



Place Design Guide

What makes great places for people?

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Foreword



This guide to creating places for people is a fundamental part of who Places for People is as an organisation. We are passionate about designing and delivering long-lasting places where people can lead fulfilling lives.

We believe that the way we design our homes and neighbourhoods has a crucial impact on the happiness of people and the wellbeing of communities.

Our experience shows that mixed-use and mixed-tenure places lay the foundation for social cohesion, economic prosperity, and environmental sustainability.

We want to ensure that places are genuinely inclusive and have a range of facilities for the benefit of local communities to help them thrive in their work, life and leisure pursuits.

This document describes the principles we believe in, and provides guidance on how we should build new developments, manage existing places, connect to our surroundings and create great commercially viable places for people.

David Cowans

Group Chief Executive, Places for People

“Our vision is to create places that are good for people and good for the planet.”



1. People, place and planet

We must aim to design and deliver better homes and have greater ambition for the places we build. We should rise to the challenge of making the best use of land and building new developments in a sustainable and commercial way, sensitive to the needs of the people who will live in them and taking responsibility for our environmental impact.

A successful place is one that enables people and families to flourish and live their best lives. The design of the physical environment plays an important role in creating such places, with access to opportunities, a high quality of life, and a welcoming and inclusive atmosphere for people from all backgrounds.

With this in mind, Places for People and global engineering company Arup, have brought our collective expertise, on-the-ground experience, and research findings to propose what we believe are the essential qualities and principles of great places. These principles aim to be universal. They are inclusive and relevant to all people, irrespective of their age, gender, background, family structure, or socio-economic status. They work for places of all scales and types – from an expansive mixed-use garden community to a modest single building providing specialist accommodation.

This Design Guide acknowledges the work of other design and placemaking guides that have addressed similar issues, including the National Design Guide by the Ministry of Housing, Communities, and Local Government.

This Guide provides a perspective on place from the vantage point of people – the users, the residents, visitors, the ‘consumers’ of place. While the qualities we define can be seen to refer to physical places, they equally describe the experience that people have in the places where we live and work.

We have found that it is not just the design and quality of the physical environment that matters to people, but participation in social life, engagement with others, security over their future, and a sense of involvement in their community, all of which contribute to the experience of place and the perception of what makes a great neighbourhood. This document presents a people-centric and holistic view of great places.

The placemaking principles presented in this document provide a framework for investors, developers, masterplanners, architects, landscape architects, asset managers, and service providers to develop more detailed strategies and guide them across a range of activities and decisions such as:

- Making commercially viable Investment decisions on what and where to build.
- Shortlisting and selection of sites and projects for development.
- Preparing design briefs for architects and other professional consultants.
- Setting priorities for investment in existing buildings and neighbourhoods.
- Developing measurable outcomes and including them as requirements in development agreements.
- Discussion with partners (community groups and future customers, local authorities or developers) in planning for joint initiatives.
- Guidance on collecting baseline information on buildings and other assets.
- Guidance in preparing user surveys.



2. Understanding our changing context

We must understand our present context and the factors that are driving demographic, social and environmental change if we are to create places and neighbourhoods that are attractive, fulfilling, and long lasting.

The essential qualities that make enduring places and successful communities have changed remarkably little since people started building human settlements – shelter from the elements, a sense of safety and security, a place to interact with others, the ability to lead a healthy and productive life, and an increasing need for flexible space to work from home.

While these very basic needs still form the core of what we want from our neighbourhoods and cities, our society today is much more layered, diverse and complex. People have many more expectations from the places they choose to live and work in, and those who design and create places have many more considerations and responsibilities.

Major global disrupters such as climate change, biodiversity loss and resource scarcity are all leading to increasing uncertainty and threat to the survival of future generations. Significant demographic shifts, evolving digital technologies, and emerging societal priorities will similarly have a profound impact on people, communities and businesses. In this section we acknowledge these trends and commit ourselves to engaging with them and providing for the changing needs of people and society.

The purpose of this Guide is to set out our values and propose key principles for the design and delivery of great places and sustainable communities that consider the needs of people, place, and planet as a whole.

Global drivers of change

Climate change, policy, and digital transformation are key issues that will drive the evolution of future places and communities. So will the need to enhance the resilience of our cities and neighbourhoods to cope with unexpected crises such as the Covid-19 global pandemic.

Climate change

The UK's climate is changing and temperatures are predicted to rise. Our summers and winters will both become warmer on average. Summer rainfall is likely to decrease and winter rainfall is projected to increase, making the UK simultaneously more drought prone and more flood prone.^[1]

We are already witnessing the enormous economic and emotional impact of extreme weather and flood events on communities and places across the UK. Now is the time to consider what the impact of climate change will be on our buildings, parks, and neighbourhoods, and put in place plans to mitigate impacts and adapt to the future.

- ▷ **The planet is expected to experience an average temperature rise of 4.2 – 5.4 degree Celsius by 2070.**^[1]
- ▷ **Our summers will be dryer (by 47%) and winters will be wetter (by 35%).**^[1]
- ▷ **Sea levels in London could rise by up to 1.15 metres by 2100.**^[1]
- ▷ **By 2070, extreme hourly rainfall intensity will increase by 25%.**^[1]

Policy and regulation

In 2019, the UK became the first major economy in the world to pass laws to bring all greenhouse gas emissions to net zero by 2050. A mounting body of evidence suggests the need to get there much earlier. In parallel, as we begin to understand the importance of biodiversity and the scale of loss we are experiencing, legislation for biodiversity is also getting tighter and more demanding, with a net gain target becoming a key requirement.

National as well as local regulation and policies will continue to steer us towards delivering places that are greener, more sustainable, zero carbon, and more affordable for our customers to live in.

Digital transformation

Digital technology has the potential to radically transform the way people live, work and spend their leisure time, and is a key enabler in delivering services and experiences that enhance placemaking.

Positive outcomes such as access to jobs, social mobility, community engagement, affordability, wellbeing and sustainability are typically seen to be facilitated through the physical built environment and its operation. Yet, digital technology can be used to achieve and accelerate these outcomes.

For instance, connected devices can help us understand how places are used and how they could be adapted for improved experiences for individuals as well as communities. Gathering of data from design to occupation and into management can help us manage assets and resources more efficiently and sustainably.

For this to work in an equitable way, everyone has to be equipped to join the digital transformation of society. This will require accessible and affordable digital infrastructure complemented by skills programmes so no one is excluded from its benefits.

- ▷ **In 2018, the average time UK adults spent on the internet was 25.3 hours per week.** ^[10]
- ▷ **The most popular online activities for adult internet users were emails (84%), finding out about goods or services (77%), internet banking (69%) and social networking (65%).** ^[11]
- ▷ **In the UK, there are over 11 million people who lack the basic digital skills needed to participate fully in the digital economy. By 2028, the Good Things Foundation estimates that 6.9m people will remain digitally excluded, resulting in almost £22bn of missed value to the economy.** ^[12]

Embedding resilience

The ability of our cities and neighbourhoods to remain strong whilst supporting the safety and wellbeing of its citizens can be compromised by shocks and stresses, ranging from climate change to ageing infrastructure, from poor maintenance to unplanned growth. Integrated approaches, commercial considerations and innovative solutions are required to ensure that places understand and plan for their resilience.

Diverse, mixed-age local communities with good access to public open space and amenities will always be valued. Our cities, suburbs, streets, neighbourhoods, homes, public spaces, schools, community facilities, and services will all need to play a role in making our communities remain sustainable over the long term.

The Covid-19 pandemic has severely tested the resilience of our cities and communities, from healthcare to high street retail, from transport to food supply chains, from livelihoods to everyday freedoms. Over the past few months, our physical world has contracted while our reliance on technology has expanded, enabling new and 'socially-distanced' patterns of remote working, socialising, learning, exercise, shopping and entertainment.

Our response to the immediate crisis will have long-lasting implications on how we live and work. The convenience and flexibility of working and learning from home has gained widespread acceptance. At the same time, key workers who cannot work from home, older and more vulnerable people, and those who do not have or cannot afford digital access may be disadvantaged. As designers, planners, and developers, we will need to play our part in strengthening our places to overcome this and future crises.

Emerging societal trends

Emerging social and behavioural trends will impact how people work, live and play in the future. The current global debate on equality and diversity will have a powerful influence on how we design and deliver inclusive communities.

A commitment to build an equitable society

Building communities where people of all abilities and cultural and socio-economic backgrounds feel welcome, safe, respected, and included is a fundamental quality of great places. Homes, streets, open spaces, playgrounds, schools, jobs, skills, and opportunities must be accessible, safe and welcoming to everyone. Social change must work hand in hand with spatial change and economic considerations, so that our places do not embed and exacerbate inequalities based on race, ethnicity, income, class, ability and age.

Developers, designers, local authorities, service providers, employers – all have an active role to play in creating inclusive, integrated, mixed, tolerant and vibrant neighbourhoods, where everybody can access safe, good-quality homes, employment, education, healthcare, and other life opportunities.

Authorities, institutions, corporations, and businesses acknowledge that there is still much to be done to create a genuinely inclusive society where everyone regardless of gender, race, background or ability are welcome and can flourish.

▷ **Black households have some of the lowest rates of home ownership in England. According to the English Housing Survey, an annual poll conducted by the government, just 20% of black African households own their own home, compared to 68% of white British ones.**

A demand for convenience

Increased internet usage, faster paced lifestyles and long working hours are adding layers of complexity to our busy lives. People are feeling more stretched, with ever greater demands on their time. Convenience has become the ultimate currency. People want and are seeking products, places, spaces, and experiences that make their lives easier.

Digital technologies are adding a new dimension to convenience by delivering availability, seemingly independent of physical location. Empowered by their digital devices, people can choose what they want, and when and where they want it delivered.

Adjusting to the Covid-19 lockdowns also accelerated a more flexible living-working culture that is likely to stay. More people are likely to work flexibly in terms of time and place. Online social and economic networks will grow. Working at home, staying local, and choosing not to commute will bring a greater demand for outdoor space, walking, cycling, live-work spaces, better digital access, and more comfortable and energy efficient homes. Our high streets and local centres will gain opportunities to become more vibrant as they begin to serve this new pattern of life and work.

▷ **There are 76% more people working from home compared to 10 years ago.**

▷ **Millennials are more likely than other generations to view work-life balance and not enough free time as major career concerns.^[4]**

A priority on health and wellbeing

People are increasingly prioritising their health and wellbeing over other traditional economic assets like earnings or ownership of material objects. The core definition of health and wellbeing has evolved to reflect a more holistic state of being, where one's mental, physical and emotional health are in sync and fulfilled instead of referring merely to a lack of illness.

Technology has enabled greater access to wellness information and has made personal health monitoring simpler. It allows people to make informed lifestyle choices around exercise, food habits, work-life balance, and access to nature and clean air. With rising expectations around healthy living, we must ensure that our places, spaces, homes, products and services have a positive impact on health and wellbeing.

