

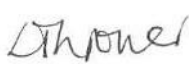





Social Value Strategy
GREENGAGE



QA

Social Value Strategy

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1.0 INTRODUCTION

- 1.1 GPE (St Thomas Street) Limited (the 'Applicant') is proposing to redevelop the land and properties at 4-26 St Thomas Street, otherwise known as New City Court (NCC). This redevelopment will refurbish the Georgian terraces and Keats House, construct a new 37-storey (including, ground, mezzanine and two-storeys of plant) office block and associated public realm.
- 1.2 The Applicant understands that local communities play an integral role in the success of a development. A key aspect of unlocking the potential in the Applicant's development is to create enduring, sustainable relationships with the communities where they are working. Understanding and addressing local needs throughout all stages of development and operation is critical to building these relationships.
- 1.3 This document sets out the approach that the Applicant will take to fostering long term collaboration and partnerships with the local community so as to deliver true social value outcomes for the London Borough of Southwark (LBS) and wider London area. It is a summary of an ongoing process which has reached a particular stage at the time of the planning application but will continue throughout construction and into operation of NCC. This document will explain how key social themes have been developed and the potential initiatives through which these can be delivered. Furthermore, the report sets out how the process will be managed as NCC develops and is operated, as sustained social impact is a true indicator of success instead of piecemeal interventions that can typify development in London.
- 1.4 To produce this guidance, a review of LBS policies and strategies has been key in addressing Borough-wide issues to ensure the NCC scheme will develop alongside the expected changes in the Borough. Specifically, this has considered adopted policy as well as focussed on emerging policy and guidance from LBS in relation to social value, because significant progress on the issue has been made in recent years. In addition, an understanding of the main issues and needs of the local area has been essential in broadly tailoring the themes that are focused on.

PROPOSED DEVELOPMENT

- 1.5 The project seeks to enhance the area of Southwark around London Bridge station, St Thomas Street and Borough High Street by regenerating the underutilised historic yards to provide generous and accessible new public spaces, connect retail routes, and retain and restore built heritage on site.

1.6 A clear set of project aspirations have developed through rigorous investigation over the course of four years of study and extensive consultation. These objectives can be summarised as follows:

- Retain and enhance the listed and historic buildings of merit on site;
- Enhance transport links & reduce pedestrian congestion;
- Create new connections & desire lines;
- Create generous new public realm;
- Enhance the setting of adjacent buildings;
- Provide new retail including affordable; and
- Provide new workspace including affordable.

1.7 The following is a summary of the development proposals:

- Demolition of the existing 1980s buildings and alterations;
- Delivery of a 37-storey building (including ground, mezzanine and two storeys of plant at roof level) extending to 144m AOD, providing high quality office and retail floorspace;
- Introduction of retail floorspace at ground, lower ground and first floor level providing an enhanced retail offer for local area and provision of active frontages along St Thomas Street;
- Provision of 1,067 sqm of affordable workspace on upper floors of Georgian terrace;
- Provision of 181 sqm of affordable retail at ground floor/lower ground floor level of nos. 4-6 St Thomas Street;
- Provision of hub space at 21st and 22nd floor level of office building providing auditorium and exhibition space for both office and wider commercial use;
- Sympathetic restoration of listed buildings along St Thomas Street;
- Reconstruction of Keats House as a standalone building with retention of existing façade;
- Delivery of high quality and fully accessible public realm, providing enhanced connectivity through new public routes and a public square;
- Delivery of an elevated double height public garden at fifth and sixth floor level with a complementary café/restaurant area;
- Creation of a new entrance to London Bridge Underground Station; and
- Improved servicing strategy to maximise servicing options.

2.0 GPE COMMUNITY STRATEGY

2.1 Great Portland Estates plc's (the Applicant's parent company) Community Strategy (Appendix 1) outlines their long-term commitments to manage the social impact of their developments and to create sustainable relationships with the communities in which their developments are situated. It is an extension of 'Creating sustainable spaces', GPE's long-term vision of sustainability, which sets out GPE's strategy for integrating sustainability in design and construction. Building on from this, the Community Strategy recognises the importance of building relationships and measuring the social impact of a development to create sustainability in a holistic approach.

2.2 The strategy sets out 10 commitments:

1. *Support our employees in contributing to the local economy*
2. *Work with industry bodies and our supply chain to maximise apprenticeship opportunities at our developments and managed buildings*
3. *Promote the property and construction industry through engagement with local schools*
4. *Work with colleges and universities to develop the knowledge and skills of the future workforce*
5. *Help the existing workforce to adapt to new ways of working*
6. *Work with local authorities, the community and our neighbours to contribute to urban greening measures*
7. *Contribute to local air quality improvement measures*
8. *Understand local community needs and incorporate them into our activities*
9. *Provide spaces and opportunities for occupiers and surrounding communities to enjoy*
10. *Work with our contractors to eradicate Modern Slavery from the supply chain*

