Low Line
Improving staff wellbeing and mental health	RLC25	Mental Health campaigns for staff on the contract to create community of acceptance, remove stigma around mental health			Promoting wellbeing initiatives and programmes throughout the workforce and supply chain is key to addressing this need	
	RLC26	Equality, diversity and inclusion training provided both for staff and supply chain staff				

Reducing Inequalities	RLC27	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)	The Southwark Council Plan 2018-2022: Make Southwark the first Equal Pay Borough so all our contractors must publish their gender pay gap and plans to reduce it	Gender pay gap mean and median is higher in Southwark than the London average	
	RLC28	Percentage of staff on contract that is paid at least the relevant Real Living wage as specified by Living Wage foundation	The Southwark Council Plan 2018-2022: We will grow the economy by...tackling low pay inequalities Double the number of employers who pay the London Living Wage and make Old Kent Road and Canada Water London Living Wage Zones. Southwark Plan: developments being designated for the diverse communities in Southwark, including all principles of the Southwark Stands Together initiative and to ensure accessibility, inclusivity, and interaction, regardless of disability, age, race, religion or belief, sex, sexual orientation, pregnancy and maternity, marriage or civil partnership or gender, and allow all to participate equally, confidently and independently in everyday activities	Income deprivation is a concern for Southwark	St Giles Trust
	RLC29	Percentage of contractors in the supply chain required (or supported if they are micro or small business) to pay at least Real Living wage			
Ethical Procurement is promoted	RLC30	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			

	RLC31	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 contract (i.e. supply chain mapping, staff training, contract management)			
Social Value embedded in the supply chain	RLC32	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	RLC33	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	<p>The Southwark Council Plan 2018-2022: A great start in life. We want all children in the borough to lead healthy and active lives, so we will extend Free Healthy School Meals to nurseries and make it easier for more children to walk and cycle to school to improve health and tackle poor air quality. We will continue to support vulnerable and looked-after children, improving mental health services and investing in early intervention</p> <p>The London Plan 2020/2021: Promote more active and healthy lives for all Londoners and enable them to make healthy choices</p> <p>Southwark Plan 2022: We will maintain and improve the health and wellbeing of our residents, encouraging healthy lives by tackling the causes of ill health and inequalities</p>	<p>Health deprivation is high in Borough & Bankside</p> <p>Obesity rate - year 6 is higher in Southwark than the London average and has worsened from 2020 to 2021</p> <p>Obesity rate- reception is higher in Southwark than the London average</p> <p>Percentage of school pupils with social, emotional and mental health needs is higher in Southwark than the London average and has worsened from 2020 to 2021</p> <p>Suicide rate is higher in Southwark than the London average and has worsened from 2020 to 2021</p> <p>Proportion of adults who smoke has worsened from 2020 to 2021</p> <p>The Covid-19 vulnerability index in Borough & Southwark Street is 57.16 which is moderate</p>	<p>St Giles Trust</p> <p>Guy's & St Thomas' Charity</p> <p>Together - Southwark Wellbeing Hub</p> <p>The Bridge</p> <p>Living Bankside</p> <p>Blackfriars Settlement</p>
	RLC34	Initiatives to be taken to tackle homelessness (supporting temporary housing schemes etc.)		Rough sleeper rate is higher in Southwark than the London average and has worsened from 2020 to 2021	<p>Bankside Village</p> <p>The Manna Society - Day Centre for Homelessness</p>
	RLC35	Initiatives to support rough sleepers - including training for security and night staff, opening up facilities spaces (e.g. showers or additional beds when temperature drops) after hours			

Crime is reduced	RLC36	Initiatives aimed at reducing crime (e.g. support for local youth groups, lighting for public spaces, etc.)	<p>The Southwark Council Plan 2018-2022: A safer community. Everyone has the right to feel safe and be safe. That is why we will join up the work we are doing to tackle gender-based violence and will also tackle extremism wherever it exists, working alongside our communities to help them counter extremism and radicalisation. We want to empower people, particularly young people, with the opportunities that they need to make positive choices and to stay away from crime and violence</p> <p>Southwark Plan 2022: Making our neighbourhoods safer with well-designed buildings and spaces that mitigate and minimise the impacts of climate change on local residents, discourage crime and antisocial behaviour and foster a sense of community</p>	<p>Crime deprivation is high in Southwark</p> <p>First time young offender rate is higher in Southwark than the London average and has worsened from 2020 to 2021</p>	<p>St Giles Trust</p> <p>Safer London</p>
More working with the Community	RLC37	Donations or in-kind contributions to local community projects (£ & materials)	Southwark Plan 2022: SP2 - We will continue to revitalise our places and neighbourhoods to create new opportunities for residents and local businesses, to promote wellbeing and reduce inequalities so that people have better lives in stronger communities		<p>Southwark Community</p> <p>Waterloo Action Centre</p>
	RLC38	No. of hours volunteering time provided to support local community projects			<p>Southwark Community</p> <p>Waterloo Action Centre</p> <p>Blackfriars Settlement</p>