- ▷ **46% of 18–34 year olds in the UK have a health, wellness or fitness app (and they are more likely to pay for them than other groups of consumers).** ^[6]
- ▷ **Over 50% of people over 55 in the UK have focused on improving their diet over the past year.** ^[6]
- ▷ **People are increasingly participating in fitness classes and activities that improve wellbeing. They use products, devices and apps that aid sleep, eat organic and natural foods, take health supplements, and follow special diets.** ^[7]

Demographics and an ageing population

Statistics and projections produced by Office for National Statistics show that in 50 years' time, there are likely to be an additional 8.6 million people aged 65 years and over — a population roughly the size of London. The greatest and fastest increase will be in the 85+ age group.

Over the last several decades, rural areas have seen larger increases in average age than urban areas and this pattern is set to continue. Ironically, it is in these very areas that services such as public transport, health facilities, and community services are harder to access and where older people are more likely to experience feelings of isolation and dependency.

We will need to design our physical environments as well as our social networks to respond to this change in demographic mix, while recognising that older people's needs are varied and diverse with many continuing to be independent, active and in employment, and others needing more care and support.

- ▷ **The UK population is projected to increase to 73 million by 2041.** ^[2]
- ▷ **People in the 65+ age bracket will rise from 18% to 26% of the total population.** ^[3]

An appetite for ethical consumption

There is a growing awareness of environmental issues and topics such as the impact of plastic on marine life and the lack of progress on global warming have now become major mainstream concerns. People are showing a real appetite for taking personal responsibility for their own environmental impacts and are spending money in a way that is aligned with their values.

In 2017, the UK spent over £83bn on ethical goods and this sector is growing. More people than ever are looking to live more sustainable and equitable lives, in ways that supports the health of the planet. When it comes to selecting a home or a place of work, they are likely to have the same priorities. Neighbourhoods that fail to acknowledge and adapt to these changing consumer demands will struggle to be places of choice in the future.

▷ **The 2019 Ethical Consumer Markets Report shows 49% of those under 24 have avoided a product or service due to its negative environmental impact.** ^[9]

An expectation of personalisation

The concept of personalisation is now key to driving interest, engagement, accessibility, satisfaction and retention of customers. Enabled by the vast availability of data, experiences are being transformed from generic and static, to responsive and customised.

Delivering personalised products and experiences can provide benefits for both businesses and consumers. Consumers receive a product or service that is tailored to their specific needs and expectations. Businesses gain a deeper insight into people's behaviour, and therefore have an opportunity to create a more differentiated and bespoke proposition. This trend is highly relevant to how we design and deliver homes and places, not just products and services.

An openness to a sharing economy

The sharing economy can be defined as the preference to pay for assets or services as they are consumed, or on-demand, rather than owning those assets. In only a few short years, the sharing economy has become a ubiquitous concept.

New sharing economy businesses are growing at an unprecedented rate. We can now find a sharing platform for almost anything from meals to tools, dog kennels, boats, driveways, bicycles and musical instruments. The internet, specifically social media platforms and mobile technology, has enabled this economic and cultural shift.^[11]

The rise of collaborative consumption and asset sharing models has many benefits. On the one hand it helps maximise the value generated from underutilised assets. On the other hand, it gives people access to things they could otherwise not afford, and at a reduced environmental impact. It also brings together strangers to create community connections and offers potentially unique experiences. Such trends can be integrated into a community by partnering with a digital platform or service provider that already facilitates such asset sharing and can bring its benefits to enhance placemaking.

▷ **It is estimated that 25% of UK adults are already sharing online, and that global revenues in the sharing economy could rise from £9bn today to £230bn in 2025.** ^[8]





3. Six key principles of great places

Our perception of place is shaped by our experience of buildings, the spaces between and around them, as well as the sense of community and relationships that we develop with others. Places are as diverse and unique as the people living in them – and so, to deliver good placemaking requires a diversity of approaches, tailored to each context and situation.

P1. Local, and embedded in context

P2. Putting people first

P3. Welcoming, convenient and suited for everyone

P4. Good for people and planet

P5. Forward looking and resilient

P6. Continually evolving

Each of the six principles of great places is described in the following pages through a set of place qualities and offers a checklist of strategies and actions. Each principle also makes reference to precedent-setting examples where it has been successfully achieved.

This Guide has been informed by two bespoke research projects conducted by Places for People:

- 300 customers and colleagues (across the country and across all areas of the Group) were consulted to understand the behaviours, motivators and feelings of the different customer groups and their preference on how to engage with and their experience of engaging with Places for People so we could improve customer satisfaction.
- 8000 customers (across the UK and across all tenures) were surveyed to understand the key considerations and drivers that informed customers' decisions on the choice of location (geographic and community), design, and tenure of their home.
- The research uses conjoint analysis methodology to draw out the customers' underlying need (implicit response) as opposed to customers citing what they ideally would choose (explicit self-assessed response).

P1.

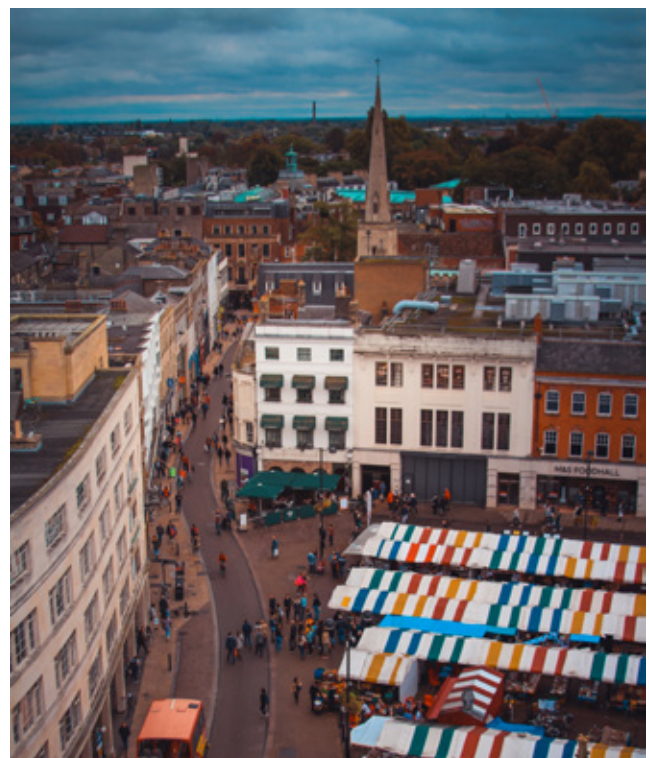
Local and embedded in context

We all have an inherent desire to relate to where we live. Even with the rise of a mobile population and an increase in numbers of those who rent their home, a sense of belonging is crucially important to people.

Residents, workers and visitors all crave authenticity. So, good placemaking starts by looking at the context, beyond the 'red-line boundary' of site and ownership. Only with a thorough understanding of the wider setting of a development can we intervene to build a new place that feels authentic, connected, and functions well for people.

Developing a strong contextual understanding lays the foundation for the long-term success of a community. It allows the development site or project to be chosen with the future in mind and sets the stage for a positive relationship with the surrounding community over time.

Once a project and location have been selected, this early understanding can form a strong basis for creating a good design and development brief. Such a brief will set out the parameters and conditions everyone should work to and should articulate a common goal: of creating a place that fits in and works for everyone.



WHAT DOES IT MEAN

Sensitive to the landscape setting

A place that fits in with the natural environment; a development that is designed with, and in turn is enhanced by, the character of the surrounding landscape, topography, vegetation, and views.

Respectful of the built context

A place that is sensitive to the scale and character of the surrounding built environment; a place that is conscious of how the wider area will evolve in response to environmental and societal trends.

Connected and well integrated

A place with potential for strong transport connections and links to surrounding amenities; a place with opportunities to develop relationships with existing communities within the wider neighbourhood.

Supportive of communities

A place that is more than just a collection of dwellings; a place that enables existing and new communities to access jobs, education, and amenities; a place where people can build and lead healthy and productive lives.

A distinct local character and identity

Building on history and local identity; a place that fosters a sense of pride and belonging.

Attractive in the long term

A place that grows in value, is economically sustainable, attracting people who choose to move into it or stay for the long-term, because of its character and sense of community.

- ▷ People often value what they know and understand, and what works for them. The research conducted as part of the Places for People Customer House Choice Decision Drivers, 2020, shows people want to be within walking distance of public transport (95%), close to public services (92%) and close to amenities (91%).^[24]
- ▷ Research commissioned by the National Trust suggests there is a real sense of belonging and attachment with places that are meaningful to people. Eight out of ten describe their place as being part of them (86%) and 58% agree that they 'feel like I belong' when visiting this place.^[13]
- ▷ Community involvement in urban planning processes helps tailor developments to the needs of communities, increases commitment and provides valuable location-specific insights.^[14]
- ▷ As of 2012, 6 million properties (one in six) are exposed to some degree of flood risk, costing the UK on average around 1.3bn / annum.^[15]



P1.

Local and embedded in context

HOW TO ACHIEVE IT

Careful site and project selection

- ✓ Use the placemaking principles in this document to define clear project objectives and criteria for success.
- ✓ Conduct and use market research to understand what people want in their homes and communities. Research shows that people place a high value on location, walkability to public transport and amenities, and access to good public services. Consider how a potential site can offer these features.
- ✓ Review whether a particular site, and its context, is able to support the delivery of the project objectives in the long term and able to overcome future environmental challenges. This will help guide the project and site selection process.
- ✓ Fully consider the option of retrofit before demolition. This not only allows creative use of existing assets but makes a significant reduction in the embodied carbon of new developments.
- ✓ Avoid developing in areas which are susceptible to increased flood risk due to climate change impacts. Instead, consider sustainable urban drainage (SUDs) and blue-green infrastructure in such areas if they are part of project sites.

Market assessment and future potential

- ✓ Understand what homes are needed as well as the market demand for specific dwelling types. This will help define a brief for a potential new development that appropriately caters to what people want and is commercially viable.
- ✓ For larger new developments, consider convening focus groups to assess what the needs of a future community might be. This future need, particularly if a new demographic mix is planned, is not easily understood through normal consultation processes.
- ✓ In all but the smallest of infill sites, a mix of dwelling types is most likely to ensure a diverse and lively community and a place that is adaptable to change in the future.

Usable baseline information

- ✓ Undertake a comprehensive assessment of existing conditions for the area. This may include:
 - Local policy and planning requirements.
 - Demographic profile of the area .
 - Socio-economic conditions.
 - Health indicators for the area.
 - Sources of employment, education, and training.
 - Current transport links and future investments.
 - Site conditions such as topography, landscape, vegetation, biodiversity, views, and historic assets.
 - Flood risk and climate change projections.
 - Environmental conditions such as noise, air-quality, and microclimate.
- ✓ Create a usable digital database with layers of all information. This is a valuable resource to guide the decision making process during site selection, brief creation, design, and development.

Early community engagement

- ✓ Engage existing community stakeholders early, if possible, to understand their needs and aspirations.
- ✓ Evaluate whether the project can address those needs and concerns adequately. In some instances, this early engagement may bring out what people might object to and help mitigate issues.
- ✓ Involve the local community, wherever possible, in shaping the brief for a project. This can help identify elements to incorporate into the project design to make it better embedded in the wider community.