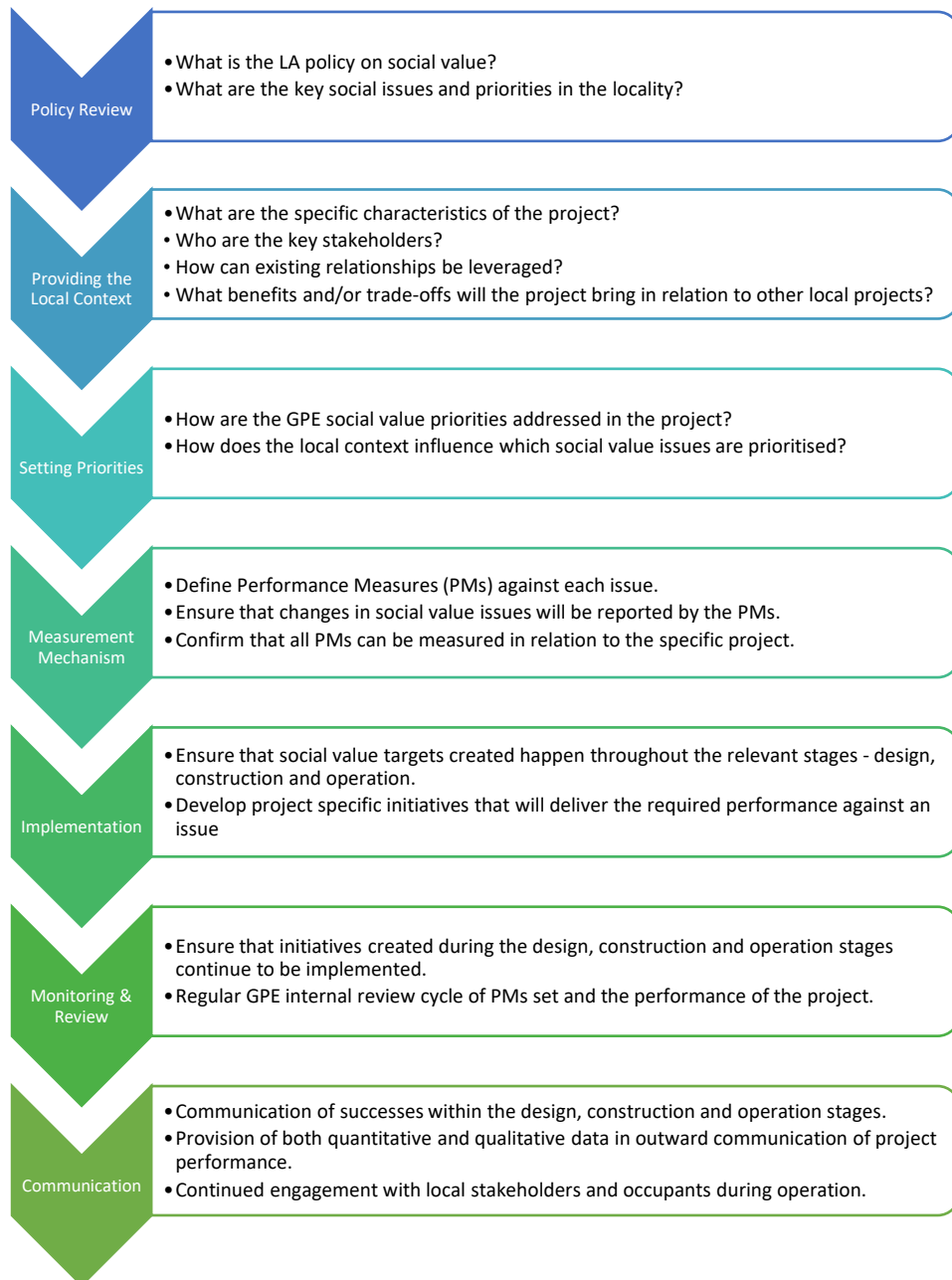
2.3 These commitments have associated activities and initiatives that outline how GPE will deliver these commitments in each of their projects and across their businesses as well as how their will work with building occupiers to fulfil the commitments further.

DEVELOPMENT PROJECT SOCIAL VALUE GUIDELINES

2.4 In order to ensure consistent application of the community strategy, social value guidelines have been issued to GPE development teams to ensure that social impact is monitored,

managed and measured. These guidelines set out a standardised approach to maximise positive social impact for all projects. A summary of the process is contained in Figure 2.1, which aligns with the process currently being adopted for New City Court.

Figure 2.1 Social Value Guidelines



3.0 STRATEGY APPROACH

- 3.1 The creation of this Social Value Strategy involved gathering information from policy guidance, local stakeholders and background socio-economic data on local needs. Detailed analysis was then undertaken on how the proposed development can best meet the needs identified.

POLICY REVIEW

- 3.2 A variety of policy and strategy documents produced by LBS as well as for the wider London region have been reviewed in the process of creating this strategy. This has included adopted and emerging policy as well as broader social regeneration strategies which provide the most comprehensive background of how local and regional authorities define successful social value outcomes.
- 3.3 Among the multiple strategies and documents reviewed, the following listed have been significant in developing the approach to this strategy:

Southwark Core Strategy, 2011

- 3.4 The Core Strategy forms a key part of the Southwark local plan and sets out the long-term vision for the borough to deliver sustainable development. The Core Strategy is ultimately the mechanism by which social value is delivered for the community of Southwark. The Strategy is to be delivered through five key themes, each fulfilled by a number of strategic objectives, which are themselves delivered by specific policies. Of particular relevance is:
- Theme 1: Improving individual life chances: creating local employment, providing education, encouraging healthy lifestyles, a wide cultural identity, and making the borough safe;
 - Theme 2: Making the borough better for people: creating mixed uses, creating a vibrant economy, improving public realm and open spaces; and
 - Theme 4: Making sure positive change happens: regeneration to positively transform the image of Southwark and ensuring effective consultation.

Saved Southwark Plan Policies, 2013

A number of Southwark Plan policies were replaced by the Core Strategy; however, several have been saved to form the current local plan. For informing the development of this Social Value Strategy, policies relating to the following are of most significance:

- Access to employment opportunities;
- Development within town centres;
- Arts, culture and tourism uses;
- Provision of new community facilities;
- Designing out crime;
- Biodiversity; and
- Walking, cycling and public transport improvements.

New Southwark Plan

- 3.5 The New Southwark Plan (NSP) is intended to be the new planning and regeneration strategy for LBS up to 2033. It is currently being drafted and, once adopted, will replace the current local plan. Although it has not been adopted yet, the NSP is an important policy document for consideration within the Social Value Strategy because it sets the long-term intent and focus of the Council on social value issues which has been developed in recent years.
- 3.6 The NSP provides borough-wide strategic policies. Three of these strategic policies are directly relevant to delivering social value. Policy SP2 outlines that the Council will ensure that all residents can access the benefit from social regeneration programmes. Policy SP4 outlines that there is a commitment to bringing more opportunities to people to find work and ensure residents have the skills to access working opportunities. Policy SP5 states that health and wellbeing be maintained and improved throughout the Borough in order to encourage healthy lives.

Draft Social Regeneration Framework

- 3.7 LBS's Draft Social Regeneration Framework outlines three primary objectives that the Council will implement to improve people's wellbeing. By applying the framework, it will enable LBS to measure what matters to people's everyday lives and measure the progress and success of the Council in creating social regeneration. It also highlights the importance of communities having more opportunities to identify their needs and voice their concerns and wants to the Council.
- 3.8 The Draft Social Regeneration Framework states that a key outcome of the framework is to ensure residents enjoy safe and healthy places that are affordable, live long, happy lives and have a quality support network. Achieving this outcome is set out within the framework's three objectives. All three objectives include that improvements in wellbeing are essential in order

to bring about social regeneration. Improving wellbeing is important in maximising social value in any development.

