

INTEGRATING SOCIAL VALUE INTO THE PLANNING PROCESS

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#NSVC20



Integrating Social Value into the Planning Process

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London Borough of Islington

29 January 2020



Why Social Value matters to Islington

- Poverty
- Inequality
- High land values and affordability
- Gentrification and hyper gentrification the spatial dimension of inequality ?



Towards a Fairer Islington

- Fairness Commission
- Fairness Priority
- Inclusive Economy Strategy
- Draft Local Plan Building a Fairer Islington



Securing Social Value through Planning in Islington

Social value is NOT:

- Ensuring that a development complies with the council's planning policies
 e.g. delivery of affordable housing or affordable workspace; or the mitigation of
 any adverse impacts from a development through for example s106
 agreements; or Community Infrastructure Levy (CIL).
- Corporate Social Responsibility but we hope that delivering social value through planning can help to shape this



Complying with Islington's Planning Policies – Some Examples

- 50% genuinely affordable homes i.e. 70% homes for social rent and 30% intermediate
- Affordable housing contributions on small sites at £50,000 £60,000 per home
- Affordable Workspaces
- Carbon-offsetting
- Student Bursaries for disadvantaged local young people
- Employment and training
- Sustainable and accessible transport
- CIL and s106 payments.

These are all policy requirements of the Local Plan/national legislation and should be factored into the price that developers pay for land.



Draft Local Plan. Policy SC4 (Promoting Social Value)

- All development in Islington is encouraged to maximise social value in order to deliver as many public benefits as possible.
- Major development proposals must undertake a social value self assessment which clearly sets out the specific social value that would be added through the delivery of the proposal.
- Appendix Five Social Value Self Assessment Form relates to the construction of the development and its operation on completion.
- Supplementary Planning Document to follow.



Appendix Five – Social Value Self Assessment Form

Criteria to be considered include:

- Everyone involved in the development to be paid the London Living Wage;
- Supporting and diversifying local supply chains;
- Skills and employability initiatives for local residents, and provision of work placements;
- Supporting the voluntary and community sector;
- Ethical financial and investment practices;
- Environmental policies and practices;
- Health and well being of employees;
- Diversity and Inclusion;
- Reducing crime and fear of crime; and
- No discrimination against employees or contractors who are involved in Trade Union activities and support for employees engagement.



Leveraging Social Value – Affordable Workspace

- Affordable workspaces secured through negotiation with a developer.
- Council given a lease on the space at a peppercorn rent (usually 10 to 20 years).
- Council commissions an external organisation to operate the space on our behalf through a competitive process.
- Affordable workspace operator is given an underlease on the space at a peppercorn rent and can charge up to 80% of market rent.
- In exchange, the operator must deliver social value with a particular emphasis on delivering real opportunities
 for disadvantaged local people and supporting micro and small businesses.
- Social value offer is quantified and set out in the workspace provider's bid to operate the space.
- Social value offer is secured through a concession contract and underlease. The operator can be evicted from the space if they fail to deliver the specified social value. Social value must be at least 1.5 times the value of the concession contract.
- Example (Outlandish). Lease is valued at £6,000 per annum. Value of concession contract is £4,800 per annum (80% of market rent). Social value secured is circa £550,000 per annum.



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Maximising a development's social value

