

# 10 ESSAYS TO SHAPE FUTURE PLACES

How can we learn from the past,  
to shape future places?

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It gives me great pleasure to introduce this book which is the output from the hugely successful symposium organised by Stride Treglown at Bournville in February 2018.

I AM DELIGHTED that it was the Garden Cities Association conference of 1901 which provided the inspiration. It was at that event that George Cadbury showed the influencers of that time what had been achieved at Bournville, so it is wonderful that the work that has been done over the last one hundred and more years continues to provoke thought.

The drive to create Bournville was the result of George's experiences as a Sunday school teacher in inner Birmingham in the late 19th century and the social ills that this brought him face to face with. He witnessed first-hand the effects of poverty, the horrors of the slums and the suffering these caused especially to children, women and the elderly. And it was this that gave him the vision of the model village that would address these issues. In 1893, George bought 120 acres of land close to the Cadbury factory which marked the beginning of the development of the Bournville that still thrives today - now over 1,000 acres and home to some 25,000 people.

We are not, of course, facing the same issues that my family did some 125 years ago, but there are still challenges to be met, from a rapidly increasing elderly population to a crisis of affordability and availability of housing in so many parts of the UK.

Whilst we must acknowledge the differences that the last century has wrought, it is important to remember that some fundamental principles hold true today. People still want a safe, secure and affordable place to live, with community and amenity remaining as important today as they did in the 19th century. High quality places are key to the health and wellbeing of the population at large.

All of these things underpinned the creation of Bournville and will, I hope, be at the heart of the new large scale developments planned to meet our current and future housing need.

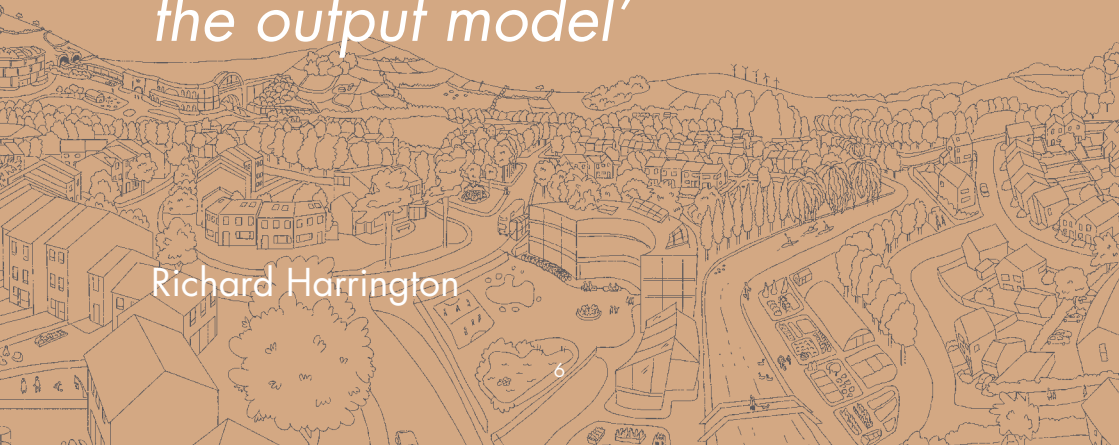
**Duncan Cadbury** | *Chairman, Bournville Village Trust*

# 01

**Provocation:** Generating employment should be a priority over housing

*'We need to look at the input model, not the output model'*

Richard Harrington



**Richard Harrington** | *Chief Executive Officer,  
Buckinghamshire Thames Valley LEP*

A TOWN PLANNER and surveyor by background, Richard has established and run a number of local delivery companies, bringing together public and private funding to accelerate the provision of jobs, infrastructure and housing to meet local need and ambition. Most recently he was instrumental in remodelling Aylesbury Vale Advantage to deliver the Woodlands project, a 220 hectare employment-led sustainable development.



I worry when the talk around how we shape future places becomes solely focused on the output, on the homes and the environment that will be created. While these are undoubtedly important, this loses sight of the need to look at the input model and address the question of what we are trying to create and why.

THE NEED for massively increased housing supply is a given; the population continues to grow, more single households are being created and housing supply is not meeting demand, but conversations continue to ignore the economic drivers, the jobs and growth that must be the 'bigger picture' objectives of creating entirely new places.

And we cannot ignore the dynamic situation in which these new places exist; any new town or village will not exist in isolation but will have to find its place and its relationship to the local, regional and national economy.

### **A sustainable resilient place needs more than just housing**

We need to think hard about what the purpose of these places is, above and beyond providing homes for people. A sustainable resilient place needs more than simply housing; it needs the means to first generate and then retain income and wealth, or it risks becoming a satellite or dormitory settlement serving a larger neighbour and not a place in its own right.

Looking back across the various periods of new town creation, it's clear that places can't just come into existence without an economic driver. Historically these were of course industries, such as coal mining in Wales, or individual companies in the case of Bournville and Port Sunlight. What are today's equivalents? Do these exist? And if they do, in what form?

While not exactly the creation of a new place, I would point to Silverstone as a good modern day example. The technology cluster that has developed organically around Silverstone, from the days of bombers flying during World War Two and the associated activity around aircraft, to today's high tech and advanced motorsports capabilities.

The result is a family of intertwined businesses with a strong sense of community, an economic cluster that is ideal to sit at the heart of a thriving place for people to live.



## **Fun is an important part of creating a successful place**

The challenge we face is how we can create the conditions for this to happen given the time pressures we face. Can we, in fact, create a framework for the development of new places that combines all the elements of commercial opportunity, lifestyle choices and fun that make some of the best examples of well established towns and villages great places to live?

The latest Halifax survey published at the end of 2017 identified places as far apart as Hart in Hampshire, the Orkney Islands and Rutland in the East Midlands as the top three. The criteria for this, known as the quality of life study, included factors such as health, earnings, crime rates and life expectancy. Employment rates, wellbeing and the weather were also taken into account.

This provides a useful insight into what makes people like living in particular places and sets a challenge to those charged with creating new places. There's a clear indication that joined up thinking between design and health and wellbeing is crucial, whilst employment rates and earnings support the view that the economics are also vital.

But to be truly successful I would argue there also needs to be something that metrics can't cover, a uniqueness or character that is referred to as a 'sense of place'. This could be size and scale but can equally be history or cultural offer.

Whatever it is, without it any new places will have what I call the 'OK factor' and will only ever be subservient to the nearest major town or city. I'm not convinced that creating new suburbs is a sustainable model, as these are almost entirely reliant on the economic success of the larger neighbour.

## **Thinking the unthinkable – allowing places to fail**

Something that is almost never discussed is whether new places can ever be allowed to fail? Or, like the goldrush towns in the US or diamond settlements along the Skeleton Coast in Namibia, places can be designed on the understanding that their life span could be limited as technology and economic circumstances change? The UK is littered with examples of once affluent towns built on the back of the factories of the industrial revolution or coal mining which are now hollowed out with high unemployment and deprivation along with a whole host of social problems. If nothing else, surely these demonstrate clearly that employment and economic opportunity lie at the heart of successful places.

As we enter an uncertain time for the UK economy, the pressure to provide housing is growing, yet I believe if we just tackle this without focusing on the jobs and growth that are needed to build long term resilience and excellence, we will become a lower value, lower order country.



**Above** Silverstone Park. The technology cluster centred around advanced motorport capabilities. The result is a family of intertwined businesses with a strong sense of community. Ideal to sit at the heart of a thriving place to live. **Right** Garrick Street, Liverpool. Liverpool City Council sells off £1 homes to promote urban regeneration in derelict areas of the city. The pride of ownership has led to community spirit and area regeneration.