The Southwark Conversation 2017

- 3.9 The Southwark Conversation was a public consultation held for 9.5 weeks between October and December 2017. It aimed to understand any issues within the local communities and what they wanted to see within the Borough. Additionally, LBS wanted to gain a deeper understanding of perceptions in the Borough and engage and involve community members in conversations about change in the Borough, thus feeding into the Council's policy framework. The results identified nine main themes that were mentioned the most by respondents, however some themes were mentioned more frequently. These were housing, transport, education, and community.
- 3.10 From the Conversation, it is evident that the respondents would benefit from having a 'sense of community' as this assists with creating well rounded individuals as well as discouraging antisocial behaviour in society. Providing improvements in health and wellbeing would also bring great social benefit to the local community through people having facilities and services nearby as well as being connected and having ease of access to these amenities.

The London Plan consolidated since 2011 (LP March 2016)

- 3.11 The London Plan is the Spatial Development Strategy for London originally adopted in 2011 and consolidated with alterations in March 2016. The London Plan sets out an integrated economic, environmental, transport and social framework for the development of London over the next 20–25 years and identifies how this vision might be achieved.
- 3.12 It highlights issues such as a growing and changing population, economic growth, poverty, climate change and quality of life. It articulates the Mayor's vision that London should be a 'city that meets the challenges of economic and population growth', is 'internationally competitive and successful', has 'diverse, strong, secure and accessible neighbourhoods', 'delights the senses', 'becomes a world leader in improving the environment', and 'is easy, safe and convenient for everyone to access jobs, opportunities and facilities'. Policies of relevance in the formation of this Social Value Strategy include:
- Policy 3.1 Ensuring equal chances for all
 - Policy 3.2 Improving health and addressing health inequalities
 - Policy 3.9 Mixed and balanced communities
 - Policy 3.16 Requirements for the enhancement of social infrastructure provision
 - Policy 4.1 Developing London's economy

- Policy 4.3 Mixed use development and offices
- Policy 4.6 Support for and enhancement of arts, culture, sport and entertainment
- Policy 4.8 Supporting a diverse retail sector
- Policy 4.12 Improving opportunities for all
- Policy 7.2 An inclusive environment
- Policy 7.19 Biodiversity and access to nature

Additional policies

Southwark Economic Wellbeing Strategy 2017-2022

- 3.13 This strategy outlines the main focus areas of the Council in order to improve its residents' economic wellbeing and the Council's commitments. The strategy includes the Council's commitment to provide employment opportunities, skills training and assist young people in the transition from education to training and employment. Other commitments are also associated with people's financial wellbeing, such as equal pay. Commitments are also associated with the infrastructure in the Borough, in terms of providing space for people to work in.

Southwark Skills Strategy

- 3.14 LBS has a vision that by 2020, the Borough will have a high quality, local skills offer which will support learners in building resilience and develop valuable workplace skills. The Council has three priorities to deliver this vision. These priorities surround providing opportunities for residents to gain skills and progress through the labour market. The priorities also cover employers investing in their workforce to create a high-quality workforce and ensuring employers work collaboratively to develop a local skills offer.

Southwark Health and Wellbeing Strategy 2015-2020

- 3.15 LBS's Health and Wellbeing Strategy has identified six priorities in order to improve its residents' health and wellbeing. The priorities cover ill health prevention and helping those who have health conditions. The priorities include the importance of promoting and supporting positive lifestyle changes across members of the community as well as addressing the causes of poor health, some of which include maximising economic wellbeing and providing jobs to people as these can be important determinants of health.

Draft New London Plan

- 3.16 The draft new London Plan will replace the existing London Plan once it has been adopted. It includes the concept of Good Growth in which growth must be socially and economically inclusive and environmentally sustainable. As a part of this concept, the plan includes Good Growth Policies which cover a range of issues, including ways to improve social value. Good Growth Policy 1 outlines that development should provide good quality services and amenities as a way to strengthen communities and increase social integration. Good Growth Policy 3 aims to ensure that development will improve the mental and physical health of its residents and reduce health inequalities.

COMMUNITY CONSULTATION

- 3.17 The Applicant commissioned Kanda Consulting LLP (Kanda) to undertake a comprehensive consultation with the local community of the plans to redevelop New City Court. The consultation process was carried out in conjunction with specific engagement with LBS. The feedback collected during this consultation has been used as a principle informant of the themes and initiatives described in section 5 below.
- 3.18 Over 730 people from a wide range of stakeholder and interest groups have participated in the following consultation activities:
- September 2017: survey of the population of the area by COMRES, a specialist research and insight gathering firm;
 - April to June 2018: meetings with stakeholder groups;
 - July 2018: Stage 1 Public Consultation –
 - Meetings with Stakeholder Groups;
 - Public exhibition at Guys and St Thomas Street Hospital;
 - Public Exhibition at the London Bridge Hotel;
 - October 2018: Stage 2 Public Consultation -
 - Public Exhibition at the London Bridge Hotel;
 - Exhibition for Southwark Cathedral; and
 - Survey at Guy's and St Thomas Street Hospital.
- 3.19 In addition to the engagement activities outlined above, GPE is also a regular attendee and contributor to the London Bridge Stakeholder Board Bi-annual meeting, a meeting organised by Southwark Council and Team London Bridge to facilitate discussion between Stakeholder Groups and major land owners in the area.

- 3.20 As well as providing feedback to targeted questions about the proposed development, several stakeholders expressed their views on how the scheme should be designed, constructed and operated. For example, requesting alterations to the design of the courtyard or the types of retail and office tenants that the building can cater for. This targeted and informal feedback has been important for informing the specific initiatives proposed as part of this strategy.
- 3.21 Full details of the consultation feedback from all of the above activities can be found in the Statement of Community Involvement included with this submission.

4.0 ASSOCIATED PLANNING DOCUMENTS

- 4.1 The following planning application documents are of specific relevance to this Social Value Strategy and should be read in conjunction with this report:
- **Economic and Health Report:** Sets out the key socio-economic impacts, both direct and indirect, of the scheme, accompanied by an assessment of the health impacts. The health analysis broadly aligns with sections within the Healthy Urban Development Unit (HUDU) matrix.
 - **Statement of Community Involvement:** Sets out the details of the extensive consultation with the local community. The purpose of this process was to encourage participation from Stakeholder and Interest Groups and members of the public in the development of the project design. The views and information gathered through the consultation has provided a significant amount of guidance in the preparation of this strategy.