Anna McChesney-Gordon 29th January 2019



Crown Commercial Service Supplier



THE SOCIAL VALUE PORTAL

Where Community Speaks and Business Listens

MAXIMISING SOCIAL VALUE



PLANNING

EMBEDDING SOCIAL VALUE INTO PROPOSALS

NEEDS AND PRIORITIES

A measurement solution that reflects the community needs & priorities

record

SOCIAL VALUE COMMITMENTS IN PLANNING

CONSTRUCTION

CO-DELIVERING
SOCIAL VALUE WITH
THE SUPPLY CHAIN

SUPPLY CHAIN
Optimise Social Value

record

SOCIAL VALUE CONTRIBUTION FROM CONSTRUCTION

IN-USE

A full lifecycle approach

ENHANCING ASSET VALUE BY CO-DELIVERING SOCIAL VALUE WITH OCCUPIERS

LEGACY

Create a lasting and sustainable legacy for communities

record

SOCIAL VALUE CONTRIBUTION FROM MANAGEMENT & USE





OUR APPROACH TO PLANNING





STEP 1: NEEDS & PRIORITIES



STEP 2: PLACE-BASED STRATEGY



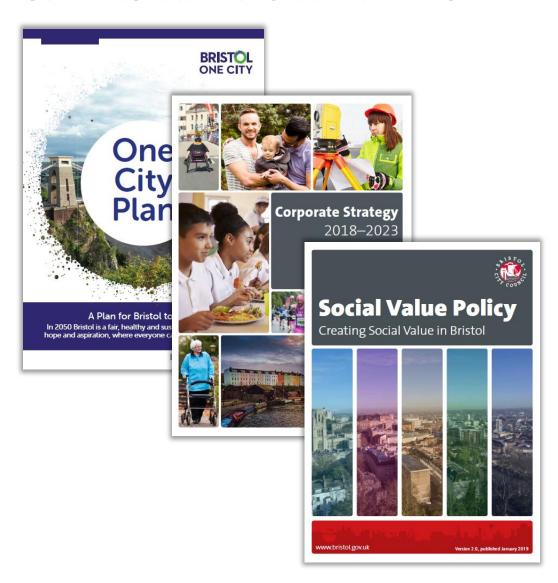
STEP 3: MEASURE

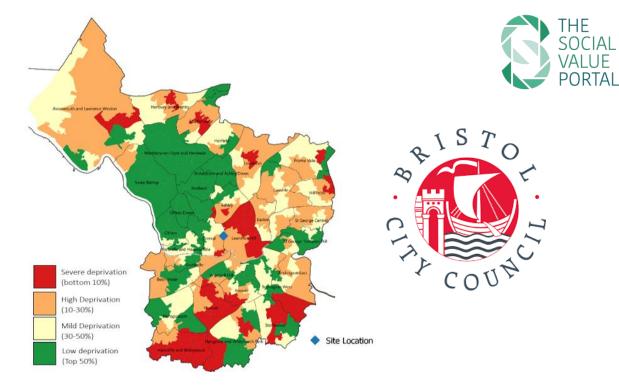


STEP 4: MONITOR & IMPROVE



UNDERSTANDING THE NEEDS









PLACE-BASED STRATEGY & MEASUREMENT FRAMEWORK



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SOCIAL VALUE STATEMENT FOR THE COUNCIL





The Soapworks, Bristol Social Value Statement

December 2019

Prepared by the Social Value Portal



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Social Value Statement for The Soapworks, Bristol – December 2019

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MEASURE, REPORT, IMPROVE - CONSTRUCTION





Case Study: 245 Hammersmith Road Social Value Delivery Report

Project stats:

Client: Legal & General

Gross Internal Area: 330,000 sq ft

Construction cost: £100m

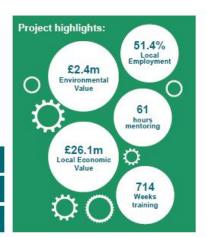
Build duration: 2 years

Main contractor: Lendlease

Use: Commercial office

Location: London Borough of Hammersmith & Fulham

Total Social Value delivered:	£28.2m		
Total Social Value Add (SVA) per £ contract value:	28.2%		
Social Value delivered	211%		





Local skills & employment

153 local people employed

2 NEETs employed

14 weeks work placements

708 weeks training opportunities

Local contributions

£1.46m S106 contributions to cycle hire, economic development and highways £585k CIL contributions

Protecting & improving our environment

26,654t waste diverted from landfill 148t carbon emission savings

Stronger, healthier communities

440 hours community volunteering £600 donations to local community projects



MEASURE, REPORT, IMPROVE - IN USE



ANNUAL ASSET REPORT - SOCIAL VALUE & GLOBAL GOALS

Fund: Triton Property Fund

Asset: Springfields Outlet, Spalding

Reporting Period: April 2018 - March 2019

Local Authority: South Holland

Deprivation Level: High (top 30% most deprived in England)

Overview

This report details the social, economic and environmental value that has been generated at Springfields Outlet in 2018/19 and this has been mapped against the UN's Global Goals for Sustainable Development.