## 02

**Provocation:** Business as usual won't deliver the housing we need

*'We need new models of collaboration and procurement to disrupt the housing market and to deliver well-designed homes in the right places, faster'*

Michelle Hannah

**Michelle Hannah** | *Director, Cast*

MICHELLE is an expert in viability strategy and modelling for mixed-use developments including both private and affordable tenures. She has wide experience of strategic land delivery and masterplanning. She was involved in one of the submissions for the Wolfson Economic Prize on Garden Cities. Michelle works with developers analysing different routes to delivery of housing through either advanced construction techniques or off-site manufacturing.



We need new models of collaboration and procurement to disrupt the housing market and to deliver well-designed homes in the right places - faster. The current 'fixed price process' for procurement isn't truly collaborative or flexible enough to support a move to off-site manufacture. And, ironically, it is slowing the overall delivery of homes.

DOES THE APPROACH to placemaking provide some answers? Placemaking isn't a stand-alone, separate activity, but involves interacting with the buildings and integrating social infrastructure. What would happen if we changed our mindsets and applied the same approach to our development projects?

The current approach to procurement and project delivery does not benefit our stakeholders or our end-users. It can also hinder the adoption of newer housing approaches such as off-site manufacture.

Currently, collaboration through the development process is hampered by a number of things: the consistent and systemic use of silos across our sector, a bonus-led culture within housebuilding and 'staged' procurement.

In addition, capital cost is often prioritised over quality or life-cycle costs. This lack of collaboration is something we see right across construction, from buildings to town centres, from homes to roads.

## **Designing buildings we cannot build**

Take the design process; if we look at the development cycle, we are too often designing buildings we cannot build, particularly when working at scale. This is because we are working with a constrained procurement route using OJEU, where a prescribed process is used that is risk and price rather than quality based.

Currently, a detailed brief is used to enable a 'fixed price'. Often, it is only once this detailed brief, including design aspects, has been agreed that the contractor is involved. At this point, the contractor might claim that the project is too expensive to build, triggering a redesign. In other cases, the buildability of the design hasn't been properly considered which again leads to major modifications. In either case, a serious amount of additional time is needed in the design phase.

Curiously, if we introduce an off-site manufacturer into this procurement conundrum it will not necessarily enable homes to be built faster.



Off-site manufacturers need to specify the design up front in order to build it in their factory. If they need to undertake a redesign it adds time into the overall development programme. This is a particular consideration when using full volumetric modular solutions that deliver completed, fully finished homes. If manufacturers were involved at the concept design stage it would benefit everyone.

## **What are the solutions?**

*Diversifying what we build* - The intention of Build to Rent is to diversify the market for those who cannot afford ownership or might just want to rent. Build to Rent schemes have long-term owners, such as institutional investors - patient capital. It's in their interests to have a quality build as from an operational perspective they have to pay if something goes wrong.

*Change the procurement model* - If central and local government are going to promote the use of modern methods of construction, they have to change the process of procurement. Maybe Brexit is an opportunity to make this change? Regardless, it's about shifting the mindset that lowest price is not the best value and it does not give you the best product.

*A new delivery model for commercial projects* - Insurance-backed alliancing could be an answer. This is a contracting relationship between all the disciplines across the project where they all share risk. Everyone works together and takes responsibility to solve problems so the contract has a 'no blame culture'.

Whatever the solution, ultimately the process has to be led by the client. Developers must put their foot down on quality, but they have to be willing to pay for it as well. The government must be the enabler and clients need to see the end goal of modular and off-site achieving the quality and speed they desire.

What we need now, is to see a good example of someone taking that leap of faith to show that a collaboration model can work - it works on paper, but a working example is more powerful. We are starting to see this in the sector with manufacturers taking on the development role or clients taking on the manufacturing role to become vertically integrated businesses. But many still watch from the sidelines before taking the plunge into what is considered to be the 'unknown'.



**Above** One of the layout options for town houses by Urban Splash. Completed on sites in Manchester and North Shields, these contemporary, modular homes use natural, sustainable materials in neighbourhoods designed to promote healthy, connected communities. Town houses are now being delivered for customers at Port Loop, Birmingham. **Right** Chesterfield House, Wembley by Uncle. Stride Treglown was appointed to develop the detailed design to the requirements of Realstar who will own and operate this 239 residential rental development. Flexible all inclusive tenancies will be available from six months to three years.





# 03

**Provocation:** Population growth and political mathematics form a potent combination that demands a new approach to, and a renewed confidence in, big sites

*'We need big sites  
but done the master  
developer way'*

James Scott



**James Scott** | *Founder Member, Urban&Civic*

JAMES leads on planning and communication across a portfolio of strategic sites and is the architect of the innovative and flexible planning structures which underpin the Master Developer approach. James qualified as a barrister, before advising Government on planning and compulsory purchase issues and cross-qualifying as a solicitor with Dechert LLP. Prior to Urban&Civic, James was the youngest member of the senior executive team of Lend Lease Europe. Having served as a non-exec director of East Thames housing association, James now sits on the Development Committee of L&Q and is also a senior advisor to Dorrington PLC.



Population growth in local authorities across southern England has been running at 1 - 2% per year which, compounded over 10 years, often reaches the giddy heights of 15%. For a typical authority with around 170,000 residents this means another 25,000 people to house over the period. Infill sites and village extensions can't cope with those numbers and the resulting 'bush fires' at either local plan stage or on appeal create clear tensions within local politics.

THE DELIVERY of large-scale sites is therefore a fundamental reality of meeting housing need, especially in southern England. The challenge is to ensure that delivery lives up to expectation and there is a genuine alignment of value and quality from the outset. It's time for the master developers amongst us to prove it can be done.

So, when do things start to get big? The Government has set 10,000 homes as being the tipping point between a Garden Village and a Garden Town. In reality, there are fewer enthusiastic and experienced delivery partners for sites of more than 2,000 homes. In no small part this is down to the simple economics around velocity of capital which underpins much of our housebuilding industry.

Returns from large-scale sites are riskier, take time and the peak capital requirement is material but once achieved, bring forward an income stream through serviced plot sales over many years. For local authorities contemplating allocation of large sites, the corresponding risks are delivery rates and maintenance of quality, whilst the upside is focused engagement, the ability to leverage significant investment and coordinated delivery.

This dichotomy between the need for and the challenges of operating at scale requires innovation and flexibility from all involved and underpins the rallying call for more master developers to step forward.

## **A platform for quality and diversity**

The master developer model focuses on converting large blocks of land into fully serviced parcels for a range of delivery customers. Typically, they will obtain outline and key phase approvals and put in the green and grey infrastructure and community facilities, working with the local community and leveraging investment to deliver not only great places to live but also jobs, skills and community benefits.

This serviced land platform de-risks two of the key challenges facing SME housebuilders, namely land and planning. These are also material issues facing new entrants into the housing delivery market who simply want to focus on product and innovative ways in which to deliver that product.

As such, a master developer is strongly incentivised to see the establishment of a diversified delivery market both in terms of providers and tenure as this increases its pool of potential customers by creating multiple points of sale across the site this will support increased absorption levels.

### **Having ‘skin in the game’**

The master developer will seek genuine alignment with other stakeholders across the lifetime of the development. The most effective way to do this is to take a stake in the land as soon as possible, the value of which will be impacted by everything they and their housebuilding customers do from the first planning document to the last roof tile. Over a 15 to 20 year project the early phases become the front door to the later ones. Early occupiers become the advocates around which future phases are delivered. Poor performance is highly visible and vocal. Early investment in quality, community placemaking needs to be seen as the basis for long term delivery not just short term sales. The master developer’s structure and capital therefore needs to accommodate this type of ‘heavy lifting’ up front to generate steady ongoing investment returns as well as a preparedness to accelerate further infrastructure where public funding is available.