Local partnerships

- ✓ Connect with businesses, institutions, community groups, and local authorities and seek to form partnerships. This will build support for a project and align with local motivations and shared goals.
- ✓ Share expertise and combine strengths with local delivery partners to create better places and amenities for existing and future populations.
- ✓ Maximise opportunities for local businesses, local supply chains, and community groups to create a well integrated approach from the start. These could include jobs, training, subsidised space for social enterprises and funding to support local SMEs.

Contextual design

- ✓ Draw inspiration from the surrounding natural environment and landscape character in the design of new places. While this is vital when building in 'greenfield' sites in rural areas, it is also important in urban areas. Examples include:
 - Incorporating water courses and seasonal drainage patterns into the design.
 - Working with existing topography and levels.
 - Keeping existing trees and mature vegetation, and enhance where possible.
 - Including food growing spaces and allotments.
 - Finding opportunities to increase biodiversity and wildlife habitat even in urban sites and buildings through elements such as green or brown roofs, referencing existing local Biodiversity Action Plans (BAPs).
- ✓ Be sensitive to the scale, form, and character of surrounding buildings. This is important in rural as well as urban contexts. In general, new architecture and higher densities are to be encouraged but they must be designed to complement what exists. Examples include:
 - Considering existing movement patterns in the wider area to design permeable places, not super-blocks.
 - Using a material and colour palette that feels local; some exceptions to the rule can be encouraged to bring visual interest.
 - Respecting local landmarks and give them a place of prominence in the design, physically or visually.
 - Using well-tested principles of urban design such as framing of streets and public spaces with public uses on ground floors.
 - Avoiding large areas of surface parking dominating the visual quality of neighbourhoods.
 - Ensuring that, In urban sites, placement of tall buildings is tested carefully in terms of scale as well as impact on shadow and overlooking.
- ✓ Historic assets, conservation areas, and listed buildings may be complex to integrate into new places but can bring enormous value and local identity to a site.
 - Use historic references and context to inform the design of new places. A pastiche is not an acceptable solution.
 - Incorporate historic structures, including buildings, rail tracks etc. and landscape features such as hedgerows and woodlands into new design.
 - Combine the best of old and new through adaptive reuse of existing buildings and pavements.

Case study



ROUSSILLON PARK

The project

Roussillon Park is a development of 252 residential dwellings in a mix of 2 and 3 storey houses and apartments, at the former Roussillon Army Barracks site in Chichester, West Sussex. The scheme includes a care home, operated by Colton Care. The development has 40% affordable homes, secured through S106. The scheme was developed by ZeroC in partnership with Homes England / Duchy of Cornwall.

All properties on the development were built to meet the Code for Sustainable Homes Level 4, Lifetime Homes and Secured by Design standards. The development incorporates sustainable and renewable technologies including biomass district heating, photovoltaics and rainwater harvesting as well as high levels of insulation.





Why it stands out

The Roussillon Barracks redevelopment is respectful of its heritage as a former Barracks site, retaining important features such as the original flint boundary walls, while introducing appropriate forms of modern development in a sensitive way.

The new street layout is reminiscent of the former use of the site, with tree-lined avenues on a regular grid pattern, creating a sense of formality appropriate to the site's heritage. Whilst the retention of the historic boundary wall gives the site an enclave-like feel, the urban grain, aesthetics and materiality of the buildings reflects that of Chichester and ensures that the development appears embedded in both its immediate and wider context.

The architectural language adopts the scale, proportion and materials of traditional town houses characteristic of the area, but includes modern detailing of elements such as doors, windows and railings.

The redevelopment also successfully establishes its own sense of place. The design of the public space is as well considered as that of the buildings. Streets are designed to put the pedestrian first; incorporating wide pavements and junctions to reduce the line of sight and reduce speeds. There are numerous high-quality green spaces, each with different functions. The development places equal importance on community, environment and placemaking.

The physical infrastructure is supported by a management regime that allows residents to be involved in its operation. The existing management company is to be handed over to the Resident's Association, who will form a collective management company, thereby having an important stake in the long-term future of Roussillon Barracks.

At a glance

| | |
|-------------------|---|
| Location | Chichester, West Sussex |
| Scale | 250 Homes |
| Type | Residential |
| Client | Homes England Duchy of Cornwall ZeroC |
| Designer | Ben Pentreath, PWP Architects |
| Completion | 2018 |

P2.

Putting people first

Neighbourhoods are about people and where they live. Its not just about bricks and mortar, it is about safety, security, community identity and the everyday experiences that people have in their homes and communities.

Putting people first means giving them well-designed and high-quality places – homes, streets, open spaces, as well opportunities to gather, meet, and build a sense of community. It means paying attention to detail and recognising the importance of small elements. Whether it is a bench to sit on, a playground, a community space, a local shop or a pub, such amenities allow people to meet, socialise, share experiences and ultimately develop an emotional connection to a place.

Putting people first also means a consideration of the curation of such places, the programmes, activities, and events that are planned, the services that people have access to, and the support that is available to them.

Cohesive communities take time to grow, during which time personal circumstances change. Children come and go, couples form or break up, people age or get ill. If considered from the outset, a good place offers options for people to move home yet stay in the neighbourhood. This concept lies at the heart of lifetime neighbourhoods and provides a strong justification for mix and choice.

Putting people first also means supporting people even before they move into a neighbourhood. Places for People has learned from experience and extensive customer insight programmes, that the priorities, hopes, and anxieties of people looking for a home are highly dependent on their life circumstances and economic situation. Helping people navigate this period in their lives is an important investment in how they feel about their home and community later on.

WHAT DOES IT MEAN

A people-centric approach

A place that has been developed to provide people with the best possible experience, in a clean, safe, well-designed, and high-quality environment where they choose to and can afford to live.

Choice and personalisation

A place that offers the type and tenure of homes to meet personal preference and circumstance with the opportunity to personalise their living or working environments to match their specific needs.

Cohesive communities

An inclusive place with a range of amenities and the support infrastructure, both physical and activity based, that help people to connect with each other and the place.

Promoting the local economy

As economic wellbeing is strongly linked to human wellbeing; good places create opportunities for jobs within the local community by connecting people and business and incorporating a mix of uses.

Emotional connection and positive experiences

Beyond the physical environment, a place that offers support programmes and activities that allow people to share positive experiences and create emotional connections.

- ▷ Customer insight surveys highlight the importance of both privacy and community as essential ingredients of great places. For example, people want both a private garden space as well as a 'village feel' as top priorities, expressing a need for their own space yet a desire to be part of a friendly wider community. ^[24]
- ▷ 'When it comes to social cohesion nature is much more important than age, gender, education and income combined, according to research undertaken by Cardiff University. ^[16]
- ▷ According to the Office of National Statistics, almost half (48%) of single households is 65 or older. ^[17] Future homes will have to reflect this.
- ▷ Research commissioned by the National Trust found that good places support humans in four areas: mental wellbeing, nostalgia, security and survival. ^[13]



P2.

Putting people first

HOW TO ACHIEVE IT

Clear priorities

- ✓ Focus on people and their needs first, then the public realm, then buildings. This will ensure that the needs of all people – children, adults, families, teenagers, the elderly and the vulnerable – are the drivers for decision making about the design.
- ✓ Provide amenities such as places to gather, community facilities and infrastructure to support the mix of people in a neighbourhood, now and into the future. In order to do this, understand what is already available and accessible in the area and what the gaps are.

Ongoing user engagement

- ✓ Understand residents' needs throughout the lifespan of a project by continually engaging with them even after they move in to their homes. Surveys at regular intervals can help provide valuable insights, allowing a continued focus on people's priorities.
- ✓ If properties are managed, provide ongoing resident support such as:
 - Connection with neighbours through organised activities or digital community platforms.
 - Support to operate and use new technologies and sustainability features in the home.
 - Awareness of and help to use new services such as car clubs and other shared services.

Security and maintenance

- ✓ Feeling safe is the foundation for being happy in your community. Secure-by-design principles such as adequate overlooking and good lighting of public areas, good wayfinding, and safe routes are crucial.
- ✓ Management and maintenance of places are as important as good design in creating great places. Consider a smart maintenance system that ensures places are clean, safe, and functional.
- ✓ In some communities, residents may not be able to afford monthly charges; a degree of good maintenance and security should be built in to the business model and not be an add-on for those who can pay for it.

Mix of people and homes

- ✓ Create mixed communities, diverse in age, income, ability and cultural background, particularly in larger developments. Benefits include:
 - A sense of identity and personality that comes from diversity; sameness perpetuates a feeling of separation, not community.
 - Creating 'lifetime' communities where changing needs of people can be met.
 - Vitality and security that comes from having 'eyes on the street' unlike a commuter suburb that winds down during the day.
 - Ability to support a good range of amenities as well as community self-help like childcare, companionship, assistance to neighbours such as shopping, rides, taking in a parcel, etc.
- ✓ Provide a diverse offer of house types, sizes and tenure addressing the needs of a broad demographic (to help maintain a healthy mix of people). This also caters for changing requirements of people as their circumstances evolve. Some might start a family, needing a larger place to live while others may downsize as kids leave home.
- ✓ Ensure tenure-neutral design with an even architectural treatment of all types of properties; the design of mixed communities should not exacerbate socio-economic differences.

Health and wellbeing

- ✓ Create places to support people's physical and mental health and wellbeing, through:
 - Good access to nature and green space, where possible; this has been shown to have a positive impact on mental health and happiness.
 - Design of homes and open spaces with good levels of sunlight, daylight, and natural ventilation.
 - Opportunities for exercise through provision of parks, gyms, as well as a network of safe walking and cycling routes.
 - Community exercise programs (such as Park Runs or virtual yoga lessons).
 - Design measures to minimise issues such as noise and poor air quality, not just 'mitigation' – key to this is prioritising active travel and minimising use of petrol and diesel vehicles.
 - Recognition of health impacts of climate change due to urban heat island effect, higher indoor temperatures, and flooding; ensure these are well-considered in the design.

Walkable communities

- ✓ Walkable communities are equitable, healthy, and environmentally beneficial. Getting people to walk to work, school, shopping and to fulfil everyday needs is absolutely critical if we are to meet our carbon targets.
- ✓ Design 15-minute neighbourhoods where most services are available within walking distance along safe, pedestrian priority routes.
- ✓ Use a range of traffic calming measures to design streets that give priority to pedestrians, then bicycles, then public transport, and then cars and other vehicles.

High quality public realm

- ✓ Ensure the design of open spaces and landscapes receives equal attention to the design of buildings: the quality of the public realm plays a key role in developing cohesive communities.
- ✓ Provide a hierarchy of spaces for people to gather and interact. In larger developments, this could include parks, playgrounds, allotments, outdoor seating areas and community facilities. As working from home might become more common, location of playgrounds relative to potential places to work from home need to be carefully considered. In developments without access to outdoor space, a lobby bench, a notice board or a community event could fulfil a similar function.
- ✓ While planning requirements will dictate minimum requirements for social infrastructure, include a mix of uses and amenities to support the community such as convenience retail, co-working spaces, a letter box or a café or restaurant.