There are two sections in the report that highlight the key achievements in both financial and non-financial terms:

- 1. Social Value Report: data has been collected from the retailers, the property management team and their suppliers on the activities and initiatives they have carried out that have generated value for local people, their communities and society as a whole.
- 2. Global Goals Report: the social value assessment has been used to estimate how the property management team, the suppliers and retailers have contributed to one or more of the 17 Global Goals and the UN's 2030 Agenda for Sustainable Development







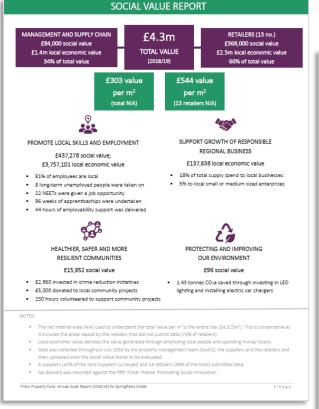


98% of the value is associated with 3 of the 17 Global Goals

A real asset measurement framework has been developed for UBS that is aligned to the National Social Value (TOMs) Measurement Framework. The National TOMs is built around five Themes, supported by 18 Outcomes and 38 specific Measures and is widely used across all sectors as the default social value measurement solution.

The Themes centre around promoting jobs and skills; supporting regional growth; empowering communities; protecting the environment; and, promoting social innovation. Financial values have been attributed to the Measures that underpin these Themes by using publicly available data sources such as the Unit Cost Database.

Triton Property Fund, Annual Asset Report (2018/19) for Springfields Outlet









The 169 Targets sitting behind the 17 Global Goals have been mapped against each of the 28 🔕 UBS TOMs to establish direct and indirect links based on both the scope and the intended beneficiaries of the Measures. This has also been tested quantitatively by connecting the social value proxies applied to the TOMs to the 232 Global Goals Indicators to establish a link in

The TOMs use a mix of social value proxies for the outcome/impact of the Measures and, where those are not available, some input/output proxies. These have been reported

Local economic value generated through the TOMs is reported separately as assumptions about displacement might need to be applied when aggregating these values geographically.

Triton Property Fund, Annual Asset Report (2018/19) for Sprinefields Outlet





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Culture

- FTSE 250, Top 10 housebuilder
- Specialising in placemaking and urban regeneration
- £1.42 billion turnover in FY19
- High delivery rates achieved through mixed-use, mixed tenure and commercial development
- Strong relationships with Central and Local Government
- Over 370 awards for design and sustainability

Across the group, we delivered 5,733 homes during 2019 (financial year), across a broad range of tenures.



■ Private - 38% ■ Affordable - 38% ■ PRS - 24%



Good design using existing features at St Luke's Park, Runwell, Chelmsford

Value-added approach

Delivering enduring value and creating **Places People Love** by:

- Using a landscape-led approach
- Applying the principles of placemaking
- Delivering valuable infrastructure
- Working in partnership with landowners, LPAs and other key stakeholders
- Building quality new homes
- Creating highly integrated new communities