### **Flexibility is better than prophecy**

The planning system is in a permanent state of flux and even master developers can’t be expected to be as prophetic as the Delphic Oracle. Over a 15 year period things will change, opportunities will arise, people will learn from their mistakes and cars may drive themselves. There is a natural tendency for planners to want to try and nail down as much as possible up front but the master developer will always seek flexibility for a development to evolve over time whilst allowing the planning authority increasing levels of control as the site moves from red line, to phase, to parcel and finally to plot. This flexible approach requires trust and innovation on all sides and builds on the master developer’s alignment with the lifetime of the project.

### **Who’s up for the challenge?**

So the challenge is to encourage the emergence of master developers (whether that be existing companies on a journey or new entrants) that are structured for project lifetime alignment, have a clear interest in quality and the expertise to shorten the process and increase channels of delivery. This is not a planning challenge, it’s a market challenge and everyone needs to play their part.





**Above** White Rock, Devon by Deeley Freed Estates. Urban design and town planning by Stride Treglown. Long term community and local authority engagement started in 2010 and is still ongoing today in its second phase (Inglewood). The importance of parcel flexibility has meant a successful delivery of phase one that continues into phase two. **Right** Alconbury by Urban&Civic. Key Phase 1 of Alconbury with Ermine Street Church Academy in the foreground.

Whether it be housing associations picking ambitious targets and clearly identifying strategic sites as a way of meeting those targets, Homes England providing the flexible funding necessary to supercharge infrastructure on large scale sites or local authorities entering into joint ventures to accelerate housing delivery whilst safeguarding quality at the contractual level, the concept of creating fully serviced parcels the master developer way is opening up the market. Quite frankly, the more the merrier.



# 04

**Provocation:** A shared national vision for placemaking requires a national conversation

*'I want to consider how we bring the general public into the conversation about what we want our future places to look and feel like'*

Mike Harris



**Mike Harris** | *Senior Associate Planner, Stride Treglown*

MIKE has been a member of Stride Treglown's award-winning planning team for four years. He leads our 'Place' offer alongside the practice's urban designers, architects and landscape architects. He has a focus on planning strategy and land promotion, including the analysis and review of local plans and policies. Mike also has significant experience of the planning system for major infrastructure developments.



Housing numbers matter, but how do we move from a pure numbers game to ensuring we create places where people aspire to live?

AS A TOWN PLANNER in an architectural practice, it seems only natural to consider myself to be more focused on design than the pure economics of development. With this in mind, I could have considered matters of market tools and their effect on delivery or how policy tools such as green belt might be inappropriately constraining growth and directing development to less sustainable locations.

However, as I believe that there is a real feeling that the art of planning is at risk of further erosion, I want to consider how to bring the general public into the conversation about what we want our future places to look and feel like. It is for them that we work and we need to ensure that we work in their interest, throughout the development of large-scale places in particular.

### **Planners need to stand tall**

During a post-event meal with a number of the speakers from the symposium, we came on to the matter of how many of us planners answer that fateful dinner party question, “what do you do?” I suggested that generally, a planner might quietly mutter what they do and that this is invariably followed by a question about whether you work at the local council, leading to complaints about parking on the local new build estate.

However, this comment prompted a passionate counter that, and I totally agree with it, we should never shy away from saying what we do, and crucially we should stand tall and be proud of what the planning profession can achieve. Nevertheless, at times, we do have an identity problem and in some quarters are actively seen as a barrier to growth.

### **A return to visionary planning**

The role of planning in society and how it should be shaped in the future is too big a topic for a single piece. However, it is interesting to note that the Shaping Future Places symposium took place shortly before the interim findings of the Raynsford review, sponsored by the Town and Country Planning Association

(TCPA) were published.

Depending on your stance, this is either a triumph for prompting a debate on returning to a people-focused planning system (never forget the roots in public health in the 1900s or direct linkage to the creation of the welfare state in the late 1940s) or criticised for proposing more reform, the thing that the review, in part, laments.

But how does this relate to the provocation about a national conversation and vision? Raynsford's interim report poses a number of propositions, including:

1. a 'people-centred planning system'
2. a 'new covenant for community participation'
3. a 'commitment to meeting people's basic needs'
4. a 'new kind of creative and visionary planner'

Whilst the last of these is arguably something professionals once delivered, there are strong arguments that it is much harder (although not impossible) to steer a creative solution through the complexities of the current system. But I believe that most planners have the skills, or at least the desire, to deliver this proposition and in doing so can deliver the others.

## **Let's use evidence as the basis for the conversation**

Such an approach, working at all levels (national/city-region/local/neighbourhood), would allow the sector to agree collectively with the public at large what works and what doesn't in current development practice; we can develop the national vision for placemaking and apply the principles at all spatial scales.

Some will argue, no doubt, that national conversations don't always work. We are all too aware, irrespective of personal views on the result, that the outcome of the EU referendum was influenced by powerful lobbying and message control on both sides. But a cross-discipline working group can cut through this, bringing all the protagonists into the debate and ensuring that we consider the multi-faceted nature of how development decisions are made, including diverse matters such as, but in no way limited to, viability, construction method, infrastructure provision, and design quality.

What would set this approach apart from the EU debate is the simple fact that all built environment professions, by their nature, are wedded to evidence-based decision making, so options on what makes a place can be quite clearly debated. Naturally, the outcome of the conversation won't immediately solve all issues; land value and how to harness uplift for societal benefits is something for a later time for instance.



# PLANNING 2020

INTERIM REPORT OF THE RAYNSFORD REVIEW  
OF PLANNING IN ENGLAND



MAY 2018

It is, however, entirely feasible that matters relating to design quality, active movement, scale, density and development location can begin to be answered.

The Shaping Future Places symposium was the start of something, both for Stride Treglown as a practice and for those who engaged and will become involved later. What is clear is that the appetite is huge, the commitment is clear and the skills are in place. And the desire to genuinely shape future places for the better is unrivalled. Let's keep talking.



**Left** Report of the Raynsford Review of Planning in England. **Above** Community engagement, Inglewood. This typifies the groups who often engage – older, settled residents, typically anti-development. We must find new ways and use technologies to reach out to all parts of a community. We need balanced views inclusive of gender, age, ethnicity and class. Only then can the community feel they have participated in the process.

# 05

**Provocation:** Can placemaking be private sector led?

*'The challenge of delivering true placemaking is a deep and multifaceted process that embodies more than quality design – it is about engaging people and communities'*

Alex Notay

**Alex Notay** | *Build to Rent Fund Director, PfP Capital*

ALEXANDRA is an internationally recognised expert on Build to Rent, placemaking and sustainable urban development. She has 14 years of strategic advisory experience to public and private sector clients in the UK, US, Europe and Australia. Alex is a published author and editor of over 30 books and reports on real estate including the renowned ULI UK Best Practice Guide on Build to Rent (2014, 2016).



Placemaking used to be a term exclusively used by policy makers and geeky urbanists (like me) but is now in almost every developer's marketing toolkit – and in danger of becoming an overused buzzword. Current talk of placemaking often defines it as a short-term activity in the early design stages of a project, albeit with some poorly-defined level of long-term aspiration.

THE CHALLENGE of delivering true placemaking is a deep and multifaceted process that embodies more than quality design. It is about engaging people and communities. Put another way, it is about **stewardship**: *the long-term involvement in places to support the building and maintenance of new communities that will last for generations.*

This involves far more than simply building thousands of new 'units'; a successful place needs to be accessible with good transport links, to promote health and wellbeing, foster social interaction and mobility, to support the local economy and provide a safe environment with high-quality, well-designed homes. It also needs an organisation that will be in it for the long term, as successful places take time to emerge. Most of all it needs that intangible sense of 'something' that we all recognise when walking through a thriving neighbourhood, but is impossible to capture in a vision statement, project plan or well-intentioned but confusing jargon.