5.0 KEY THEMES

WORKING WITH THE COMMUNITY

- 5.1 For any development, it is essential to work with the local community as it is a way to gain first-hand knowledge of ways to benefit those who live, work and play in the area. It is a way of understanding a community's needs, thus determining elements of the development to best meet these needs and improve local people's lives. Additionally, working with the local community involves them in a scheme which consequently makes them feel a part of the development process and develops a sense of ownership once completed.

Policy

- 5.2 Strategic objectives 4A and 4B of the Core Strategy focus on the need to work with all stakeholders and to consult effectively to ensure that regeneration happens in a way that is positive for all.
- 5.3 Policy 3.1 of the London Plan requires that development considers equal life chances for all and should protect and enhance facilities and services that meet the needs of particular groups and communities.
- 5.4 LBS's NSP Strategic Policy 2 'Social Regeneration to Revitalise Neighbourhoods' highlights numerous commitments from the Council to regenerate neighbourhoods by considering community needs and ensuring the whole community can and will benefit from any planned regeneration.
- 5.5 The Draft Social Regeneration Framework has three primary objectives and within each, there are a range of features to be addressed. Across the features, there is a common theme that engaging and working with communities is essential. Working collaboratively with communities is also highlighted to ensure stakeholders are fully engaged and being proactive with communities is vital to in delivering social regeneration.

Baseline

- 5.6 According to the latest Census data, LBS is an ethnically diverse area where 54.2% of residents are White, and 26.9% of residents are Black/African/Caribbean/Black British. This significantly varies when compared to England as a whole in which 85.4% of residents are White and only 3.5% of residents are Black/African/Caribbean/Black British. Southwark's cultural diversity is also demonstrated when looking at the household language for residents. In LBS, 75.4% of all people aged 16 and over in household have English as a main language, whilst in England as a whole, 90.9% of all people have English as their main language.
- 5.7 The basis of the Southwark Conversation was to actively involve the community in providing input for any potential changes in the Borough to ensure that the changes would benefit the community and be well received. It also enabled Southwark Council to have a clearer form of communication with the local community and engage with all community members across the Borough to gain a relatively representative view of people's wants and needs. It is evident that understanding the needs of local people will maximise the positives of a scheme by delivering a development that provides the greatest benefits and is tailored for a community. The Conversation also highlighted that respondents do not want to lose the sense of community identity with the anticipated Borough changes as well as the desire for these changes to be positive for everyone and avoid community fragmentation.

- 5.8 Research undertaken as part of the Canada Water Community Charter in 2017 identified that there are some existing strong relationships between certain members of the community in Southwark (for example amongst older residents) and that there is a high sense of belonging in general, which suggests a strong sense of community. However short term and younger residents report a reduction in community relationships.

Community feedback

- 5.9 Throughout the process to date, the Applicant has sought input from stakeholders on the design of the proposals, responding to residents and stakeholders concerns throughout the design of the project such as working with specialist Computational Fluid Dynamics (CFD) consultants to build in solutions to potential ground wind issues raised by stakeholders in the early stakeholder briefings, to increasing the green landscape in the public courtyard as requested by some stakeholders in the July public exhibitions.
- 5.10 The majority of respondents have been positive about the redevelopment of the site, and although some respondents expressed concerns relating to the height of the development, many members of the public and stakeholder groups thought the proposals to be a positive contribution to the area in design terms as well as in terms of amenities. Respondee were generally supportive of the proposals, with the creation of new employment space on the site, a new public square and the proposed new London Underground exit all receiving positive feedback.
- 5.11 Borough Market suggested that the elevated gardens could be made available for growing produce to support local restaurants and the market itself. Engagement with local interest groups on how the gardens will be used is ongoing.
- 5.12 Some stakeholders questioned the accessibility of the elevated gardens for the local community, with Team London Bridge suggesting that tall buildings generally have negative connotations and corporate buildings can be intimidating for local residents.

Features being implemented to address working with the community

Stage	Features
Design	The public art strategy for the scheme will ensure that there are opportunities for local artists to showcase their work within the public realm. The project will engage with artists during the design process.
	The Applicant will work with local specialist charities to assist with the design of the elevated gardens. This will also include the provision of training and work experience for young people to gain the skills necessary to enter the horticultural industry.

	The development provides a number of potential opportunities to further integrate into the community with opportunities to house cultural uses alongside affordable workspace as key considerations. The Applicant is exploring these options with local interest groups to make the best use of the premises whilst noting the science and innovation aspirations for the area.
Construction	The Applicant has committed to partnering and supporting local charities and community groups during the construction phase. This will include organisations that enhance the local environment for the benefit of residents, schools and local businesses. This is set out in the Applicant's published Community Strategy.
Operation	Discussions are ongoing as to the design phase of the gardens, including the engagement of local community groups specialising in the development of green space. Key considerations for design include prioritising plants that support medical use, designing to support wellbeing and mental health of garden visitors and the consideration of temporary themed exhibits in connection with healthy eating.
	The management of the hub space within the development will ensure that the space is available for booking by local community and enterprise groups to hold events.
	Publicly accessible space will be managed in consultation with local stakeholder groups, such as Better Bankside and/or Team London Bridge, to ensure that the community is involved with the use and evolution of the space.
	The Applicant will explore working with local schools to provide space for 'homework clubs' in areas of the building when they are not in use (e.g. evening and weekends).

PROMOTING HEALTH AND WELLBEING

- 5.13 Ensuring the health and wellbeing of those constructing, operating and using buildings is a key responsibility that the Applicant has in its role as a developer. It is vital that the construction environment is as safe as possible for all stakeholders. A range of best practice measures can be incorporated into the design of buildings which ensure a healthy indoor and outdoor environment, for example through enhanced air quality or access to daylight. Additionally, incorporating the natural environment into buildings can make users happier and healthier. Promoting people to be more active also improves health and wellbeing, such as encouraging the use of sustainable transport measures.
- 5.14 Ensuring safety and reducing crime and the fear of crime is an important consideration for the scheme. Feeling safe and secure is a fundamental underpinning to the wider success of place making in the area.