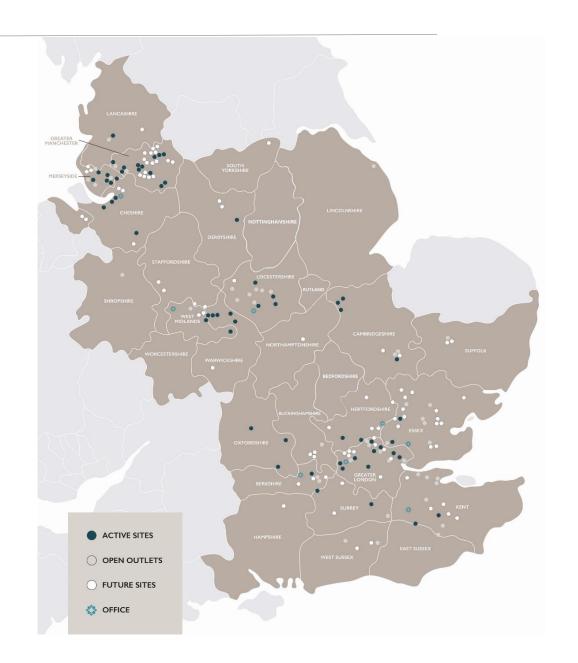
Successful SuDS integration into public realm at Broadbridge Heath, Horsham



Place-making through treatment of open-space at Beaulieu, Essex

Active Sites

49,000 plots
Landbank as at end of
September 2019



Why Social Value - Benefits to business

- Carrying out business in a responsible manner
- Positioning brand of the business
- Improving client relations
- Assisting in winning new business
- Attracting investors
- Attracting and keeping the best staff



Social Value Journey so far...

- Social Value Manager
- Social Value and Sustainability Committee
- Social Value, Volunteer and Charitable and Community Donation Policies adopted
- Social Value Vision and Implementation Plan
- Social Value Portal recording across Group on all sites
- Social Value reports to board meetings and annual report
- Social Value Comms Campaign



Elements of Social Value

Environment

Environmental and social impact reporting - reducing emissions, preserving biodiversity and natural resources and designing products to minimise waste

Market Place

Ethical investments, supporting local labour, apprenticeships, local procurement, partnerships

Workplace

Employee health and safety, attracting and retaining staff, diversity and inclusion, work-life balance

Society / Community

Volunteering, charitable donation, sponsorship, fundraising, match giving, partnerships with local community stakeholders and organisations



Social Value and planning

Is Social Value really a planning thing? How should Social Value be secured?

- Regulating the use of land
- "Where, in making any determination under the Planning Acts regard is to be had to the Development Plan, the determination shall be made in accordance with the Plan unless material considerations indicate otherwise."
- \$106 compliant?



Social Value and planning

Key benefits

- Increase local spend rewarding local organisations or those with a local supply chain, especially SMEs
- Local labour opportunities for disadvantaged people and promotes social mobility
- Responsible supply chain
- Sustainable energy
- Youth training
- A growing area of discussion with planning authorities





COUNTRYSIDE

Places People Love



National Social Value Conference — Time to Act

Maurice Dalton – Prologis UK 29th January 2020



Prologis Global Overview

Prologis is the global leader in logistics real estate

PROLOGIS PLATFORM

\$111B

74
MSQM

19 countries on 4 continents

3,793 buildings

1,675 employees

5,100 customers

\$1.5TRILLION

Is the economic value of goods flowing through our distributions centers each year, representing

2.8%

of GDP for the 19 countries where we do business and

2.0%
Of the world's GDP



Sustainability

2018 HIGHLIGHTS



AWARDS

- Planet Mark 2018 Awards: Supply Chain Engagement.
- BREEAM Awards 2018: Regional Award, Western Europe, DC2 Prologis Park Dunstable.

10 YEAR MILESTONES

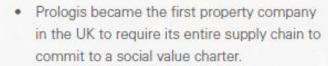


ENVIRONMENT

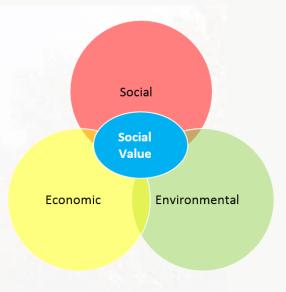
- 10 years of partnership with The Planet Mark and Cool Earth.
- 10,000 acres of rainforest protected.
- Over 10 million square feet of buildings certified.
- 6,855 sustainability workshops delivered to school children.