## **We can't look to central Government to build communities**

While a policy framework – from planning reform to land value capture – is vital to speed up the supply of new homes, it is unrealistic to expect central government to have an intimate involvement in the creation of sustainable new communities. The siloed nature and intractable policy cycles of central Government mean that consistent long-term support is hard to guarantee; although the recent evolution of Homes England is enormously encouraging, demonstrating a government agency with intent and drive to work both strategically and collaboratively with all layers of the housing market, from volume housebuilders and housing associations to SMEs.

Many of these organisations already understand real placemaking and regeneration, are willing to play a true stewardship role and can work in genuine partnership across the public and private sectors. Of course, none of this is new thinking in the creation of places. This holistic thinking was pioneered by earlier



generations; from the Cadburys at Bournville and the Lever Brothers at Port Sunlight to the London Great Estates: Grosvenor, Crown, Portman, Cadogan etc. which continue to evolve and innovate whilst respecting their heritage.

More recently, developments at Broadgate, King's Cross and the still emerging East Village on the London 2012 Olympic Park are using the principles of placemaking and stewardship to create a mix of uses and tenures driven by local needs. What we see in all of these is a focus on brand and identity, giving people who live and work there a sense of place allied to a commitment to high-quality design.

## **Playing it safe vs innovative risk**

However, it is easier for large organisations with strong balance sheets and diversified portfolios to take on the challenge of a stewardship role and a long-term view. For a smaller provider the best of intentions can be stymied by the strictures of rigid planning use classes and inflexible financing terms. The rapidly accelerating pace of change across all society adds another layer. Taking a long-term view can be an even riskier play when innovations in technology, design or engagement can move from being new and exciting to passé and irrelevant in fewer than five years. No-one wants to be the Mini Disc caught between the Walkman and iPod. So playing it safe is often the smart strategic choice, even if greater ambitions exist.

The opportunity here is to embrace and build in as much flexibility as possible. My placemaking colleagues at Places for People have delivered a range of mixed tenure, mixed income communities across the UK, from Smith's Dock in North Shields to Brooklands in Milton Keynes; offering choice to our customers at whatever stage of life they might be. The Crown Estate is exploring 'meanwhile uses' across much of its London retail portfolio; Grosvenor is embracing the new Build to Rent sector to offer an entirely new tenure opportunity to thousands of Londoners who might otherwise be priced out of the city. Indeed, the emergence of Build to Rent itself presents a new approach: placemaking within buildings as well as outside and around them; challenging the assumptions of what a community can be; allowing that flexibility in how we live, work and play; and offering choices at every stage.

When I talk about Places for People, I often say our aim is to 'do what it says on the tin'. That should be the aspiration of everyone involved in the creation of any new place.



**Above** Handyside, Plot Q1, King's Cross. One of the many plots that make King's Cross one of the largest and most exciting developments in London. What was an underused industrial wasteland is being transformed into a new part of the city - N1C. **Right** Smith's Dock, North Shields. A development being delivered in joint venture by Places for People and Urban Splash. Great neighbourhoods are not built from bricks and mortar; they are made of the people who live there. Smith's Dock has been designed to be the kind of place where people love to live. A range of homes designed to suit every person, family and lifestyle. The homes range from equity purchase to tenure type.



06

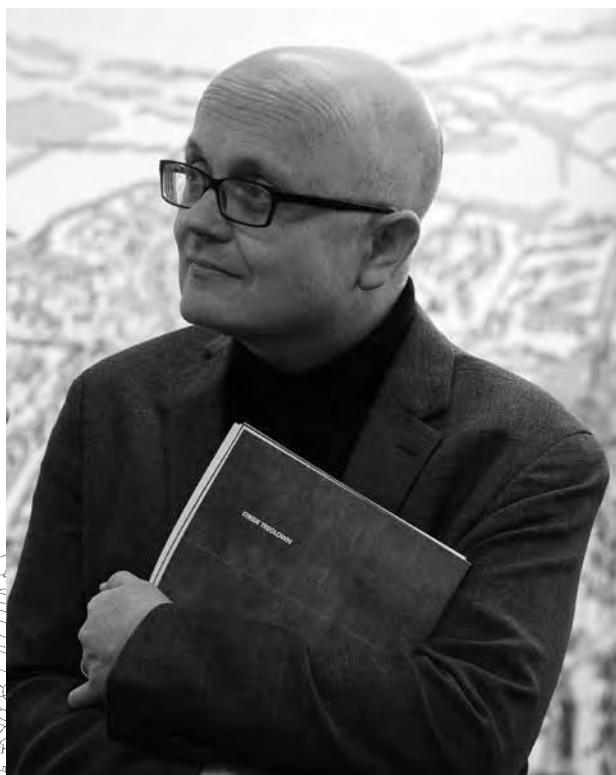
**Provocation:** Placemaking today needs to create purpose for our lives in the future

*'We face a future where entire industries will, quite simply, cease to pivot around the role of the daily worker'*

Steve Connor

**Steve Connor** | *CEO, Creative Concern*

STEVE was previously director of sustainability for a think tank and has a passion for sustainability and people-led places. Steve founded Creative Concern in 2002 in the belief that inventive, high impact communications could help to make the world a better place. Place branding remains a key strand of the agency's work.



In the post-work world, what gets us out of bed in the morning if it's not the factory whistle? We will need a purpose in our daily lives, and that is a powerful design challenge for shaping future places. Caring, learning, creating and sharing, making the world a better place, being a bit more human – these all are opportunities for 'place', as well as people.

I'M PRETTY SURE that work killed my father. Leaving school in Salford with few qualifications he ended up designing computer systems for a major financial institution. He taught himself programming languages that sounded like Marvel Avengers.

Then one day the Head of Security, a close friend, pulled him aside as he whistled into work and that was it, over thirty years of life with the company drawn to an abrupt end. Didn't even get to clear out his desk.

It was a deep, wounding shock and very soon after he had a heart attack. He recovered and gallingly even got asked back as a consultant to upgrade the computer system he'd built, but his world was rocked and he never got over it. The job gave life meaning, and one day it was gone.

Of course it's not impossible to imagine a life without work – there are plenty of baby boomers with mind-boggling retirement packages out there right now figuring out what to do with twenty-odd years of potential idleness – but on a larger scale, we are brought up to think about 'what we will be'; our childhood games are based around professional identities and role models, telling people what we do is social ritual and work shapes our identities.

## **The 'age of work' as we know it is about to end**

Just over the horizon, humankind faces a number of major tipping points. Climate change and the post-carbon economy will force us to rethink energy, food, travel, our homes and the materials we use; but artificial intelligence (AI) and automation are right up at the top of the list, too. The robots didn't come for my dad, but if he were still alive (and working) today the huge irony is that he'd probably be designing the system that would automate out a huge number of jobs across his industry.

We face a future where entire industries will, quite simply, cease to pivot around the role of the daily worker. This shift will have a profound effect. You could call it a critical juncture.

## **Why does this matter for places?**

Well, assuming that capitalism survives the juncture (and I have my doubts given the current state of global politics) then we'll have to radically redistribute what we consider to be 'work'. If the driving, making, delivering and counting is all done by bots, to earn the money we'll need to pay the mortgage, we'll be doing fewer but higher paid tasks, possibly shared across wider distributed networks, and focused largely on the stuff that AI famously can't deliver easily: creativity, humour and kindness.

These tasks may be possible anywhere in the world, so 'workplaces' as we know them will be pointless. Our future places will be shaped by a population who can work anywhere, for a much shorter period, and who will probably still have a big gap in their lives where the world of work used to be.

So the placemaking challenge is around the purpose we give to our places and our people. What's it all for? If I am no longer defined by my work, what does shape my identity? Will it be culture and the arts? Will a local 'maker' space become my home away from home? Am I an activist? How do I come together with others to share my common humanity?