Community amenities and services

- ✓ Provide the right type and scale of community amenities. This can be physical infrastructure such as good public realm, playgrounds, community halls. Or activity based elements in the form of events, activities, services, or digital platforms.
- ✓ Not all places can include employment areas but consider providing access to jobs, educations, skills, and training. Design homes to support full or partial home-working and small enterprises.
- ✓ Reduce the running costs of the home for residents though sustainable design and efficient provision of services.

Case study



TWECHAR

The project

Twechar is a small former mining village in East Dunbartonshire, Scotland, with a population of around 1,200. Prior to the regeneration, the homes in the village consisted primarily of one and two bedroom flats, which historically housed the mining community. With the closure of the mine and a lack of suitable family accommodation, many working-age residents chose to leave Twechar, leaving behind a population of elderly couples or individuals.

When faced with the closure of the local primary school, the residents of Twechar mobilised and successfully lobbied the Council to invest in the regeneration of the area. The redevelopment of the village will see 200 substandard homes replaced with 192 high quality homes.

Why it stands out

Twechar's people have been at the heart of its regeneration. The local, close-knit community have worked collaboratively in the regeneration of the village. Residents were involved from the outset; an initial workshop allowed for villagers to vote on redevelopment proposals from 3 architect firms, which informed the decision of the tendering process.

Following this, a design workshop was established, formed of 20 local volunteers, who were actively involved in the decision-making process at every design stage. The group directly influenced the planning of the village; from large scale interventions such as the road layout, right down to small scale decisions such as the internal room layout of individual houses.

As a result of this collaborative working and community engagement, there is buy-in from local residents who are very happy with the plans for their village. To attract more people to the village and provide higher quality living accommodation for existing residents, a broad range of tenures have been provided.

The redevelopment provides more than just homes. The community has acquired and gained funding for a local health and enterprise centre which has a local doctor's surgery, MP's surgery, Citizen's Advice Bureau and a pharmacy. As a result of the community's self-resilient attitude, the closure of the local school has been prevented and a social enterprise company has been established, which maintains communal spaces.

Besides the improvements to the built form, the redevelopment has broadened the prospects of Twechar's residents. 4 years worth of apprenticeships have been secured for local people and local employment schemes have been put in place to build skills and increase resilience.



The success of this people-centric approach is evidenced in the Index of Multiple Deprivation. In 2004, Twechar was within the 25% most deprived areas of Scotland. By 2016, 12 years into the regeneration of the village, Twechar no longer fell within this category and residents were experiencing a material improvement in their quality of life.



At a glance

- Location** Twechar, near Glasgow
- Scale** 325 homes
- Type** Residential
- Client** Places for People
- Designer** Cooper Cromar
- Completion** Ongoing
- Recognition** 2013 Scottish Homes Awards
2015 Homes for Scotland Awards
2018 Planning Awards
2019 CIH Awards



P3.

Welcoming, convenient and suited for everyone

Good places make everyone feel welcome, regardless of age, gender, sexuality, race, ability, culture, or socio-economic background. They are inclusive by nature, enabling everyone to live their lives in them and feel comfortable doing so.

People choose a home or a neighbourhood for a variety of reasons; but they will want to remain in a place that gives them choice and convenience. Successful places provide a range of dwelling types suited to personal circumstance, preference and budget. As no one size fits all, giving people the option to personalise their homes and their experiences will go a long way in meeting their expectations.

Creating places that cater for a diverse range of people and age groups means that we are not creating commuter villages; instead places become vibrant communities used throughout the day with the added benefit of informal community surveillance. There will always be someone who can take a delivery, help out when needed, and neighbours who can support each other.

A welcoming place is one that is easy to navigate. It has a clear and legible network of paths and streets with distinct features and landmarks, making it easy for people to orient themselves. Having good access to public transport and everyday facilities such as a local shop, a place to spend leisure time or even a letter box makes a big difference.

Good estate management is critically important in creating diverse and welcoming environments. The way public spaces are managed and maintained has a big impact on whether people feel encouraged to dwell in a place and to look after it.

And finally, digital connectivity and new technology has a big role to play, not just in providing convenient online services but in promoting a sense of community, as a platform for sharing information and resources, and for coming together as neighbours.

WHAT DOES IT MEAN

Inclusive and welcoming

A place that is purposefully designed to offer something for everyone regardless of age, gender, sexuality, race, identity, ability or social and economic background.

Easy and enjoyable to navigate

A place that has a clear and legible layout with well overlooked public spaces, active footpaths, streets and frontages; a place that provides convenient access to public transport and walking and cycling paths.

Human in scale with public spaces at the heart

Integration of public spaces of the right size and scale and appropriate to the number of people that will use them. Spaces that are centrally located in the neighbourhood and offer sufficient exposure to sun and daylight, protection from wind and shade and respite from the heat.

Diverse and mixed-use

A place that includes useful retail, shared amenities or workspaces as well as the digital infrastructure to cater for the daily needs of people, including those working from home, thereby reducing the need to travel. A place that can accommodate changing circumstances for people who wish to stay within their community.

Well serviced and supported

A place with excellent mobility provision and easy to use services at an affordable cost. A place where maintenance and management are designed to encourage use and care of public realm, instilling a sense of ownership and belonging for everyone.

- ▷ Surveys highlight access to outside space and location to be the two most important factors for people when choosing a next home. This is followed by type of living accommodation, parking, and budget, pointing to the importance of convenience as a primary driver of choice. ^[24]
- ▷ Neighbourhood design can impact on our day-to-day decisions and therefore have a significant role in shaping our health behaviours. Several aspects of neighbourhood design (walkability and mixed land use) can maximise opportunities for social engagement and active travel. ^[18]
- ▷ Residential density, number of public transport stops, number of street intersections / street connectivity and number of parks within walking distance were the most activity-friendly characteristics of a neighbourhood. ^[18]
- ▷ Provision of diverse forms and types of houses has been associated with increased physical activity. The provision of mixed land use and affordable homes is strongly associated with improved safety perceptions in the neighbourhood, particularly among individuals from low-income groups. ^[18]



P3.

Welcoming, convenient and suited for everyone

HOW TO ACHIEVE IT

An inclusive brief

- ✓ Inclusiveness and diversity should be placed at the very heart of a project brief. Stating this as a core objective will help to ensure it is embedded in the project from the outset. Everyone on a project needs to understand its importance from the outset.
- ✓ Work out how the project could cater for the needs of different people and ensure this is reflected in the brief. Things to consider:
 - A range of amenities to suit a diverse population.
 - Culturally inclusive programmes and events.
 - Gathering places and seating for older residents.
 - Well-overlooked playgrounds for kids and families.
 - Inclusion of extra-care facilities within the brief for larger mixed communities.
 - Tenure neutral design and a more integrated layout of affordable and market homes.
- ✓ Combine uses to make places attractive to a more diverse group. For example, a curated approach to retail that mixes community facilities with work spaces, retail, food and beverage could provide the amenity and bring together people of different ages and interests.

Density

- ✓ Aim to develop at medium to higher density with due consideration for safe proximity balanced with provision of open space on larger sites, suitable to the context. Not only is this a more sustainable way of building but also supports the provision of a greater amount and mix of uses and local facilities.
- ✓ The recently published National Housing Design Audit (which looked at 142 residential communities across England) by University College London has found clear benefits of designing at higher (not high) densities, with best judged schemes averaging 56 dwellings per hectare which is double the national average of 32 dwellings per hectare. Higher densities are also able to support public transport and active travel patterns catering to people who cannot afford or choose not to have a car.
- ✓ In denser urban sites, take a wider neighbourhood approach to developing the project. It may not be possible or necessary to provide a self-sufficient community on an infill site or in a dense urban context. In this case, consider how the site and wider area could complement each other to create the right balance mix uses and facilities for the neighbourhood.
- ✓ For existing projects, seek infill opportunities for additional homes that can provide a more diverse offer and potentially make other facilities more viable.

Accessibility

- ✓ Ensure inclusive design principles are implemented in homes as well as in the public realm. The benefits of inclusive design and excellent accessibility are not just for the disabled but for all – the elderly, less mobile, young children, and carers with buggies.
- ✓ Support convenient, safe, and sustainable travel by prioritising active transport such as cycling and walking. Consider how residents might travel to nearby public transport stations and invest in those routes.
- ✓ Integrate active mobility routes with open space. This will make both public realm and paths attractive to use and animate the open spaces.
- ✓ Good wayfinding with clear, safe routes to, from, and within neighbourhoods is a fundamental part of making residents as well as visitors feel comfortable and welcome. This is not just about providing signage but embedding intuitive legibility into design.
- ✓ Encourage the use of sustainable modes of transport, including car clubs, electric shuttles and mobility-on-demand schemes. Consider locating parking lots at the periphery of neighbourhoods rather than in prime areas.

Public Realm Design

- ✓ The least successful design elements (as noted by the National Housing Design Audit) relates to overly engineered highways infrastructure and the poor integration of storage, bins and car parking. These issues lead to unattractive and unfriendly places dominated by large areas of hard surfaces and are highly detrimental to residents' enjoyment of their environments.
- ✓ Provide a hierarchy of open spaces, from parks to smaller spaces, squares, and street corners. Pay specific attention to the design of spaces that people would choose to spend time in. Leftover spaces that are shaded and windy do not fulfil this function and should be designed out.

Privacy vs openness

- ✓ People value privacy. At the same time they like openness and a sense of community. These seemingly contradictory desires can pose a design challenge and must be balanced carefully. Consider the following:
 - The difference between private, communal and public space should be clear and unambiguous through design and access.
 - A well-designed transition space between private to public (such as the defensible space between street and front door) is key to striking this balance.

Digital connectivity

- ✓ Provide good digital connectivity as the foundation for a range of essential and high quality digital services.
- ✓ Provide high quality digital infrastructure for the growing community of people working from home. Good digital connectivity also gives people access to services, encourages smaller companies to locate in the development and enables flexible working.
- ✓ Help to improve digital literacy and access among residents, particularly in more vulnerable communities, who are increasingly reliant on online services and training, but potentially unable to have easy and affordable access.
- ✓ Explore partnering with service providers and platforms to deliver the desired services instead of developing your own.

Customer orientation

- ✓ Create new and viable service offers that make life more convenient and straightforward. Options to consider:
 - Combining utilities in one bundle.
 - New subscription services or leasing furniture.
 - Encouraging shared services such as a common tools library or recycled material outlet.
 - Logistics centre to accept parcels and grocery deliveries at convenient times.
 - Services such as furniture lease included in rent.
- ✓ Provide ongoing support for people by asking for feedback and improving services as needed.

Case study



PORT LOOP

The project

Port Loop is an ex-industrial brownfield site, located to the west of Birmingham. The construction of the Birmingham to Wolverhampton Canal created the 'loop', which gives the area its name. Following the decline of its industrial use, the area fell into disuse until work began in 2007 to revitalise the area. Places for People is working in partnership with Urban Splash, the City Council and Canals and Rivers Trust to deliver over 1,000 new homes, leisure uses, a park and improvements to the canal.