A YEAR OF FIRSTS



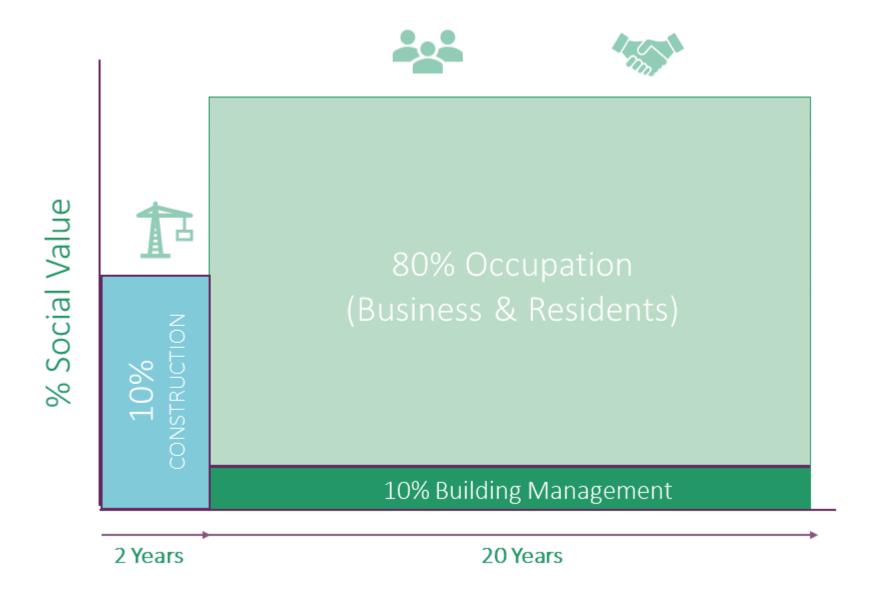
- First Tesla Powerwall battery storage unit installed in DC115 at Prologis DIRFT.
- First sustainability events for private investors hosted by Prologis in London and Amsterdam.
- First electric bus trial at The Bridge development in Dartford.
- Prologis European Logistics Fund (PELF) issues first Green Bond.





Maximising Social Value





Social Value Policy & Supply Chain Social Value Charter



Case Study – Birmingham Interchange





BIRMINGHAM INTERCHANGE Social Value Report



£13.74m

Social Value 48%

ogress against 170%

Social value measurement framework

The measurement framework used by Prologis has been built around the National Social Value Measurement (TOMs-Themes, Outcomes, Measures) Framework and adapted to reflect the specific data they want

Civil Society and Crown Commercial Services.



Prologis' TOMs Framework is built around 5 key Themes, supported by 18 Outcomes and 38 specific Measures (the TOMs Matrix) that identify, measure and value the benefits of a project.

Measuring Social Value at Birmingham Interchange

Using Prologis' TOMs Matrix, the social value generated at Birmingham Interchange has been calculated by collecting data from Benniman and their supply chain. This report highlights the project's key achievements in both financial and non-financial

Birmingham Interchange Social Value added:







Birmingham Interchange Supply Chain Social Value highlights

Local employment

92 Local people employed

10 NEETs employed

2 Long-term unemployed taken on

Skills and training

116wks of apprenticeships (Level 2.3, 4+)