Policy

- 5.15 Strategic Objective 1C of the Core Strategy aims to ensure that the people of Southwark are healthy and active. Access to good facilities, open spaces and nature as well the promotion of healthy lifestyles should all be delivered through sustainable growth in the borough.
- 5.16 Policy 3.2 of the London Plan requires that new development should be designed, constructed and managed in ways that improve health and promote healthy lifestyles to help and reduce health inequalities.
- 5.17 LBS's NSP has four key policies that are integral in the promoting of health and wellbeing:
- Strategic Policy 5 'Healthy, active lives' states that the Council will commit to ensuring that health and wellbeing is maintained and improved as this encourages healthy lives by addressing the causes of ill health and inequalities.
 - Policy 42 'Healthy developments' requires developments to deliver or support the delivery of healthy activities.
 - Policy 46 'Public transport' states that the Council requires developments to demonstrate that the public transport network has sufficient capacity to support any increased demands on public transport. Additionally, it requires that developments should improve accessibility to public transport through creating and improving walking and cycling connections to public transport.
- 5.18 Draft New London Plan Policy GG3: Creating a Healthy City, aims to ensure development improves the mental and physical health of Londoners and reduces health inequalities. Emphasis is on: promoting active and healthy lifestyles; providing improved access to green spaces and provision of new green infrastructure; and creating healthy food environments through increasing availability to healthy food and restricting unhealthy options.
- 5.19 Policy 2 of the London Mayor's Transport Strategy (2018) states that the mayor will work with stakeholders to ensure London becomes a place that encourages walking and cycling. Among the many strategies developed to achieve this includes through the provision of more secure and accessible cycling parking as well as removing all barriers to walking and cycling.
- 5.20 The London Bridge Cycle Strategy (2018) aims to create a better cycling network in and around London Bridge to create quieter, safer and greener areas. In order to achieve this, the strategy recommends that cycling should be encouraged across all platforms, including stakeholder groups and forums, and ways to facilitate cycling should be explored.

Baseline

- 5.21 There is a good provision of GP surgeries in close proximity to the proposed development and the average GP to patient ratio of GP surgeries within a 1-mile radius of the site is under the recommendation of 1 GP to 1,800 patients. Guy's and St. Thomas Hospital is situated 1.5 miles from the site which has an accident and emergency (A&E) service. It is operated by The Guy's and St. Thomas NHS Foundation which achieved a maximum wait time of four hours for 86% of cases in the most recent quarter (to June 2018). In England, an average of 89.9% of patients were admitted within the four-hour time period, thus suggesting that the A&E department is more constrained than average.
- 5.22 Safety and security in an area in an area is a key contributor to the wellbeing of citizens. 70% of LBS's wards are within the top 20% most deprived in England for crime. Additionally, LBS is the sixth worst local authority in England in terms of crime deprivation. This suggests that health and wellbeing could be significantly improved if crime levels were addressed.

Community feedback

- 5.23 Across the consultation review, it was often reported that there are some issues surrounding cycling infrastructure in the area of the proposed scheme. In particular the perception was that there tends to be an underestimation in the level of cycle parking provision that developments provide with their scheme.
- 5.24 Several stakeholders expressed concern with potential antisocial behaviour emanating from public space, particularly with potential noise from the elevated gardens in the evenings.
- 5.25 With regards to London Bridge Underground station, respondents are more likely to be dissatisfied with the crowds and flow of people, meaning that use of existing public transport infrastructure is not an enjoyable experience.
- 5.26 An additional issue picked up by community groups is that it would be beneficial to provide alternative cycle access points to the site, with the suggestion of an access point being provided from St Thomas Street.
- 5.27 The consultation review included feedback about the air quality of the area. Community groups have suggested that a low exposure walking route could be created as part of the NCC scheme in order to reduce the impact of vehicles on air quality and provide a healthier and cleaner area.

Features being implemented to address health and wellbeing

Stage	Features
Design	As part of the NCC development, there will be extensive cycle parking provision (1,322 spaces) and supporting facilities (70 showers with male, female and gender-neutral changing facilities) for the anticipated workers in the proposed office spaces.
	The proposed development includes an elevated garden. This will provide approximately 8,000 square feet of green space to be enjoyed throughout the year free of charge to the public. The provision of this space will provide a calm and tranquil environment for people to relax in.
	The new public realm will provide an area that is physically separated from the busy, congested streets around the area thus providing respite from areas of poor air quality and high noise levels. This enables people to have an escape from the busier areas to support their wellbeing.
	There will be a drinking water fountain onsite that will be free of charge for users. This will help to keep occupants and visitors hydrated as well as being designed as an art piece.
	Within the design, there are proposals to ensure that the development will have good natural surveillance, appropriate lighting, logical and well-used routes, and a lack of potential 'hiding' places. Through good design, and the introduction of 24-hour onsite security, the opportunity for crime should be reduced as will the potential for fear of crime.
Construction	GPE has committed to supporting their construction contractors in setting up community training facilities which cover a range of topics including health and wellbeing within site welfare facilities at their sites.
	As part of their community strategy the Applicant has committed to a number of initiatives to improve air quality through urban greening. This includes a partnership with Groundwork London to support local schools install urban greening and encourage behavioural change.
Operation	During the operational phase, the courtyard will have site security to prevent the occurrence of antisocial behaviour which will improve safety for building users and visitors.

ACCESS TO FACILITIES

- 5.28 As part of any development, it is important that developers consider that members of the local community have adequate access to resources and facilities. Important considerations include: adequate provision of a certain facility within geographical distance from a person or community; and accommodating all members of the community. This includes, but is not limited to, those with physical disabilities, the elderly and those with mental disabilities. By

ensuring that facilities are accessible for all, it helps to create a lasting positive, social impact in an area and enables all to benefit from such development.

Policy

- 5.29 Strategic Objective 2A of the Core Strategy seeks to create mixed communities through the provision of a diverse range of facilities that meets the needs of a broad cross section of society. Policy 2.2 of the Southwark Plan requires that new community facilities are accessible to all members of the community and support the opportunities for all.
- 5.30 Policy 3.9 of the London Plan seeks to ensure that developments foster social diversity, redress social exclusion and strengthen sense of community. Policy 3.16 requires that development proposals deliver high quality social infrastructure which is accessible to all sections of the community. Multiple uses of premises should be encouraged.
- 5.31 The NSP Policy 44 'Community uses' outlines its commitment to ensure that people from all backgrounds will have access to a variety of facilities that promote healthier lifestyles. Additionally, it states that new community facilities will be permitted only where provision is made for the facility to be used by all members of the community.

Baseline

- 5.32 In LBS, there was 2.22 hectares of open space per 1,000 residents according to their 2013 Open Space Strategy (latest available data for the Borough). This is below the national recommendation of 2.43 hectares per 1,000 residents, as set by the National Playing Fields Association (NPFA), thus suggesting a deficiency in the borough in open space which is a key facility in providing health and social benefit.
- 5.33 Currently crossing the site as a pedestrian route is not possible, thus offering limited north/south permeability which can prevent people from accessing certain facilities in the area.