This challenge needs urgent consideration, for places new and old. It will be more critical than ever to create a public realm and green space that is animated, alive, and used by many. This will be where we come together, not the factory floor or photocopying area. Workplaces, such as they will be, will have to be community spaces too, and the line between what is work and what is a passionately pursued pastime will be blurred beyond recognition.

Culture could, and hopefully will, be a space that flourishes in the void left by the world of work. Our future places, to be successful, will need to create platforms and opportunities for creative expression as well as formal artistic programming. This cultural dimension of placemaking will need to be universal; connecting young and old, audience and artist.

And who pays for what, and how, will be in flux too. Our time will still be precious but will no longer be the measure of our worth. Ideas will carry value, as will 'likes and shares'. Ownership will cease to be so critical, as the sharing economy makes more and more sense.

## **What is it all for? Coping with this new era of places**

What will challenge us more than anything is the question of what it is all for? In the post-work world, what gets us out of bed in the morning if it's not the factory whistle?







Whether this void is met with culture and arts, or something else, what is clear is that we will need a purpose in our daily lives, and that is a powerful design challenge for shaping future places. Caring, learning, creating and sharing, making the world a better place, being a bit more human – these all are opportunities for ‘place’, as well as people.



**Above** Society does have to debate the meaningful impact of robots and artificial intelligence.  
**Left** Heartlands, Camborne. Landscape architecture by Stride Treglown. Big Lottery Living Landmark project that puts a 19 acre cultural playground at the heart of wider redevelopment. A former mining landscape uses local artists to create a strong identity throughout.

# 07

**Provocation:** New build  
is fundamental to achieving  
placemaking

*‘But we need to improve  
quality – and listening’*

Ian Tipton



**Ian Tipton** | *Regional Director, Stride Treglown*

IAN leads Stride Treglown's Birmingham studio. As former director of Bournville Architects he was an executive board member of the Bournville Village Trust and had a lead architectural and a development role delivering College Green, a unique £60m care village in the heart of Bournville. Stride Treglown maintains a strong working relationship with the Trust and its office is based within the Trust's HQ building. Ian chaired the Joint Venture Board at Lightmoor Village (a new community of 1,000 homes BVT is currently developing with Homes England in Telford, Shropshire) and sat on the advisory New Communities Group at the Town and Country Planning Association.



Many of the middle-aged, middle classes that dominate politics and the structure that implements their policies including home building are, frankly, not in touch with the people they set out to 'help'.

WHILE MANY LIVE in sought after period homes, whether in city centres or picturesque rural villages, the truth is that for very many people a new, speculatively built home is an aspiration. This isn't new; from garden villages and suburbs to the tower blocks of the 1960s, new housing has been created to move people from slums and other dwellings that were no longer fit for purpose, to something rather better, often with the added promise of a shiny new future.

### **We have lost the ability to create successful places**

And some of these developments have also resulted in hugely successful places – at least for a time. I grew up through the 1970s on a speculatively built estate in the Midlands, constructed by one of the UK's leading housebuilders. My memories are of a rather idyllic place to grow up. It was a mixed community reflected in a variety of different house types and layouts, with a few shops, schools and plenty of parks and open space.

We seem to have lost the ability to consistently make places like this. There are, of course, many examples of fantastic developments where a real community spirit exists, and the quality of the buildings and their surrounding spaces is exemplary.

But, the inexorable rise of housing as an investment and an asset has, I believe, made a huge contribution to a drop in the quality of the product. Put simply, it really hasn't mattered how poor the product has been, it has continued to be an appreciating asset which enabled the home-owning section of the population to upsize, downsize, fund their retirement or leave an inheritance for their children. Meanwhile the sale of council houses that weren't replaced has meant millions of non-homeowners surviving in an unregulated rental market.

### **A better regulated rental sector will improve quality**

The rise of the Private Rented Sector (PRS) or Build to Rent (BTR) market will, I believe play a major role in increasing the quality of homes and places, as it is quality that will form the basis of competition between these new developments.

PRS or BTR offers a compelling combination of relative security and flexibility – and when it costs many thousands of pounds to sell and buy (and that's if you can raise a deposit to buy in the first place) – this is attractive to a lot of people.

Space standards, open space and landscaping and quality of the building and the finishes will all be vital differentiators in this market and I am optimistic that if traditional house builders feel they are losing sales to a better regulated and high-calibre rental market they will look to improve their own product.

## **Who are we designing for?**

Underpinning all of this are some fundamental questions. Do we really know who we are designing places and homes for? Do we know what people want now and what they might need in the future? How do we stop 'development' from being a 'dirty word' to the privileged, but hugely influential few?

I don't think that industry, or society as a whole, really knows the answer, yet. The housebuilding sector is old fashioned and conservative in many ways. Perhaps the most significant challenge of all is to not accept the status quo but understand and embrace the opportunities that the future brings, to the process of designing and constructing homes and places, and in the very way they function for everyone.

## **What happens next?**

For this to happen, we should really interrogate the numbers that are being bandied around. The requirement to build 300,000 new homes each year has become a trope. I think we need to look more closely at this headline figure, understand what it is based on and work out not just who we are building for but also where.

Alongside this we should ensure that there is choice. We need to densify cities and build the community infrastructure that will make them liveable for families, develop new garden settlements, urban extensions, high rise, suburbs and infill sites. There needs to be proper choice in tenure: a regulated rental sector, new council housing, custom-build and more to reflect a changing and increasingly dynamic society where large-scale home ownership could cease to be in the majority. To achieve this, we need to look properly at the greenbelt and at land value capture. Control needs to be wrested from the Treasury and Homes England properly resourced. What all of this means is that decision making about the development of future places cannot only be made at a local, micro level. With the establishment of metro mayors and city regions, and associated devolution, we are seeing a growth in sub-regional planning. I say we need more.





**Left** Any commercial housing, anywhere. The rise of suburban housing by corporate house builders has led to ubiquitous developments. You can buy a 'Lincoln' but it can be anywhere but Lincoln.

**Above** Bournville Village Trust, Birmingham. High quality housing created by George Cadbury in the early 1900s. Every house has a minimal garden size, and a productive fruit tree. Proximity to work, education and health facilities have led to its continuing desirability. The same houses today have double the value of those built at the same time, outside the stewardship of the Trust.



# 08

**Provocation:** Can we solve the housing crisis and build great places?

*'The answer has to be a big bold – yes we can!'*

Louise Wyman



**Louise Wyman** | *General Manager Engagement, Homes England*

LOUISE is responsible for increasing the supply of well-designed homes in great places across England. Louise is a planning committee member for London Legacy Development Corporation and was previously an executive director of Ebbsfleet Development Corporation. Louise is a chartered surveyor and a landscape architect, experienced in working with the public and private sectors to deliver award-winning projects. Louise is an ambassador for Harvard University's Design School, supporting the exchange of planning, design and development innovation between academia and industry.



Let's consider large-scale new places, a vital part of delivering increased housing numbers. There have long been economic and social drivers that have led to the creation of new towns and villages. Bournville, Saltaire and Port Sunlight are all planned communities built by industrial philanthropists who wanted their work force to have an improved quality of life. Plus, of course, healthy and neighbourly workers help businesses be more stable, resilient and ultimately thrive.

TODAY the economy, jobs, infrastructure, homes, culture and social life remain intrinsically linked, yet we don't have enough homes offering a range of tenures in the right places. Our housing crisis has reached such proportions that, aside from Brexit, increasing housing supply is the number one domestic priority for the Government. This means designing and delivering high-quality built estate alongside great parks and open space systems. Building more of the right homes, in the right places, more quickly.