Why it stands out

The redevelopment of the site is underpinned by a manifesto, that sets out 10 principles embedded within the development, all of which focus on the lived experience of the place. The past experiences and memories of local residents were explored at the initial stages of the design process, to inform the 10 principles and to build the trust of the community. By understanding the nuance of the site's history and the stories of its people, it has been possible to create an inclusive and welcoming scheme.

At a glance

| | |
|-------------------|---|
| Location | Birmingham |
| Scale | 17.4 ha, 1,000 homes |
| Type | Mixed use |
| Client | Birmingham City Council, Urban Splash, Places for People, Canal & River Trust |
| Designer | Macreanor Lavington, Glenn Howells Architects, Shed KM |
| Completion | Ongoing |





Port Loop provides human-scaled public spaces which allow residents to interact. The provision of a mix of tenures, high quality innovative childrens play space, public spaces for all ages, a mix of uses, co-working spaces and a leisure centre means that the development appeals to a range of people at different life-stages. Homes are bespoke, a benefit of their high-tech modular construction.

The buildings and spaces follow the principle of 'change when you want' and are adaptable to enable residents to stay and grow, as life evolves. The development has taken full advantage of its canal-side setting, enhancing the towpath, creating a new cycle path, and forming new pocket parks and green zones.

The development has a strong sense of history but is also forward looking. The neighbourhood seeks to be 'green by default' and to make sustainability second nature, creates a neighbourhood that promotes health and well-being and takes into account future patterns of home-working.

Accounting for the 'subscription mindset' of future residents from the outset, it includes the provision of fibre infrastructure, concierge, parcel drop off locations, community owned 3D printers, launderettes and electric vehicle charging points.



P4.

Good for people and the planet

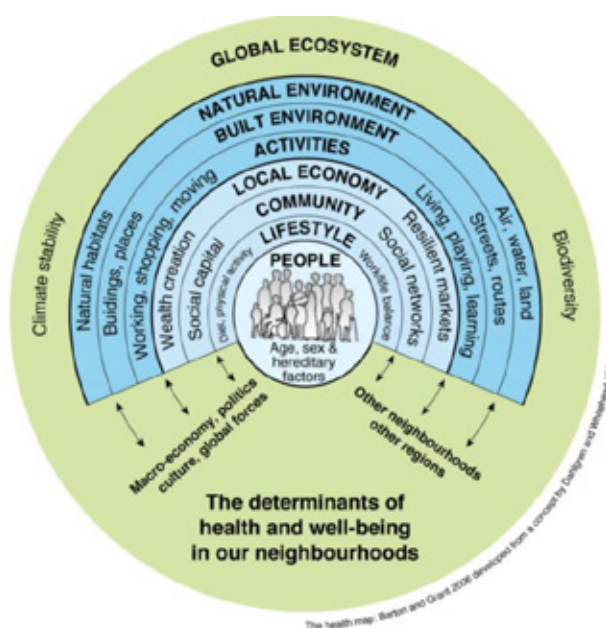
Human and planetary wellbeing are intrinsically linked. Places that are good for the planet are also good for people. Only when people and planet thrive together will we reach a sustainable future.

Achieving net zero carbon emission targets in line with UK policy should be a primary area of focus for new developments as well as for existing ones. The pathway to zero carbon will include consideration of embodied carbon in building materials and the construction and refurbishment process, operational carbon during the course of the building lifecycle, and carbon emissions due to movement of people and goods.

While new developments can be designed with stringent targets in mind, a key challenge will be to overcome technical and viability challenges in making improvements to existing assets. A step by step approach is necessary starting with a thorough baseline understanding of building performance.

A focus on biodiversity is another essential element of future places. While a net gain in biodiversity is now driven by regulation, access to the natural environment has been proven to promote the health of people and is a critical aspect of good places.

Improving the quality of life and wellbeing of people and protecting the planet is also well aligned with protecting long-term value of places and assets. The ecosystem model of health determinants relating to the built environment developed by Barton and Grant (2006) is widely used, including by the World Health Organisation. Based on work by Whitehead and Dahlgren (1991), it links people and their quality of life to their local and global environment.



WHAT DOES IT MEAN

Resource efficient

A place that uses fewer resources – land, materials, water, and energy during construction, and refurbishment, as well as during operation. Reducing demand for utilities will additionally help in designing and building more efficient infrastructure.

Biodiverse

Landscape strategies that promote biodiversity and habitat and in doing so provide places for people to enjoy nature. Most local authorities have a Biodiversity Action Plan (BAP) and aligning with it will amplify benefits to people and planet.

Zero carbon

Places that have outlined a trajectory to net zero. New places have the advantage of being able to design zero-carbon operations but existing places have the advantage of minimising embodied carbon. Each type of place will have a different trajectory and this should be considered in a long-term plan.

Regenerative

Places that aim to give back more than they take and leave the planet in a better condition than before. This can be achieved through a focus on biodiversity net gain, carbon sequestration, and applying principles of circular economy to building and operations.

Supporting health and wellbeing

Places that help people make healthy choices by providing good access to green spaces, access to healthy food, physical activity and access to healthcare infrastructure and services.

- ▷ Health is determined by a complex interaction between individual characteristics, lifestyle and the physical, social and economic environment. Improved quality of homes and greater access to green spaces should have a positive impact on health.^[19]
- ▷ There is strong evidence that access to green spaces improves mental health. Use of green spaces is associated with: a decrease in health complaints, improved blood pressure and cholesterol levels, reduced stress, improved general health perceptions and a greater ability to face problems.^[19]
- ▷ A shift from motorised transport towards increased walking and cycling could be positive for public health.^[19]
- ▷ Adults who lived in the most activity-friendly neighbourhoods did 48 to 89 minutes more physical activity per week than those in the least activity-friendly neighbourhoods.^[18]



P4.

Good for people and the planet

HOW TO ACHIEVE IT

A health led approach

- ✓ Well designed homes and places that foster good community relationships have a positive impact on health.
- ✓ Good access to green spaces is known to improve physical and mental health of residents and visitors.
- ✓ Prioritise walking and cycling and create strong links to the public transport network to minimise the use of private vehicles. Active travel benefits health.
- ✓ Encourage space for farmers' markets to provide access to fresh and healthy food while reducing the need to travel for groceries. Provide allotments where possible and other opportunities for community food growing.

Resource efficiency

- ✓ The first step to zero carbon is to be more resource efficient and sustainable. This means we should aim to:
 - Redevelop brownfield sites or increase density within existing sites before considering development on greenfield land.
 - Build as densely as the context will allow.
 - To the maximum extent possible, adapt existing buildings, roads, and infrastructure rather than demolishing and rebuilding.
 - Reduce potable water demand through efficient consumption, and through incorporating grey and rainwater recycling and reuse.
 - Reduce energy demand starting with passive, climate-responsive design. Good passive design elements such as optimal orientation, shading, and vegetation can make significant contributions to better energy performance and better thermal comfort indoors and outdoors.
 - Incorporate technology solutions such as reusing waste heat, smart water meters etc. and smart facilities management to further reduce demand at a site and building level.
 - Encourage sustainable travel and seek to minimise petrol/diesel based transport.

Pathway to zero carbon

- ✓ Set standards for individual projects in line with current government targets and emerging build regulations to aim to reach net zero ahead of 2050. All projects will eventually be expected to do so and setting a specific target will help define strategies and guide implementation across disciplines.
- ✓ Aim to stay one step ahead of current regulations as these are likely to become tighter. This will help to future proof developments.
- ✓ Explore alternative fossil-free heating for new buildings and in partnership with local government and other trade bodies.
- ✓ Address transport-related carbon emissions by moving towards walking, cycling, public transport, and non-fossil fuel transport options.
- ✓ Places for People is aiming to deliver net zero homes in all new developments by 2050. Such targets will be aided by government initiatives – for example in the decarbonisation of the grid and the move to switch heating and cooking fuel from gas to other sources.

Improving performance of existing buildings

- ✓ Reducing embodied carbon is one element of a net zero strategy. This involves exploring ways to upgrade existing stock in a commercially viable way along with the efficient use of low-impact building materials.

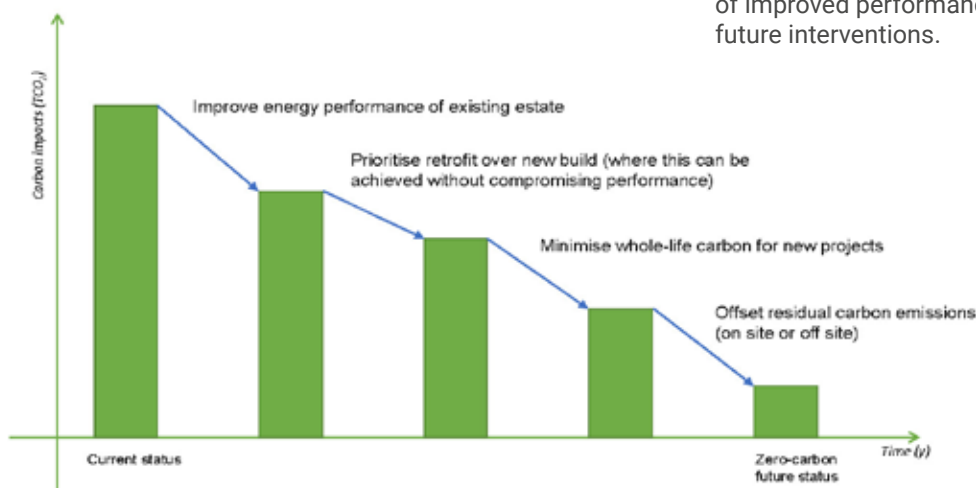
- ✓ Improving the performance of existing buildings is an important step on the path to zero carbon. It has a twofold benefit – minimising operational carbon impacts; and reducing the need to build new buildings with associated embodied carbon impacts that this entails.

Net biodiversity gain and regenerative design

- ✓ Assess the current biodiversity value of a site before starting development. This will be the baseline value which needs to be improved upon.
- ✓ Ensure the development maintains biodiversity or where possible, seek to improve it and maximise the benefits of biodiversity net gain. Aim to achieve a net gain of 10% on developments.
- ✓ A net gain in open space is not sufficient; where possible, ensure that landscape treatment maximises the potential for carbon sequestration, which can be a significant step towards net zero.
- ✓ Aim to achieve concurrent improvements in other areas such as air quality, water quality and ground water retention which will benefit the wider catchment area.

People and operations

- ✓ Support residents living in new and existing buildings to operate resource efficient systems such as heating or water saving devices at the most efficient level.
- ✓ Consider a year-on-year resource reduction target to address the persistent performance gap between 'designed' and 'as built' energy performance in new homes.
- ✓ Ensure a monitoring system to gather evidence of improved performance and to learn lessons for future interventions.



Case study



BROOKLANDS

The project

Brooklands is a 160-hectare urban extension to the east of Milton Keynes, led by master developer Places for People in partnership with house builders Barratt Homes and David Wilson Homes.