Vulnerable people are helped to live independently	RLC39	Initiatives to be taken to support older, disabled and vulnerable people to build stronger community networks (e.g. befriending schemes, digital inclusion clubs)	<p>The Southwark Council Plan 2018-2022: We will keep investing in mental health services and look for a new approach to tackle loneliness for people of all ages.</p> <p>The Southwark Plan 2022: Over three quarters of residents live in communities ranked in the 20% most deprived in England. This covers a significant part of the borough. When looking at the sub-domain that focuses on housing affordability, overcrowding, and homelessness 97% of our residents live in the 20% most deprived communities in England</p> <p>Strengthening support in regeneration areas for those who are vulnerable or who face greater disadvantage, by investing in the prevention and tackling causes of inequality, involving all of our services, partners and community-based activities</p>	Barriers to Housing & Services deprivation is high in Borough & Bankside	St Giles Trust Walworth Garden Living Bankside Blackfriars Settlement
Environment: Decarbonising & Safeguarding Our World					
Carbon emissions are reduced	RLC40	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)	<p>The London Plan 2020/2021: Seek to improve energy efficiency and support the move towards a low carbon economy, contributing towards London becoming a zero-carbon city by 2050</p> <p>Southwark Plan 2022: All developments must reduce their carbon emissions</p>	Domestic CO2 emissions are higher in Southwark than the London average	
	RLC41	Policy and programme to achieve net zero carbon including monitoring plan with specific milestones	<p>Southwark Plan 2022: The Borough will be net carbon zero by 2050. This Plan will be reviewed to meet the Borough's own carbon neutrality target by 2030</p> <p>Southwark is a place which is resilient to the impacts of climate change where net carbon emissions will be zero</p>		

	RLC42	Savings in contract related embodied carbon (carbon footprint of material inputs - cradle to site) against specified baseline			
	RLC43	Carbon emission reductions through reduced energy use and energy efficiency measures - building operations - (e.g. REEB benchmark, RIBA Climate Challenge)			
	RLC44	Carbon emission reductions through increased use of renewable energy - building operations - (e.g. REEB benchmark, RIBA Climate Challenge)		Renewable electricity generation total and renewable energy generation from photovoltaics (per household) are both lower in Southwark than the London average.	
	RLC45	Carbon Certification (Carbon Trust Standard, Planet Mark or equivalent independently verified) - achieved or to achieve for current year			
Air pollution is reduced	RLC46	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)	<p>Southwark Plan 2022: Expand and enhance our cycle route network and the borough's walking networks in collaboration with TfL</p> <p>The London Plan 2020/2021: Seek to improve London's air quality, reduce public exposure to poor air quality and minimise inequalities in levels of exposure to air pollution</p>	Southwark experiences high and severe deprivation in terms of Outdoor Living Environment. This includes air quality and road traffic accidents.	

Safeguarding the natural environment	RLC47	Donations or investments towards expert designed sustainable reforestation or afforestation initiatives	<p>The Southwark Council Plan 2018-2022: Protect Southwark's biodiversity and make nature accessible for all</p> <p>Southwark Plan 2022: Conserve and enhance conservation areas and protected buildings</p> <p>The London Plan 2020/2021: Support river restoration and biodiversity improvements</p>	Outdoor Living Environment deprivation is high in Borough & Bankside. For foundations of wellbeing, the neighbourhood of Borough and Southwark Street is ranked worst out of all neighbourhoods in Lambeth and Southwark, performing worst in Environmental Quality and Access to Information and Communications.	<p>Bankside Open Spaces Trust</p> <p>North Southwark Environmental Trust</p> <p>Mint Street Park</p>
Resource efficiency and circular economy solutions are promoted	RLC48	Hard to recycle waste diverted from landfill or incineration through specific recycling partnerships (e.g. Terracycle or equivalent)	<p>The London Plan 2020/2021: Encourage waste minimisation and waste prevention through the reuse of materials and using fewer resources in the production and distribution of products</p> <p>Southwark Plan 2022: We will lead the way in providing spaces for people to connect with nature, making people feel safe, creating cleaner streets, increasing recycling, reducing landfill waste, and reducing carbon and greenhouse gas emissions to address the Climate Emergency</p>	Percentage of household waste sent for reuse, recycling or composting is lower in Southwark than the London average.	
Sustainable Procurement is promoted	RLC49	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.)			
	RLC50	Supply Chain Carbon Certification (Carbon Trust Standard for Supply Chain or equivalent independently verified) - achieved or to achieve for current year			

	RLC51	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			
More buildings are certified	RLC52	Percentage of NEW buildings achieving BREEAM Rating			
	RLC53	Percentage of buildings achieving BREEAM IN-USE			
Innovation: Promoting Social Innovation					
Social innovation to create local skills and employment	RLC54	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.			
Social innovation to support responsible business	RLC55	Innovative measures to promote and support responsible business 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.			
Social innovation to enable healthier safer and more resilient communities	RLC56	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.			
Social innovation to safeguard the environment and respond to the climate emergency	RLC57	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.	The Southwark Council Plan 2018-2022: Introduce water fountains throughout Southwark to reduce plastic bottles		