## **Designing future places**

The large site proposition allows the creativity to design at scale and deliver an integrated community from the outset. As we look to the future an increasing number of people may want to live and work in the same place, for at least part of the week, much like the new towns of the past. New technology, digital connectivity and our service economy mean that many people will have the ability to work from any location. The design of new Garden Towns for example needs to take this increase in home working into account whilst also providing places for community interaction and engagement such as cafés, sports facilities, play areas and cultural facilities. People may want to travel nationally and internationally more easily to access new markets for their services, or for leisure and tourism. Transport connectivity and ease of movement are also increasingly important.

There's an important role for 'master thinkers and planners' in this space and this is where Homes England plays its part. As the Government's housing agency we work in partnership with public and private sector collaborators to bring forward large scale development opportunities, such as new Garden Towns and Villages. We can provide public sector land, infrastructure funding, planning, brokerage and delivery skills to unlock large development sites. We also have CPO powers and the ability to set up development corporations in partnership with local authority partners.

To address England's shortage of great new homes in great new places we are very focused on the large site proposition to drive housing numbers in well-designed new communities. We invest in partner organisations that share this ambition for the future.

## **What does the future look like?**

There's a lot of talk of how various technological advancements will help us create great places; from smart street lamps and photovoltaic pavements to autonomous vehicles and drone deliveries. We're probably all aware we're in the midst of a digital revolution in terms of how we communicate, work and run our lives.

At the Bournville symposium there were some great discussions around how we drive big culture shifts and re-think future communities. A future that is less about the latest construction module, gadget, technology or vehicle. More about a culturally diverse workforce, communicating with greater ease, that designs and delivers new ways of living to suit their need. It felt like a really progressive conversation. I'm excited to see how the UK's great thinkers and designers will shape our future places.





**Above** Altcar Lane, Leyland, Lancashire by Lovell. Homes England acts as a facilitator of large-scale development through public and private partnerships. The role 'master thinker' enables the unlocking of strategic sites. **Left** WeWork has disrupted the office work environment. Short, flexible leases combined with a huge variety of modern workspaces has led to a revolution in what a business needs as a workspace. Add to this the ability of work anywhere technology, where we choose to live becomes ever more important.

09

**Provocation:** Green spaces are the primary driver of wellbeing

*'Developments that fail to achieve wellbeing or to foster a sense of personal wellbeing remain just that – developments, not places'*

Kevin McGeough



**Kevin McGeough** | *Head of Placemaking, Ebbsfleet Garden City,  
Healthy New Town initiative*

KEVIN is a leading thinker on placemaking and has transformed the approach at Ebbsfleet Garden City where he leads on the Healthy New Towns initiative. Kevin's career spans more than 20 years in architecture, urban design and the built environment in both the public and private sectors.



It is possible to create a new place with wellbeing at its heart. But we need more places to be focusing on this at the start of the development process. I believe that this is crucial for our future places to be successful and sustainable especially as we all work and live longer.

DEVELOPMENTS that fail to achieve wellbeing or to foster a sense of personal wellbeing remain just that developments, not places and will be an increasing burden on the NHS as the point of care gets closer and closer to the local community.

At the symposium, we discussed the need for green spaces as a critical part of creating a sense of wellbeing in new places. But whilst green spaces have a key role to play in contributing to wellbeing, they are certainly not a silver bullet.

### **Putting people at the heart of placemaking**

For example, excelling in one area of placemaking, such as creating a beautiful and functional landscape, whilst neglecting other areas does not make for a sustainable place. Achieving wellbeing requires a much more holistic approach which balances a variety of factors and conditions in order to achieve an equilibrium. This is somewhere in which an individual resident feels satisfied, happy and fulfilled and has access to all that they need, in the place they choose to call home.

Putting people at the heart of placemaking is crucial to promoting wellbeing. But we need to understand better as a sector that one person's sense of wellbeing will be different from their neighbour, and also what works in one part of the country might not be right somewhere else. The 'cookie cutter' approach simply won't work as wellbeing is as unique to an individual as the individual is themselves. Therefore, successful future places must be contextual and evolve from both individual and collective needs, aspirations, and ambitions of that particular place.

Whilst we can't force or guarantee wellbeing in a place, we can adopt some guiding principles and go through a journey of engagement to balance social, economic, environmental and democratic factors in equilibrium with the personal outcomes of the place, physical and mental needs. In my view, there

are some simple principles that could be more widely adopted when embarking on building new places from scratch:

- Design in the infrastructure that allows wellbeing to thrive, including green spaces, places to go and things to do.
- Foster opportunities to allow individuals to interact with each other and their place from the very early stages of a development.
- Work through a collaborative process that allows the people who will live and work in a place to help shape and manage it.
- Ensure that new places are not just housing developments but genuinely provide for a range of needs including health needs, promoting opportunities for healthier behaviours.
- Work with technology partners to make sure that future needs are captured and technology can enable human interaction.

### **What can we learn from the past?**

Wellbeing is about creating the conditions for us all to thrive and is derived from a thorough understanding of the quality of life needed for sustainable communities, including prosperity and positive physical and mental health.

If we look back to look forward, for a minute; Georgian, Victorian and Edwardian planned communities, from New Lanark to Edinburgh New Town; Saltaire to Bournville and eventually through the Garden City and New Town movements themselves, successfully balanced wellbeing factors by creating social, and environmental conditions that allowed residents and workers to thrive and to generate positive economic returns.

Saltire increased the life expectancy of its residents by up to 50 percent above neighbouring Bradford, whilst also creating the conditions for its benefactor, Titus Salt, to become the most successful industrialist of his era. New Lanark was the foundation of the international co-operative movement, where residents and workers were offered health, housing and education in return for increased productivity.

Both of these developments are Unesco World Heritage sites in recognition of the valuable lessons they have brought for international town planning.

### **A 'new wave' of towns with wellbeing at their heart**

Fast forward to the present day and NHS England is working with the Ministry of Housing, Communities and Local Government and leading a Healthy New



Town Programme aimed at engaging with the private sector to build healthier places. The programme brings this complex thinking to placemaking once more, recognising that to improve health outcomes and reduce future health-related costs in a new place, they need to influence the design of the place and its services from the outset.

This is not just about creating parks, allotments, and more green spaces, it is much, much more than that. It involves a commitment to working with the people who live in places now and who might live in these places in the future, to try and positively influence wellbeing as a genuine outcome.



**Above** Ebbsfleet, Garden City. The Development Corporation has six delivery themes based around healthy town initiatives. Quality Homes and Neighbourhoods, Enterprising Economy, Connected People and Places, Healthy Environments, A Civic Community, Resilient and Sustainable Systems. The 'H A L O Model' proposes a unique and consistent approach to infrastructure across the garden city based on four principles that promote health and wellbeing through; Hives of activity: Arcs which reconnect to nature; Links which create access for all; and Organics which promote edible landscapes. Together the principles help to build communities and promote physical activity. **Left** Built in 1851 by Sir Titus Salt, a leading Yorkshire industrialist, Saltaire is one of the foundations for the Garden City movement. Today, its residents enjoy an increased life expectancy over its neighbour Bradford.