It is part of the 400-hectare Eastern Expansion Area (EEA) site immediately west of the M1 along Milton Keynes, adjacent to the 1,500-home Broughton Gate area and the Magna Park employment area providing 8,500 jobs.

When complete, Brooklands will have 2,500 new homes to serve a population of around 6,000. It will also have a commercial centre, a hotel, schools, and 50 hectares of public open space including parks and woodland.

Why it stands out

Brooklands represents a model for new communities that are well-connected to established urban centres and employment growth areas, and yet provide access to nature, active and healthy lifestyles, and the opportunity to live in a community that celebrates a distinctive local identity.

Brooklands gets this balance right, as is evident in its landscape setting, its mix of uses and amenities, its network of access routes, and its aspiration to grow into a fully integrated part of Milton Keynes and the wider area.

As we have all discovered during this period of Covid-19 lockdown, the value of local networks, access to walkable amenities, open spaces and play areas, and the means to get around by walking and cycling have made the difference in helping people cope with the circumstances. With its focus on these elements, Brooklands has a built-in resilience as a neighbourhood and community.

At a glance

| | |
|----------------------|---|
| Location | Milton Keynes, UK |
| Scale | 2,500 homes |
| Type | Mixed-use and mixed-tenure urban extension east of Milton Keynes |
| Client | Places for People |
| Masterplanner | David Lock Associates |
| Completion | Ongoing |
| Recognition | Highly commended by DCLG highlighted as best practice in Sport England's Active Design guidance |



Brooklands' landscape strategy is a highlight of its resilience and sustainability story. Its 50-hectare public open space includes a 3.5-km long 26-hectare wooded ridge, a 14-hectare public park and a 10-hectare Sustainable Drainage System (SuDS) area, designed to ensure that greenfield runoff rates are not exceeded.

The ridge provides visual screening from the adjacent M1 motorway; it contains new trees, open 'landscape' rooms and community food growing areas whilst also delivering acoustic and air quality benefits to the adjacent locality.

Working in partnership with the Inland Drainage Board, existing features such as a local water course were integrated and complemented with new landscape and drainage features, such as landscaped rippled pools, water bodies, a seasonal wet / dry area, and biodiverse planting in an area known as Brooklands Meadows

Designed to guidance from Sport England's active design principles, Brooklands promotes health and wellbeing through features such as:

- A network of green open spaces providing residents easy access to opportunities for activity, play, sports, walking, cycling and recreation.
- Community facilities including schools, parks and play areas located within walking distance of new homes.
- A comprehensive network of routes for active travel within the site and links into the wider Milton Keynes network of footpaths and 'Redways' (over 270km of safe paths for walking and cycling across the city).

And finally, the master developer has ensured that the meadows, ridge and other public open spaces will be cared for and well-managed with a lifelong legacy in partnership with Milton Keynes Council and Milton Keynes Parks Trust.



P5.

Forward looking and resilient

The concept of resilience in places is highly relevant in today's world where we face enormous environmental challenges and socio-economic upheavals. The ability of places to adapt to such change will separate the successful and long-lasting ones from the rest.

Resilience is a term that emerged from the field of ecology in the 1970s to describe the capacity of a system to maintain or recover functionality in the event of disruption or disturbance. It is applicable to cities and places because they can be viewed as complex systems constantly adapting to changing circumstances.

Being forward looking and resilient is about making choices and decisions that have the future in mind. Buildings and neighbourhoods should be designed to meet the needs and expectations of people in the future while balancing economic viability. Being resilient is also about anticipating the impacts of climate and economic change and making our places flexible enough to adapt to future scenarios.

Fast paced technological change and disruption such as the ubiquitous use of mobile phones is changing the way we move in cities and will continue to influence our lives. Emerging technologies such as artificial intelligence (AI), Big Data or the internet of things (IoT) are beginning to have an impact, creating new benefits and standards. In the same way that people adapt to new technologies, places must also embrace innovation to remain relevant for people.

Few people currently live in 'smart homes' and few consider these technologies to be necessary: advanced smart technologies (8%) electric car charging points (5%) and bike storage (11%). While these are not seen as high priorities by customers, they will become more prevalent with stricter regulation.

“City resilience describes the capacity of cities to function, so that the people living and working in cities – particularly the poor and vulnerable – survive and thrive no matter what stresses or shocks they encounter.”

City Resilience Framework, Arup and Rockefeller Foundation

WHAT DOES IT MEAN

Anticipating the future

The evolution of technology, policy requirements and social trends, and environmental factors such as climate change will all have an impact on places, old and new. Successful places are likely to be the ones that are proactive and embrace future scenarios, not reactive to regulation or the market.

Taking a long-term view

All choices and decisions, whether taken at the inception or through the lifecycle of a project, should be driven by long term considerations. This means: checking economic drivers and demographic change before investing in a place; assessing resilience of the site to climate change impacts; and investing to keep places and buildings long-lasting.

Being flexible and adaptable

Our context is changing rapidly. In order to continue serving the needs of people, places (and buildings and services) should be designed from the outset to be flexible in use, easy to maintain and adaptable to change. Using circular economy principles in building and operations will help places be agile to change as well as sustainable.

Embracing technology and innovation

Where possible, places should take advantage of state-of-the-art technology for users as well as in design, construction, maintenance and operation. Good places are open to innovation. While residents must not bear the brunt of experimentation, developers should support the testing of new ideas and solutions, adopting them more widely when ready.

Community ownership

A place that allows people to shape their neighbourhood and take responsibility for its long-term success. Forms of community ownership such as a neighbourhood forum or a community trust may help with this objective.

► Building sustainable as well as enduring developments is a key part of building resilient places. When thinking of their next home, people place a high priority on the following aspects: a sense of security (64%), a sense of privacy (61%), rooms with lots of natural light (49%), walking distance to amenities (47%) and availability of good public services (46%).^[24]

► It is still uncommon to live in 'smart homes'; only a minority consider 'smart' features to be necessary: advanced technologies (8%) electric car charging points (5%) and bike storage (11%).^[24] While not seen as high priorities by residents yet, they will become more prevalent with stricter regulation.

► In 2016, 67% of people in the UK used smartphones. This is forecast to increase to 80% by 2022 and will have a big impact on technology enabled living.^[20]

► The way new homes are built, and existing homes retrofitted often falls short of design standards. In the long run, consumers pay a heavy price for poor-quality build and retrofit.^[21]



P5.

Forward looking and resilient

HOW TO ACHIEVE IT

Future trends

- ✓ Consider global and location-specific trends and drivers at the start of a project to help develop a robust brief that can stand the test of time. This could include demographic shifts, projected climate change and economic impacts, and customer expectations.
- ✓ Lifestyles will continue to evolve. A growing ageing population, more single-person households, more people working from home, and a shift towards walking, cycling and electric car use are just some examples of future patterns that places of tomorrow will need to cater for.
- ✓ Ability to change with time is a necessary aspect of resilience. Aim to ensure the mix of uses, building typologies, and landscape design are flexible so they can be adapted over time, both in terms of the user base and in response to environmental and economic conditions.

Resilience plan

- ✓ Consider a risk and resilience assessment, including ways to measure and evaluate future climate-related risks potentially affecting new places.
- ✓ Where possible, develop a strategy that identifies and addresses future environmental impacts. Topics to consider include:
 - Temperature rise leading to overheating in buildings.
 - Urban heat island effect in outdoor spaces.
 - Impact from extreme weather events.
 - Fluvial and surface water flood risk.
 - Water scarcity.
 - Fossil-fuel related emissions.
 - Climate-related health impacts.
- ✓ Explore how adaptation and mitigation measures could be included in the design of buildings, and landscapes such as:
 - Use of native and robust plant species able to thrive in future climatic conditions.
 - Plan for flood mitigation in anticipation of wetter winters; e.g. provision of setbacks and wetlands.
 - Less hardscape and more soft landscape to reduce the heat island effect.
 - Optimise solar gain in buildings.
 - Use of renewable energy.
 - Water recycling.
 - Transition to public transport and active travel.

- ✓ A circular economy approach in designing buildings, using easily accessible, replaceable and recyclable components and flexible spaces, addresses both sustainability and adaptability. It minimises the impact of replacing elements or services when they come to the end of their life or when being displaced by a new technology.
- ✓ Consider digital resilience alongside more traditional physical and environmental resilience measures. Where possible, ensure that high speed connectivity and digital communication channels are accessible to everyone and that digital infrastructure is 'future-proofed' with enough capacity to serve an ever-growing range of digital use-cases.

Technology investment and partnerships

- ✓ Identify opportunities to invest in technology and innovation to improve the effectiveness and efficiency of service delivery. There are a growing number of innovative technology solutions that can reduce energy costs, enhance the accessibility of local transport and support vulnerable people to live independently.
- ✓ Partner with 'grassroots' technology platforms enabling residents to connect in a test and learn environment and allow them to create their own communities of interest and support networks. These trusted platforms facilitate neighbourhood sharing initiatives, provide forums for discussion and provide a place to self-organise events and activities, thereby building community resilience and reducing social isolation.
- ✓ Assess new technologies such as autonomous vehicles or mobility-on-demand schemes through implementation of pilot schemes. If the outcomes are beneficial, adopt it at a wider scale.
- ✓ Collect and analyse data to support decision making and enable more targeted service provision. Where possible, provide access to open data through a portal and engage the local business ecosystem to spark innovation and catalyse the production of new solutions to existing challenges.
- ✓ Establish opportunities for 'innovation partnerships' with cutting-edge technology companies and service providers to collaboratively create solutions to challenges faced by residents.