Community feedback

- 5.34 Whilst existing public spaces are used frequently, less than half of respondents rated the quality (46%) and availability (41%) of public spaces in the area as good or very good.
- 5.35 The community reported that Southwark Cathedral's grounds had recently been closed due to issues with litter and overuse/erosion. This has put pressure on Borough Market who have made use of a temporary solution at Jubilee Place. Borough Market did question whether signage could be installed at Borough Market directing customers to the new public spaces being provided at New City Court.

- 5.36 Questions were raised regarding the management of public space. A considered approach to its management, potentially working with local groups such as Better Bankside, was emphasised to ensure that public space felt accessible to local residents.
- 5.37 Stakeholders requested that the retail provision as part of the development is appropriate to the needs of local residents, providing grocers and other convenience options.
- 5.38 Community groups suggested that developments underestimate the level of cycling provision required with a development. Additionally, the consultation feedback included a suggestion that an area of land should be allocated on the development solely for cycle infrastructure, such as cycle parking and cycle racks.

Features being implemented to address access to facilities

Stage	Features
Design	An important element of the proposed development is the new entrance/exit from London Bridge Underground Station into the new public realm, which will ease pedestrian congestion.
	Accessible new public spaces and routes through the site are proposed as part of the new development which will create high quality recreational spaces for all. This backs the findings of the London Bridge Area poll which showed local support for such space in the area.
	As part of the proposed development, there will be extensive (1,322) cycle parking provision and supporting facilities, which includes 70 showers and 447 lockers.
	Throughout the development, there will be step free routes, areas for rest and ease of wayfinding for those with disabilities. This creates a development that is accessible for all.
	Within the elevated garden the Applicant will provide WC facilities for the public.
Construction	During construction, the Applicant will investigate potential meanwhile use on the site. The aim will be to provide a pleasant and active use for the community. This may include measures such as temporary greening and activation of space for pop up retail or cultural events.
Operation	A signage strategy will be considered to assist wayfinding and alleviate congestion hot spots in the area.
	In accordance with the Public London Charter, the Applicant will ensure that the public realm will be managed and maintained appropriately. This maximises public access and minimises rules governing the space to those required for its safe management.
	The elevated garden space will be promoted for public cultural uses, for example performances and music events.

LOCAL ECONOMY

- 5.39 It is important for any locality to have a thriving local economy as this is central for bringing a range of benefits to a community. In order to achieve this, increasing employment numbers, providing suitable work space and retail / cultural offerings is essential. As a consequence of reducing unemployment, more local spend is often an outcome which provides benefits for local businesses and thus, greater contributions to the local economy. As well as ensuring high occupancy and long-term tenants, producing affordable spaces within a development can be important in enabling local businesses to have a place to grow and be successful.

Policy

- 5.40 Strategic Objective 1A of the Core Strategy aims to create employment opportunities for local people through a range of industries and good access. Strategic Objective 2D seeks to create a vibrant economy within Southwark through offering a range of shops, services, and facilities.
- 5.41 Policy 4.1 of the London Plan aims to promote and enable development of a strong sustainable and increasingly diverse economy. Specifically ensuring the provision of a range of workspaces for both large and small and medium sized employers. Policy 4.12 seeks that development proposals should support local employment, skills development and training opportunities.
- 5.42 The LBS's NSP includes policies that outline requirements associated with employment and opportunities for the local people:
- Policy 39 'Access to employment and training' states that, depending on the size of the development, the Council expects schemes to provide training and jobs for local people during the different stages of development. Additionally, any development that results in the loss of employment floorspace must provide a financial contribution towards training and jobs.
 - Policy 4 'Strong local economy' outlines the Council's commitment to providing more opportunities for people to find work and training, work alongside residents to help them to be financially independent, and work with businesses to ensure that local people are equipped with skills and knowledge to have access to employment opportunities.
- 5.43 LBS has strategies that address the local economy too:
- Southwark's Economic Wellbeing Strategy 2017-2022 – the strategy both outlines commitments that are associated with the provision of job opportunities and providing skills and training. It additionally states that the Council will commit to supporting local businesses and protecting employees to ensure they have equal pay, including persuading employers to pay London living Wage. These elements are important in supporting the local economy and creating a sustainable market.

- Southwark Skills Strategy – the strategy’s core aim is to identify the actions to be taken to create a local skills offer to respond to the needs of the local economy. This aim recognises the importance of developing people’s skills in creating a sustainable workforce that brings benefit to the local economy.

Baseline

- 5.44 The site is currently estimated to support £1.6 million in local expenditure each year¹. It’s location in London Bridge sets the development in an economic hotspot, particularly as recent significant developments, such as The Shard, have taken place. Even from a wider perspective, the site is situated in an area of dense employment as demonstrated by LBS having the seventh highest overall employment density and office density in the London area.
- 5.45 Despite LBS having a high office density, vacancy rates are generally very low, with a vacancy rate of 2.3% in Q3 2018. However, having vacant space is necessary in areas where there is an active turnover rate as this shows that businesses are growing and require new office space.
- 5.46 LBS’s Core Strategy states that London Bridge has an indicative role as a leisure, retail and specialist food shopping destination. Across LBS, there is approximately 208,000 sqm of retail floorspace. Retail is important in maintaining the vitality and attractiveness of an area. LBS has committed to increasing their retail floorspace by 50,802 sqm between 2015 and 2031, which will contribute to maintaining its vitality and ability to compete with other London boroughs.

Community feedback

- 5.47 Residents forums and other local stakeholders recommended letting affordable office space to entrepreneurial businesses to encourage small, local businesses into the area. Out of two meetings with King’s College London (through their association with Guy’s and St Thomas’ Hospital) came the suggestion of offering office space to bio-medical businesses, reflecting the growing status of London Bridge as a bio-medical research destination in London. It was suggested the design of the building should reflect these potential occupiers.
- 5.48 Although the London Bridge area is generally seen to be well served by amenities, there is perceived to be a relative lack of quality retail shops. The provision of a high-end retail offer was supported across all stakeholders, although Guy’s and St Thomas’ stated that this was as

¹ Volterra, New City Court Economic and Health Report, November 2018

long as the proposals respect the diverse cultural and local needs including those of their patients and staff.