10

**Provocation:** Technology should be the enabler not the outcome

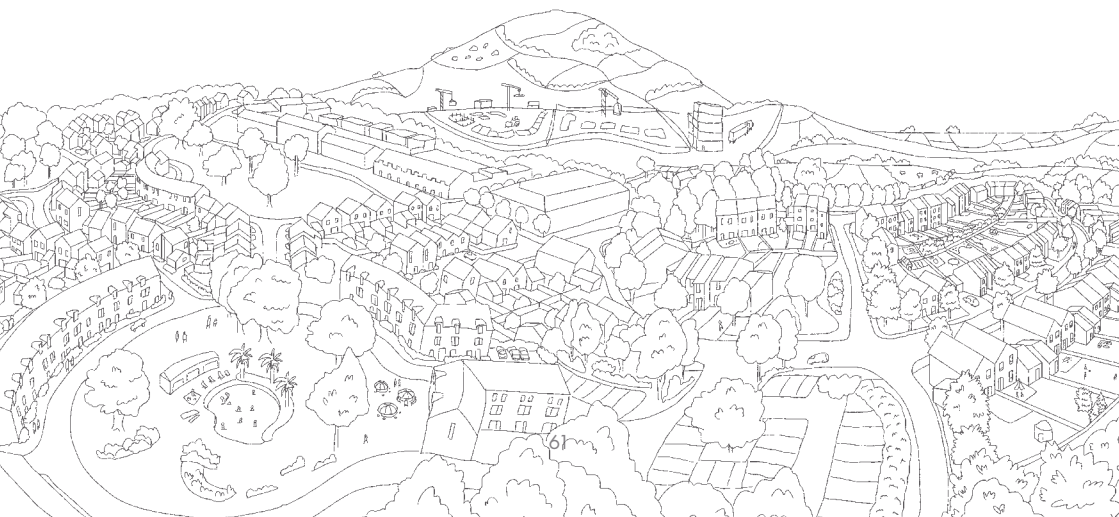
*'A societal approach is key to ensuring technology is outcome focused'*

Professor Jacqui Taylor



**Professor Jacqui Taylor** | *CEO and Founder, FlyingBinary*

FLYINGBINARY is one of the GovTech 100 UK companies credited with the digital transformation of the UK Government via their government cloud, G-Cloud services. Jacqui, and her web science team, take a societal perspective when architecting place based services, irrespective of whether it is to leverage the Internet of Things, use artificial intelligence or deploy a secured technology service for a Smart City.





According to the definition of technology literacy from the Department for Digital, Culture, Media and Sport (DCMS), 32% of UK technology jobs are classed as digitally-enabled, 13% are digital tech jobs, and 55% are non-digital tech roles.

THE HARSH REALITY is that when we look at the way places have been and are being shaped this is happening without the leverage of digital technology.

### **Why isn't BIM the answer to placemaking?**

As Cities lead for Digital Built Britain, I acknowledge the Government's initiative to harness the power of technology forcing change to the construction supply chain through the 2016 Building Information Modelling mandate.

However, after the initial scoping work for Digital Built Britain, it became clear that an intervention working in a similar way was not going to yield similar leverage. There are many reasons for this, as we discussed in our inspirational workshop in Bournville. The key reason, we concluded, was that technology had become the outcome rather than the enabler.

The UK is about to embark on a major investment in new homes. It became obvious during our discussion in Bournville that unless we approach this from a perspective of how best to shape these future places, it would be just another house building initiative where better outcomes are not delivered.

### **Smart Cities are not the answer**

A societal approach is key to ensuring technology is outcome focused. However, that in itself is not enough to shape future places, it is also critical that communities and citizens participate in this process. It is important to make sure there is an offline as well as an online participation from communities and citizens, a physical space and a digital space. It is important also to recognise that participation needs to be done at scale to achieve better outcomes. As part of FlyingBinary's Smart City work we have delivered outcome driven transformation which takes account of the DNA of communities.

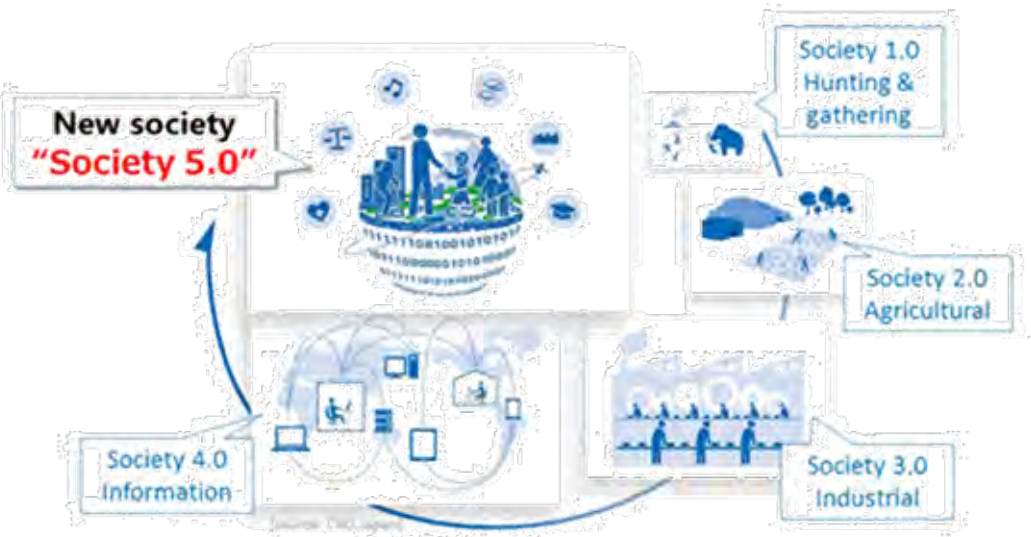
This has been accomplished by leveraging web intelligence technology built for web scale but delivered to connect with individuals and communities

to capture their requirements. In some Smart Cities, the outcomes need to be understood at parish level, or in the case of Scotland, the common and varied interests of their diverse communities are captured across in their seven smart cities.

**The future - Society 5.0**

One aspect of this debate that cannot be ignored is the opportunity that European legislation and regulation brings. The European agenda is creating a new trust model for digital services. Any technology enabled transformation that shapes future places must utilise the EU NIS Directive (cyber legislation) and General Data Protection Regulation (GDPR), privacy and security at the core of places. Shaping future places can leverage this legislation and regulation, alongside the community participation models, to ensure that citizens support the refresh or creation of new communities.

It was an inspiration to hold the Shaping Future Places event in Bournville and to hear Duncan Cadbury share the thought leadership that founded the Bournville Village Trust in 1901. In 2018, when we are in a technology enabled world, it is possible to shape future places from an outcome viewpoint. This approach is called Society 5.0, where people’s needs are the focus, and technology is the enabler.



**Above** Introducing Society 5.0

## Data View

### Compare local authority areas

[\[View regional performance over time\]](#) [\[Explore national, regional and local data\]](#) [\[Get the data\]](#) 



Use controls top to bottom:  
Click on filters and charts to  
make selections. Hover on  
info button to see more help

**As at**  
31 Aug 17

Remit	Schools	Deprivation Index: (All)
Phase	(All)	Provider type: (All)
Sector	Null	Provision type: (All)

Select a Local authority by choosing the first letter and then the name, OR by clicking the map below left

N			
Newcastle upon Tyne	North Lincolnshire	Northamptonshire	Nottinghamshire
Newham	North Somerset	Northumberland	
Norfolk	North Tyneside	Not available	
North East Lincolnshire	North Yorkshire	Nottingham	

Select a local authority area

Local authority areas similar to Norfolk



England as at 31 Aug 17

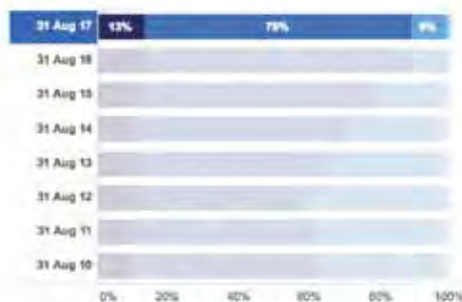


**Above and top right** Place based education outcomes for England, showcasing Norfolk. Explore your place at <https://tabsoft.co/2AtiZi8> **Right** Artificial Emotional Intelligence showing the global response to FlyingBinary's place based work.