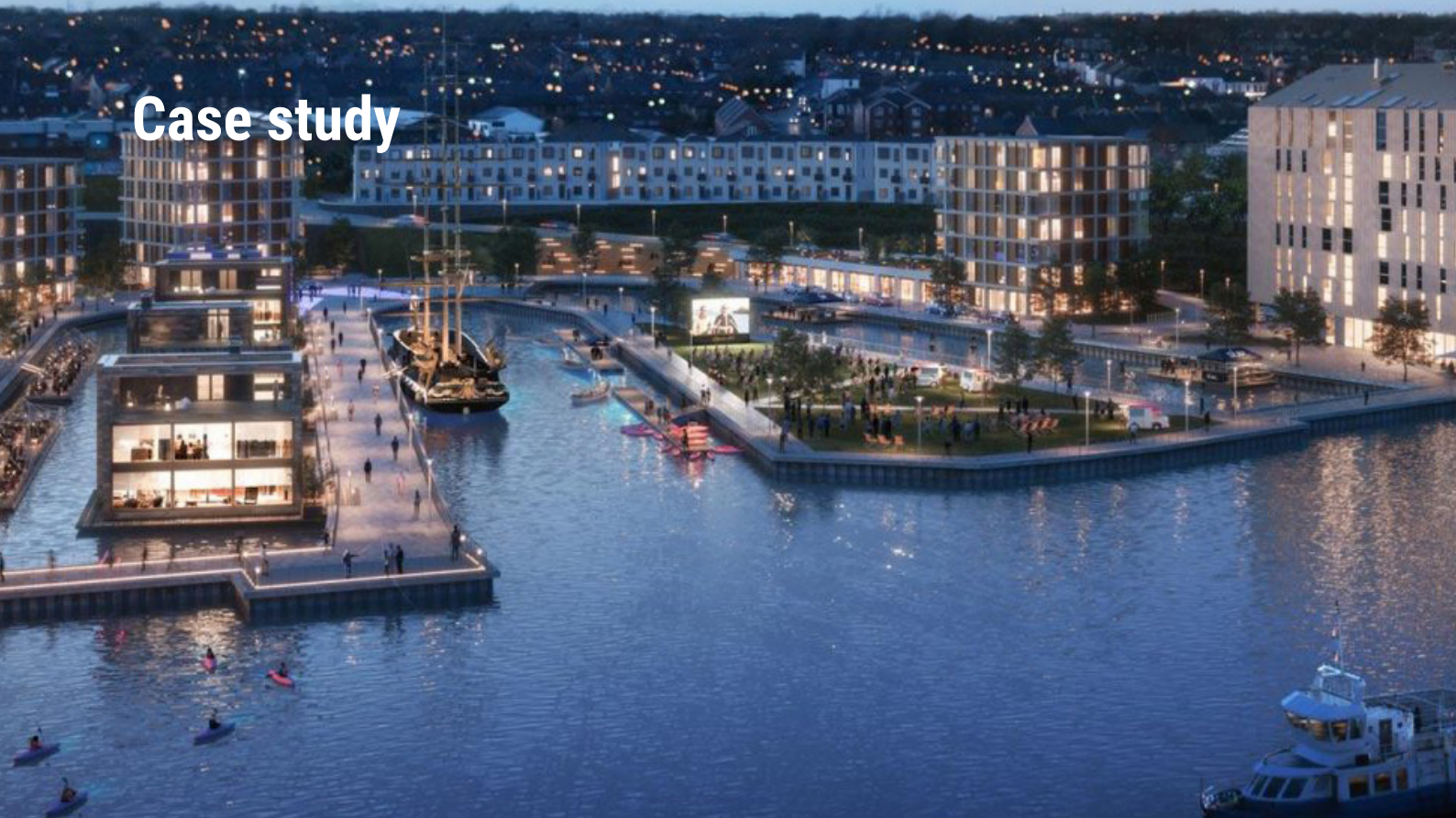
Long term stewardship

- ✓ Communities are not built in a day. Take a long-term interest in a place and its people. This is fundamental to taking forward-looking decisions and to developing places that are adaptable and resilient.
- ✓ Well-functioning communities drive quality and improvement in their environments. Consider models such as community-led development or community ownership of neighbourhood assets to instil pride and responsibility among residents.

Green economy and skills

- ✓ An uptake of new technologies will need people with new skills. For example, to meet net zero carbon targets, gas fired boilers are likely to be replaced by alternative heating systems which will require technicians with a new set of skills to install and maintain them. Thus, investment in training and partnerships to build the necessary skills base is needed to ensure a smooth transition.
- ✓ Engage with local schools and colleges to encourage the promotion of digital skills and skills in forward looking green industries and applications to ensure they are available as communities transform.
- ✓ Consider creating a series of 'innovation test beds' to allow the trialling and testing of new technologies such as mobility-on-demand schemes or telehealth services with the local community in safe environments. If the outcomes are beneficial, solutions can be adopted at a wider scale.

Case study



SMITH'S DOCK

The project

Smith's Dock comprises of 6 historic docks on the mouth of the River Tyne and once housed Europe's largest dry dock. The redevelopment of the site will see the delivery of 815 new homes, along with restaurants and cafes, the remediation of the land and the establishment of a new link between the adjacent Fish Quay and Royal Quay.

Why it stands out

Future proofing is an integral element of the design. Being a river-side location, the development has been made resilient to future rising sea levels and the changing climate by providing flood defences against a 1 in 100-year flood event. In addition, the mix of ground floor uses has been carefully considered to ensure more sensitive uses such as residential are on the upper floors.

Likely trends in lifestyles and ownership informed its bold and innovative approach to car parking. In line with a commitment to reducing carbon emissions and in order to prove that statutory parking requirements are excessive, parking is provided in form of a temporary car park. Its use is constantly monitored and reviewed and provision will be adapted over the life of the development to support more sustainable travel options. The deployment of this temporary use allows for new ideas and assumptions to be tested and to provide evidence for future planning permissions.

Smith's Dock has also embraced modern modes of construction; so far providing 34 modular houses. Valuers and lenders were engaged at the early stages of the development to ensure that there was buy-in to the use of modern modes of construction and that financial hurdles could be overcome.

A detailed maintenance regime, along with an estate charge, has been put in place to ensure that the high standards of the development can be maintained into the future. The resilience and the innovation of the redevelopment has gained recognition in the form of two awards:

- 'Place in Progress' Pineapple Award, 2019.
- Offsite Project of the Year, Building Awards, 2019.

At a glance

| | |
|-------------------|------------------------------------|
| Location | North Shields |
| Scale | 815 homes, 10.2 ha |
| Type | Mixed use |
| Client | Urban Splash, Places for People |
| Designer | Simpson Haugh |
| Completion | 1st phase 2019 |

TOO OLD TO LEARN? NEVER!

The project

'Too Old to Learn? Never!' is a peer-to-peer learning scheme for individuals aged 55 and above. It seeks to equip individuals with the skills required to engage effectively in an increasingly digital era of service provision.

Volunteers are trained to become 'Digital Champions' and to proactively share their knowledge with their peers. Once trained in basic computer and internet skills, members are encouraged to embrace technology and use online service portals to log maintenance issues, make payments and claim benefits, as well as for leisure purposes.

There are currently around 20 'Digital Champions' in East Anglia who provide the training and the scheme is coordinated by Cotman Housing Association.

Why it stands out

The individuals involved in the scheme acted as part of a pilot which tested a new system for online repairs reporting. Following a successful trial, the system was rolled out across the wider housing organisation and ensures that matters are logged, monitored and resolved more effectively.

The ability to engage and influence service providers more directly helps to increase the sense of ownership over the spaces that individuals inhabit. While initially focused on residents of Cotman Housing, the project and principle is transferable to include the wider community.



The scheme builds the resilience of participants and mitigates against future societal changes, from which they might otherwise feel excluded. Individuals are empowered to embrace change and innovation and to become agile and independent in the later stages of life.

Enabling residents to learn digital skills eases social isolation, as it provides a forum for individuals to engage with each other and forge bonds within the community. Looking forward to a post-Covid world, where periods of social distancing could become more frequent, schemes such as 'Too Old to Learn? Never!' Will be of ever greater importance.

P6.

Continually evolving

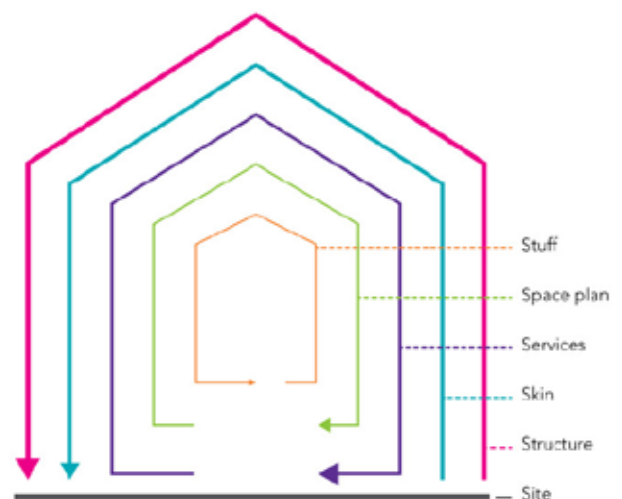
People, places and the planet are always in a state of change. Buildings and neighbourhoods that fulfil the needs of today will need to evolve to remain relevant for the future.

The design of new places and buildings offers the opportunity to embed flexibility at the start, if they are well thought out. Yet, many of our places have already been built leaving a legacy of buildings, roads, infrastructure systems and open spaces, many of which are still well-loved and well-used.

The most successful places are those that have continually evolved over time, changing to suit the needs of new users and subsequent generations. However, there are significant numbers of existing buildings that are in need of refurbishment, or potentially replacement, to provide better living conditions for residents as well as to keep pace with sustainability requirements and regulation.

In many cases, it will be complex to upgrade and challenging to replace existing buildings. Decisions on whether to retrofit or replace must be based on issues of technical building performance, commercial considerations, as well as the potential for existing buildings to continue to fulfil people's needs and contribute to their quality of life.

The decision to upgrade or replace need not be an all or nothing approach. We should carefully consider the elements of a building that can be retained and upgraded versus the elements that are in need of replacement. The diagram below is the UK Green Building Council's 'Seven S' approach, acknowledging that each building element has different lifespans and hence may benefit from a different approach to retrofit or replacement.



WHAT DOES IT MEAN

Make long-lasting places

Our most beloved neighbourhoods and places are those that have evolved in subtle ways and stood the test of time. Georgian townhouses, Victorian suburbs, historic villages and their extensions, garden communities and many urban blocks with communal courtyards were built for their time but continue to be sought-after places today.

Aim to do better over time

Change is constant and continuous. Ambitious targets around placemaking and sustainability should not be static and only inform the design process. They should be reviewed regularly and targets for year on year improvements should be set and monitored.

Act on experience and lessons learned

There are many examples to learn from. While each building or place is different, lessons learned from other projects and the people that use them will help to ensure that the most appropriate solutions are implemented.

Make incremental changes

Places and buildings are best transformed step by step, allowing time and space to review each step, adjust and improve delivery of future changes.

Explore meanwhile use

Temporary or meanwhile uses can fulfil a community need and bring life to a place quickly and with minimal investment. Meanwhile use can be a catalyst for change and the future transformation of an area.

- ▷ In 2014, 76% of the UK housing stock was built before 1980. ^[21]
- ▷ 85% of our homes will still be standing in 2050. ^[22]
- ▷ 29 million existing homes across the UK must be made low-carbon, low-energy and resilient to a changing climate. ^[23]
- ▷ Places and homes must also evolve so they can adapt and continue to fulfil the needs of future generations. Surveys show that the main reasons people move home is to change the type of home they live in (27%), to get more space indoors (23%) and because of a change in personal circumstances (23%). ^[24]



P6.

Continually evolving

HOW TO ACHIEVE IT

A circular economy approach

- ✓ Explore how communities and buildings can be designed based on a circular economy approach. This means to embed where possible the ability to dis-assemble, re-use or recycle all components of a building and landscape.
- ✓ Consider circular economy approaches more widely such as in the reuse of waste heat, recycling of water, or promoting a sharing economy enabled via digital technology such as a community tool library, rentable furniture etc.
- ✓ Consider harnessing modern methods of construction to make buildings and neighbourhoods flexible and adaptable to meet the needs of tomorrow.
- ✓ Identify opportunities to retain, reuse and recover building materials and elements, and how to measure progress in the project brief.