124wks of training opportunities

54wks spent on work placements

65% employment

120hrs Invested in loca school and college visits





Community support

150hrs volunteering with local VCSEs

200hrs volunteering to support local community projects

£43k donations or in-kind contributions to local community projects

The Social Value Portal



Protecting our environment

Page 2

5tCO₂e savings in carbon emissions across the project

11,692 miles car miles saved across the project







Supply Chain - Total Social Value Added per Measure

Ref	Measure	Actual no. delivered	Social Value added
NT1	No. local people employed on the contract	92 people (FTE)	£2,200,614
NT2	% local people employed on the contract	65%	Record only
IT3	No. employees taken on—long term unemployed	2 people (FTE)	£29,403
IT4	No. employees taken on—NEETs	10 people (FTE)	£124,429
IT6	No. employees taken on—disabled people	1.5 people (FTE)	£19,155
тв	Local school and college visits	120 hours	£1,732
IT9	No. of training apportunities—Level 2,3, or 4+	124.5 weeks	£28,762
T10	No. of apprenticeships—Level 2,3, or 4+	116 weeks	£19,493
T12	No. weeks spent on work placements or pre-employment course	4 weeks	£576
T13	Meaningful work placements 6 weeks or more	50 weeks	€7,198
IT14	Total amount (£) spent with VCSEs within your supply chain	£15,000	£1,200
IT16	Equipment or resources donated to VCSEs (£ equiv.)	£5,000	£5,000
T17	Number of volunteer hrs donated to support VCSEs	150 hours	£2,220
T18	Total amount (£) spent in LOCAL supply chain	£2,655,452	£2,055,653
T19	Total amount (£) spent with LOCAL SMEs	£321,367	£242,867
T20	Demonstrate work practices that improve staff wellbeing	622 hours	£58,721
T21	Diversity training provided for contractors and subcontractors	287 hours	Record only
T22	% of contracts that include commitment to ethical procurement	79%	Record only
VT23	% of supply chain contracts where SV commitment measurement req.	53%	Record only
IT26	Initiatives taken or supported to engage people in health interventions	£7,500	£7,500
IT27	Initiatives to be taken to support older, disabled and vulnerable people	£1,500	£1,500
VT28	Danations or in-kind contributions to local community projects	£43,280	£23,280
VT29	No. hours volunteering time supporting local community projects	200 hours	£721
VT31	Savings in CO2 emissions (not from transport)	5 tCO2e	£323
T32	Car miles saved on the project	11,692 miles	£17,889
T33	Car miles driven by low or no emission staff vehicles on project	450 miles	£235
T34	Voluntary time dedicated to creation/management of green infrastructure	130 hours	£866
IT35	% contracts that includes sustainable procurement commitment	54%	Record only
	ocial Value Portal		Pa





Prologis PARK*life*

Creating spaces and places where our customer's businesses can thrive and where their employees enjoy coming to work







Park Services

Leveraging our strategic competitive advantage

In the UK we've been offering a range of Park services to our customers for the past twenty years and over the years these services have grown in response to changing customer needs. Over that period, we have created over twenty Prologis Parks where, as the long-term owner of the environments we create, we seek to build long-standing and trusted relationships with our customers through our dedicated in-house property management team.

These services form the foundations of our Parklife offering – which seeks to build on these services and help us address customer pain points such as: attracting and retaining employees; managing the external environment and connecting with the local community.

Transport



GREEN

TRAVEL PLAN





SERVICES

BUS

ELECTRIC VEHICLE

Security











ON-SITE SECURITY

DEDICATED PCSO ROUTE

ON-SITE PARKING CONTROLS

ANPR CONTROL AND REGULATION

CCTV

Environment







MAINTAINED PARK DRAINAGE



SNOW CLEARANCE ROAD GRITTING



SIGNAGE



PICKING

Wellbeing







COUNTRY



FITNESS



LANDSCAPING

DEFIBRILLATOR ON-SITE (AED)

Working community



SHARED EXTERNAL BUILDING CLEAN



ON-SITE RECRUITMENT SERVICE



CUSTOMER ESTATE MEETINGS



COMMUNITY







www.prologis.co.uk



PANEL DISCUSSION:

INTEGRATING SOCIAL VALUE INTO THE PLANNING PROCESS

SOPHIA COX SUSTAINABILITY ADVISOR, UKGBC

KAREN SULLIVAN ISLINGTON COUNCIL

ANNA MCCHESNEY-GORDON SOCIAL VALUE PORTAL

ANDREW TAYLOR COUNTRYSIDE PROPERTIES PLC

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