Features being implemented to address the local economy

Stage	Features
Design	As part of the proposed development, approximately 10,000 sq. ft of affordable workspace is to be provided for use by local businesses and start-ups. This provides the opportunity for local businesses to excel.
	In addition to the above, the Applicant will investigate the provision of additional space for local businesses, for example pop-ups and potential co-working space.
	The design of the development is set to include a diverse retail offer that addresses the needs of the community as well as building occupiers.
Construction	The demolition and construction period would support 2,290 gross job years of employment. This additional activity will induce an increase in local spend from those working on the site. It is expected that the construction workers will spend c. £3.4m in the local area over the duration of the construction period, equivalent to annual spending in the local area of £810k.
Operation	The Applicant will investigate the opportunities for pop-ups in the public space to provide an extension of the food markets (Borough Market and London Bridge Farmers Market). This could provide new opportunities for local businesses to sell their produce.
	The Applicant will work with local groups to identify opportunities to put on events in the public areas which would attract visitors to the area with potential increased spend with local businesses.
	The Applicant will investigate opportunities to work with biomedical institutions to help support the development of the local area as a research hub. The detailed design would also consider the needs of such businesses in the spaces provided.

OPPORTUNITIES FOR EMPLOYMENT, TRAINING AND SKILLS

- 5.49 The provision of employment opportunities would bring about great benefit to the local community, particularly if there is a deficiency of jobs or a high proportion of the community being unemployed. Having a job and career can also be important in improving happiness and giving someone a sense of purpose. In addition to providing jobs for local people, it can be valuable to provide opportunities for training and developing skills as this can aid a person who is seeking a job but requires essential skills in order to be appropriate for a particular role. Furthermore, educating younger generations, such as school children or university students,

on the development process and what is involved could inspire younger generations to pursue a career path within the development sector.

Policy

- 5.50 Strategic Objectives 1A and 1B of the Core Strategy seek to ensure that residents of Southwark have the training and skills needed by business, as well as the accessible education facilities to provide those skills.
- 5.51 Policy 3.18 of the London Plan supports development proposals that enhance education and skills provision. Policy 4.12 requires that development proposals should support local employment, skills development and training opportunities for all.
- 5.52 LBS's NSP Policy 39 'Access to employment and training' outlines that proposed schemes may be required to provide training for local people during the various development stages. In addition, proposals that result in the loss of employment floorspace must provide a financial contribution towards training and jobs.
- 5.53 The Southwark Skills Strategy (2017) sets out the Council's vision of ensuring that Southwark will have a high quality, local skills offering that is accessible and responsive to learner and employer needs. Incorporating elements of this strategy will be essential in creating a sustainable workforce in the Borough. As part of the strategy, they outline three priorities:
- Ensure that residents have the opportunity to gain the type and level of skills that they require in order to access opportunities and progress;
 - Ensure that employers invest their workforce and have access to the training provision they require; and
 - Ensure employers and providers work collaboratively to develop a local skills offering that responds to the needs of the local economy.
- 5.54 An additional strategy is the Southwark Economic Wellbeing Strategy (2017-2022) which outlines the commitments that the Council have made towards improving economic wellbeing in the Borough. Within the commitments of the strategy, LBS will support residents into work, encourage the development of affordable and flexible workspaces, and support a sustainable voluntary and community sector. The strategy covers the following four areas:
- Employment and skills;
 - Business;
 - Thriving town centres and high streets; and
 - Financial wellbeing.

Baseline

- 5.55 The proposed development site currently supports 900 office employees which is equivalent to 845 full time equivalents (FTE).
- 5.56 In 2017, LBS had an unemployment rate of 6.5% which was 1.2% higher than the London average and 2.1% higher than the England average. Since 2004, trends in unemployment in the Borough have followed very similar trends to regionally and nationally, with a steady decline in employment since 2013. According to the socio-economic research undertaken for the Economic and Health Report which accompanies this application, 52% of unemployed residents want to work in 'sales and customer service' occupations. This is a large proportion of those who are unemployed and suggests that the retail uses that the proposed development will bring forward will provide occupations that are well suited.

Community feedback

- 5.57 The Southwark Conversation found that the respondents believed education, employment and training to be within the top 3 most important themes in response to what future generations need to succeed in life. With regard to education, respondents suggested better quality schools, affordable higher education and career advice were key factors to succeed in life. The respondents who believed employment and training to be essential suggested that access to opportunities for employment and training is key along with reasonable wages.
- 5.58 Local stakeholders were asked about the provision of employment opportunities through the development. Current proposals were generally supported and keen to create new employment space for London Bridge. Team London Bridge commented that employment should target a range of sectors and provide more affordable start-up and co-worker space to cater for future trends and more local access for local entrepreneurship to flourish.

Features being implemented to address employment, training and skills

Stage	Features
Design	The design of the scheme includes approximately 345,000 sq. ft of employment space which is anticipated to deliver approximately 3,000 jobs, equating to 2,765 FTE. It is anticipated that over 1,200 of these jobs would be within Southwark or other inner London boroughs.
Construction	The Applicant is committed to the employment of apprentices during the construction period and through the consultant team.
	Opportunities will arise for local universities and colleges to engage with project teams and gain access to the site.

	The Applicant will support local schools through activities such as site tours, presentations, career events and competitions.
Operation	The Applicant will investigate the use of a work placement coordinator within the finished scheme so as to identify and implement ongoing opportunities for potential candidates to undertake work experience or full-time employment.
	The Applicant will look to manage the elevated garden in the development by employing fulltime local gardeners.
	Opportunities to provide training for the local community will be explored, for example the provision of workshops on biophilia.
	The Applicant will seek to ensure that all cleaning, security and reception contractors join the Living Wage Foundation to ensure that employees are entitled to fair pay.

IMPROVING LOCAL ENVIRONMENTAL CONDITIONS, BIODIVERSITY AND ADAPTATION TO CLIMATE CHANGE

- 5.59 Making improvements to a local environment can bring about a multitude of positive impacts. Addressing elements that create a poor-quality environment, such as air quality and pollution, has a positive impact on people's health as well as the health of the natural environment. Creating a healthy environment is a pivotal element in any development, particularly as health can have various knock-on effects such as overall quality of life. In addition, enhancing the ecological value of a development improves its role in providing green linkages and biodiversity. The simple presence of green space is proven to enhance people's mental wellbeing.
- 5.60 To design a building that is futureproof and has a greater longevity, incorporating strategies to adapt to climate change is vital particularly with the anticipated changes in climate ahead. A number of design features address climate change adaptation such as implementing green infrastructure and ensuring that the building is tolerant to future temperature or rainfall events.