Digital services as platform

- ✓ Consider digital services as a cost-effective way to improve the quality of service and enhance everyone's experience of a place without the need to change the physical fabric.
- ✓ Explore how underlying digital infrastructure can be used as a platform on which a rotating and evolving programme of services can be plugged into.
- ✓ Where possible, use this platform to interact with people on a regular basis. This can be used to engage with people in advance of major transformation projects to involve everyone in the process and bring people along.
- ✓ The platform could also be used to gather data and monitor performance to inform the decision-making process of what elements of a development to upgrade, when and how.

Meanwhile uses

- ✓ Meanwhile uses can be a catalyst for change in existing developments and a stepping stone for growing new communities. They are an effective way to bring the community together around a shared need or amenity.
- ✓ On sites awaiting development or redevelopment, meanwhile uses can be an accessible and inclusive way to demonstrate what change could look like. It can be a positive way to build consensus and support around transformation and potentially 'grow' uses that can be incorporated into the permanent development.

An approach to building retrofit

- ✓ Complete a comprehensive condition audit of existing buildings, encompassing fabric performance, and operational energy performance.
- ✓ Carry out occupant surveys in representative buildings, to identify where issues with current buildings impact performance and/or resident wellbeing.
- ✓ Use the above to develop a 'building retrofit decision tool' to guide future decisions around the development of an existing estate, in particular to maximise opportunities for retrofit / reuse.

Retention vs replacement

- ✓ Although possible upgrade interventions will vary from building to building, it is likely that four key themes will emerge to improve building performance and reduce emissions:
 - Upgrade of mechanical systems such as heating, domestic hot water and lighting.
 - Small power load optimisation.
 - Consideration for replacement of fossil fuel heating systems with electric systems, such as air and ground source heat pumps.
 - Façade replacements to reduce heating demand, improve air tightness, and improve ventilation.
- ✓ Use milestones such as regular building audits to trigger a strategic review of places and agree investments for improvement. This approach also provides the opportunity to involve the community in the process of transformation. Such input allows places to keep pace with people's needs and expectations, reducing resident turnover and creating the stability needed for communities to grow and thrive.



Case studies



WHITEGATE CLOSE, PADIHAM, BURNLEY

The project

Located near Burnley, Lancashire, Whitegate Close was a typical 1970's built residential complex of 109 homes. The homes suffered from damp, mould and draughts. Heat was generated by old electrical storage heaters and most residents were using pre-payment meters. Energy costs were high and it was a struggle for people to stay warm.

This case study tells the story of how a transformational large-scale refurbishment programme targeted at reducing customers' energy consumption by 75% helped achieve better homes, affordable heating, a rejuvenated neighbourhood, and a happier community.

At a glance

| | |
|--------------------|---|
| Location | Padiham, Burnley |
| Scale | 109 homes |
| Type | 75% reduction in energy consumption through retrofits |
| Client | Places for People |
| Completion | 2018 |
| Recognition | Best Green Scheme, 24Housing Awards 2019 |

Why it stands out

Whitegate Close is a successful pilot project of the EU-funded DREEAM initiative which aims to show that large-scale energy efficient renovation of houses is not just cost effective but enables better integration of renewable energy, and is necessary to help achieve our carbon targets.

Places for People secured a grant (1m Euros) from the DREEAM research and innovation programme and invested a further £1m in the project to implement an ambitious retrofit of the 109 homes in Whitegate Close.

Energy efficiency measures in each home included:

- Highly-efficient triple glazed windows.
- New highly-efficient storage heaters.
- Integrated solar panels on rooftops.
- Permarock external rockwool thermal cladding.
- Semi passive ventilation systems.
- New energy efficient hot water and shower systems.
- LED lights.

The electric storage heating was installed on this estate to futureproof against the eventual decline of gas as a source of fuel, a switch that is an essential part of the UK's transition to a net zero carbon economy.

Tenant engagement was a fundamental part of the project's success. Extensive consultation with residents ensured that people could have a say in the design process and understood the drivers of the major retrofit programme.

As part of the DREEAM initiative, a specialist consultant in social science research designed a programme to measure the impact of the renovation on tenants' lives before, during and after the work and to document any changes in behaviour following completion.

This comprised of in-depth interviews with residents in their homes to assess how they used their electrical appliances and managed energy budgets, as well as advice on how to use the new equipment and further reduce energy consumption.

The renovations were completed in October 2018. Since then, electrical consumption has been continuously monitored and tenants have been asked to complete a customer feedback survey on how the changes have affected their energy bills and thermal comfort. This monitoring will continue over the next 12 months.



However, informal conversations with residents have revealed how successful the project has been. Some tenants' energy bills have been slashed by more than half, taking them out of fuel poverty and the need to make a daily choice between heat and other essentials. Most damp issues have been eliminated, residents feel warmer and happier, and have reported a real sense of pride in the estate.

A feeling of satisfaction with their home and neighbourhood is also reflected in the fact there has been a marked reduction in people leaving the estate and the waiting list for moving in is getting longer.

Describing the project's impact, one tenant said:

"Since completion, it's been a lot warmer and I'm saving more money. I was putting in £60 a week and now that's reduced to £25. Even without the heating on, it's still warm because of the new cladding and windows, and there are no draughts. It makes me feel like I want to come home."



PARK HILL

The project

Park Hill is the story of transforming Europe's largest listed building. Located on a slope overlooking the town centre east of the railway station, it originally opened in 1961. The design and architecture was inspired by Le Corbusier. The concrete structure of the former council estate is accessed by 'streets in the sky', a unique set of continuous external access decks. It originally provided 995 flats on a 13 ha site cleared after the war. By the 1990s it was perceived as run down and undesirable. Under threat from demolition it was listed as Grade II* in 1998.

At a glance

| | |
|--------------------|--|
| Location | Sheffield |
| Scale | 900 homes, 13 ha |
| Type | Refurbishment of former council estate |
| Client | English Heritage, HCA, Sheffield City Council, Urban Splash, Places for People |
| Designer | Lynn & Smith Hawkins Brown, Egret West, Grant Associates |
| Completion | 1961 2018 Phase 1 refurbishment / ongoing |
| Recognition | Multiple Awards |

Since 2004, a private developer had led its transformation in collaboration with English Heritage and Sheffield City Council. The first of 5 phases is now complete and delivered 260 homes and 10,000 square foot of workspace and includes 35 different apartment types. Phase 2 will deliver a further 200 dwellings and 20,000 sq ft of workspace by 2021 and Phase 3 will deliver 350 student homes.

Why it stands out

As Britain's first post-war slum clearance scheme, change and evolution has always been fundamental to the identity of Park Hill. The 'streets in the sky' used decks to recreate the positive aspects of streets but evolving these into a radical new form. Park Hill fell into decline in the later part of the century and gained a poor reputation.

The bones of Park Hill have been retained and are being evolved and re-purposed for today's needs whilst still retaining the strong sense of place. The regeneration seeks to diversify and broaden the range of residents to create a mixed and balanced community. To achieve this, a range of tenures has been introduced, including student accommodation. It will see a further evolution in the character of Park Hill, adding further vitality and bringing different demographics together.

The first phase of the development also incorporates non-residential uses, such as art spaces at ground floor, creating an active relationship to a new landscape setting with community food growing areas, playgrounds and a bowling green that better connects the estate with its context. The provision of these spaces, partly for temporary uses, fostered new relationships with institutions and communities in the locality. These have in turn increased the demand for such spaces on the estate and has influenced the evolution of plans for the later phases.

The physical adaptation of the building retains and enhances its famous features, such as the 'streets in the sky' and the concrete frame, but addresses uncomfortable historical relationships, such as the alienation of the building from its landscape and the sense of isolation. Through incremental changes to the building and its setting, the megastructure is being softened and humanised.

In order to avoid pitfalls of the past, the regenerated Park Hill has a concierge and a resident-led management company. Significant community engagement has taken place throughout the planning stages, in order to secure the buy-in from the community and foster a sense of community and ownership from new residents. It is hoped that the new community will be able to repurpose Park Hill and assist in the evolution of its identity from a 'no-go' area, to a desirable place to live.



Outline Masterplan



The Phase 1 transformation has been well received, and has won many awards including the following:

- Planning and Placemaking Awards 2016 – Regeneration and Best Housing Scheme (more than 500 homes).
- RIBA Stirling Prize 2013 – Shortlisted.
- RIBA Awards 2013 – Yorkshire Conservation Award, National Award, Yorkshire Region and Yorkshire Regional Award.
- The Sunday Times British Homes Awards 2012.





5. How do we measure success?

Monitoring the performance of places and learning lessons is critical if we are to achieve more consistent success in designing and building great places.

Principles for great places are instinctively understood by most people. Empirical evidence from built examples provide some assurance of what works and what does not. However, it is more challenging to develop a set of desired outcomes and a methodology to measure success over time.

We propose a few simple outcome measures that can provide evidence of successful places. These are primarily based on self-reported satisfaction by users of the place such as:

- High user satisfaction.
- Low resident turnover.
- High self-perception of wellbeing.
- Participation and engagement with the place.
- Affordability.

These qualitative outcomes can be measured through questionnaires and surveys combined with an analysis of data. For those who are in the business of managing places and assets, this set of indicators could provide guidance for the design of satisfaction surveys, thereby building an evidence base of which places are rated successful by its users.

In addition to resident satisfaction, it is also important to assess how immediate neighbours and surrounding communities feel about new places. Regular and genuine consultation will help ensure that new places are welcomed as desirable extensions to existing communities.

In addition to the high-level outcome measures, a number of place-based metrics can also help monitor and evaluate places against a range of criteria.

These can form the basis of setting targets for new and existing places and developments to meet. Such specific targets provide a useful framework around which design interventions can be developed and implemented.

These outcome measures and target numbers will necessarily be different for different types of places and assets but may include measures around:

- Percentage of open space.
- Access to open space (within a specified walking distance).
- Sustainable and active travel (targets for mode of transport usage, trip generation to and from a neighbourhood, average commute to work time, proximity to public transport).
- Minimum development density (dwellings per hectare).
- Biodiversity (total provision, net gain).
- Energy consumption (year-on-year demand reduction; renewable percentage).
- Water use (demand reduction; recycling; groundwater recharge).
- Operational carbon target.
- Embodied carbon target.
- Whole life cost / carbon.
- Value.
- Social indicators.
- Economic indicators.
- Commercial viability of the design, construction and delivery of the place.

Applying the principles described in this guide will help everyone engaged with creating good places for people and planet not only to deliver these targets. But to create places with an enduring popularity that enrich the environment we live in and nourish the people that enjoy to live and visit them.

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Places for People is a placemaking and regeneration company with over 50 years of experience in the design, construction, and long-term management of places and communities throughout the UK. Places for People not only develops high quality places but also provides the infrastructure and services needed for people to thrive – from schools, shops and leisure facilities to job opportunities, training and specialist support services.

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Arup is an independent firm of designers, planners, engineers, architects, consultants and technical specialists working across every aspect of the built environment. At the heart of our work is the goal creation of safe, inclusive and resilient communities, infrastructure and cities. We bring our creative approach to finding new, sustainable solutions to some of the great challenges of our age to deliver a more sustained, more progressive and better future for people and planet.

Thank you to all the other contributors who informed this guide.

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