Policy

- 5.61 Strategic Objective 2B of the Core Strategy is focussed on the creation of new developments with a reduced impact on the environment, adaptation to climate change, biodiversity and encouraging walking, cycling and public transport use over private car use.
- 5.62 Policy 5.3 of the London Plan requires that development in London achieves the highest levels of sustainable design and construction. This includes minimising carbon emissions, adapting to climate change, using resources efficiently, avoiding pollution and promoting biodiversity.
- 5.63 LBS's NSP has numerous policies that cover aspects of ways to improve the environment:

- Strategic Policy 6 'Cleaner, greener, safer' outlines that the Council will ensure open space networks are protected and improved as well as biodiverse habitats and green corridors. Urban greening measures will be implemented to improve the natural environment and the Council will communicate with local people to deliver a green, clean borough.
 - Policy 59 'Biodiversity' requires developments to contribute to net gains in biodiversity and incorporate green features in design, such as green roofs and walls. Any damages to various ecological elements must be avoided too, including protected species and priority habitats.
 - Policy 49 'Public Transport' outlines that new developments must show that there will be sufficient capacity on public transport networks if the new scheme was to be permitted. Accessibility to public transport networks and other sustainable modes, such as cycling, should be enhanced too.
 - Policy 6 'Improving Air Quality' states that the Council requires developments to design their schemes so that they address any negative impacts on air quality.
- 5.64 Team London Bridge (TLB) and LBS' London Bridge Plan discusses its project 'The Green Grid' with the outcome being to make London Bridge one of the greenest, most environmentally sensitive business districts in the world. This project provides recommendations for new developments in order to contribute to this green grid. This includes the provision of increased planting, green walls and providing linkages between green spaces and open spaces to enhance the green network.
- 5.65 The draft new London Plan has a number of components intended to ensure net gains in biodiversity across the city. Specific policies include increasing London's green cover by 50% by 2050 and valuing natural capital so that increases can be measured.

Baseline

- 5.66 The area surrounding the development is typified by busy roads as the A3 provides a main artery from the south into the City of London. This brings with it associated environmental issues such as poor air quality and noise impacts from traffic. There is a significant amount of construction taking place in the immediate area, providing additional localised environmental pressures. Encouraging people away from private vehicle use and onto public transport or walking and cycling requires the improvement of associated infrastructure. The site has the highest possible public transport (PTAL) rating of 6b, and is therefore located in an optimum location for low impact access.
- 5.67 Open and green space is at a premium in the London Bridge area, therefore any development proposals are encouraged to enhance and improve access to nature. In addition, as the

provision of open space in LBS is currently below the national recommendation, it would be beneficial for proposals to increase open space in the Borough.

Community feedback

- 5.68 Bankside Residents Forum mentioned that they had planned to approach TfL regarding the need for improvements to London Bridge Underground entrance's existing access but suggested that the Applicant's proposals were a more appropriate solution than what they had been exploring.
- 5.69 One stakeholder suggested that the "landscape needs a bit of work to 'soften'. It might make it more 'interesting'. In particular more imaginative planting and introduction of perimeter wall and planting in raised borders."
- 5.70 Concerns regarding high levels of construction traffic, especially combined with other developments along St Thomas Street were raised. TLB stressed their work with TfL and partners to make St Thomas Street a very low trafficked street and how they are exploring ways to keep it below 1,500 vehicles per day. TLB suggested that the Applicant and neighbouring developments and partners create an off-site consolidation centre, and share fewer, cleaner, smaller vehicles.
- 5.71 Guy's and St Thomas' Trust wanted reassurance that vehicle movements associated with the development would be discouraged at certain times of the day, in particular at night.
- 5.72 Generally speaking, underground servicing (with vehicular lift access) was well received although GSTT looked for clarification on how this would be managed, i.e. how fast the vehicle lifts can ascend/descend, whether there would be queuing of traffic in the yards etc. Better Bankside stated that they are keen to ensure that the inns and yards are kept as low emissions areas.
- 5.73 The outcomes of the consultation review demonstrated that there is a demand for cycle facility provision and that cycling should be promoted which would have a significant impact on pollution levels in the area.

Features being implemented to address local environmental conditions, biodiversity and adaptation to climate change

Stage	Features
Design	The elevated garden has been designed to operate using the minimum power and water necessary to create optimum conditions for a permanent garden. As a way to preserve natural resources, plants that require less water and light will be selected. Energy and power-efficient lighting and irrigation devices will also be specified.

	The proposed elevated garden will provide a platform for biodiversity. Additionally, the ground floor planting will reflect the local ecology and be selected based upon its biodiversity value.
	The design of the scheme has been tested so as to minimise adverse local microclimate conditions.
	The tree planting in the public realm will provide multi-functional climate change adaptation features, for example rain water attenuation, shading and reduction in air quality impacts.
	To avoid adverse impacts on local environmental conditions during construction, best practice measures will be implemented to manage and mitigate environmental impacts, such as noise, vibration and dust.
Construction	The Applicant is considering the use of consolidation centres with other developers in the area as a way of reducing vehicle movements during construction.
	The Applicant is considering the use of operational consolidation centres and last mile delivery facilities as a way of reducing vehicle movements in operation.
Operation	Building services will be regularly tested and validated during operation to ensure that they are working as designed so as to minimise energy consumption and associated carbon emissions.

6.0 NEXT STEPS

- 6.1 The Applicant will work with Southwark Council and other key local stakeholders in the ongoing development and implementation of this strategy. As the development progresses, it will be important to review the priorities in the Borough as these are likely to change over time and the development should be flexible to the dynamic nature of the Borough.
- 6.2 The next steps of the proposed scheme will be to further understand the suggestions made by local stakeholders and members of the public in developing the detailed design. All feedback will be reviewed and taken into account to ensure the development delivers significant social benefits. Similarly, as the design develops, the local community will be kept informed of progress.
- 6.3 This strategy will also be developed further, following the planning application. This will include the development of metrics against which progress can be measured for the key themes. This will set out long term roles and responsibilities within the development, construction and operational teams for New City Court. The long-term accountability for the aims of this strategy

is critical to its success, especially as the building transitions from a development to a facility that impacts the community in operation.

APPENDIX 1: GPE COMMUNITY STRATEGY