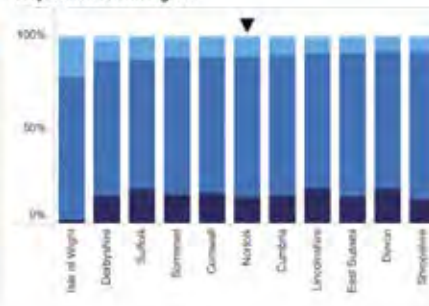
## Region as at 31 Aug 17



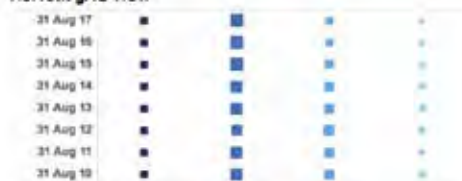
## Norfolk in East of England



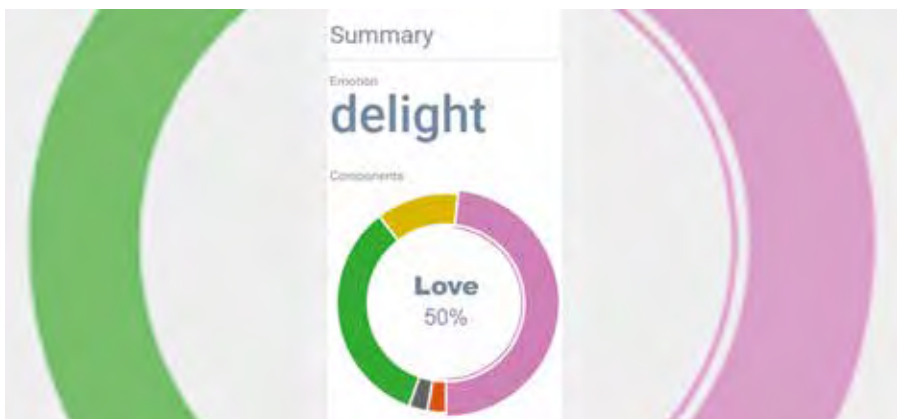
## Local authority areas similar to Norfolk as at 31 Aug 17



## Norfolk grid view



## Comparison grid view



## Shaping Future Places – conclusions

IT'S VERY EASY for each of us to say that the main element underpinning a successful place is a great design, or technology, or innovative funding stream but as the symposium on Shaping Future Places – and these essays – have shown is that more strategic, collaborative, inclusive thinking and working is required.

Creating a place which is healthy, diverse, attractive and has a thriving, mixed community and economy is no mean feat and it involves bringing different disciplines and components together.

It involves a better understanding of how a place can work so that they can be shaped more effectively. That requires closer working, which is possibly one of the greatest challenges we face.

The starting point of creating a place should be with the end users, thinking not of a homogeneous group but a diverse community. It is their needs which should drive the place we create – not our own.

But it is more than answering 'who are we designing for?', it is getting to know the people for whom we are creating the place, asking what they need and want and involving them in the process.

Thinking about the broader community, the existing neighbourhoods and how a scheme interacts and impacts should also play an important part in the journey for a long-term sustainable community.

And it isn't enough to create a dormitory. Employment and sustainable employment is essential for longevity – think of the communities devastated when the industry they were built around collapsed.

But not only that, it is determining the purpose of the place beyond homes, in an environment of changing work requirements.

As Steve Connor, CEO of Creative Concern writes (provocation 06) 'We face a future where entire industries will, quite simply, cease to pivot around the role of the daily worker.'

A sense of purpose helps generate personal wellbeing as does social interaction and this, alongside encouraging activity, should be part of the

design strategy from the outset – landscaping and design that goes way beyond aesthetics.

Successful delivery is also heavily influenced by the procurement process and, as Michelle Hannah, director at Cast says (provocation 02) a radical overhaul of the existing model is required. Including contractors and manufacturers at a much earlier stage would create a more efficient and effective development process.

It should also be recognised that placemaking isn't an in and out process for those creating it. Even with the right building blocks, a place requires long-term ethical stewardship to maintain and plan for the future.

The symposium on Shaping Future Places in February has already impacted on the way we work at Stride Treglown. It has strengthened our placemaking culture across the practice. And, we've formalised collaborative working across the four disciplines within our practice: masterplanning, town planning, landscape design and architectural studios under the banner of Stride Treglown Place.

Our aim is to work holistically, collaboratively and with the flexibility to adapt and change as projects dictate.

As a practice, we are very much at the visible end of the placemaking spectrum but our role isn't just to influence but also be influenced by the much bigger placemaking debate.

And part of that means recognising when to relinquish control and let others lead.

That, and much more is what Stride Treglown is taking away from the symposium because we believe strongly it is the way forward towards successful placemaking.

What will your part be in this complex and challenging journey?



**Above and right** Shaping Future Places symposium hosted by Stride Treglown on 28th February 2018.





# STRIDE TREGLOWN



# #shapingfutureplaces



ARCHITECTURE  
BIM & DIGITAL DESIGN  
BRANDING & WAYFINDING  
BUILDING SURVEYING  
HISTORIC BUILDING CONSERVATION  
INTERIOR DESIGN  
LANDSCAPE ARCHITECTURE  
MASTERPLANNING & URBAN DESIGN  
PRINCIPAL DESIGNER  
PROJECT MANAGEMENT  
SUSTAINABILITY  
TOWN PLANNING

**BATH**  
**BIRMINGHAM**  
**BRISTOL**  
**CARDIFF**  
**LONDON**  
**MANCHESTER**  
**PLYMOUTH**  
**SOLENT**  
**TRURO**

## Acknowledgements

The concept of Shaping Future Places as a campaign originated as a chat over a cup of coffee in early 2017. What has happened since then wouldn't have been possible without the efforts of a number of people.

Firstly, we must thank George Cadbury for the "experiment" he carried out at Bournville which provided the inspiration for our Shaping Future Places campaign.

Turning to today, a big thank you to our contributors who have been generously giving their time since the initial roundtable in July 2017. Their collective knowledge and wisdom made the symposium in February and this book so much more than we imagined. Thank you also to MEPC, Urban Splash, WeWork and Bradley Murphy Design for the use of images.

The success of the symposium was down in no small measure to our Chair, David Adam, who controlled a lively room with professionalism and humour and to all those who participated, braving the snow to join us.

We are immensely grateful to Duncan Cadbury who spoke at the symposium and has provided the introduction to this book, for supporting our campaign and providing the link back to Bournville which, we hope, sets Shaping Future Places apart.

Sarah Rutt of Mayet Communications and Emma Drake of Henbe took the initial brief of "rehosting the 1901 Garden Cities Association Conference" and turned it into a roundtable, symposium and now this book with more to come.

Finally, thank you to the Stride Treglown team for finding time alongside their day jobs to think, attend, promote and push forward Shaping Future Places. We are committed to continuing the conversation and trying to ensure that the places in which future generations live and work are successful, sustainable and fun.

Robert Sargent, John Wright, Ian Tipton  
Stride Treglown  
November 2018

*'No man ought to be  
condemned to live in a place  
where a rose cannot grow'*

George Cadbury (1839 - 1922)



Following on from the Shaping Future Places symposium held in February 2018, **10 Essays to Shape Future Places** is the next stage in a movement to ensure that conversations about good placemaking are being held across disciplines, including private and public sectors.

With large scale development firmly back on the agenda to address the need for increased housing numbers, how do we ensure that we build sustainable, productive places in which people want to live and work?

10 Essays to Shape Future Places takes a provocative look at the challenges we all face.

Stride Treglown is one of the UK's largest architectural practices. Its team includes urban designers, planners and landscape architects creating a 'Place' offer that provides a holistic approach. Founded in Bristol, Stride Treglown operates from a network of nine UK offices. Its work across almost every building type means it is well placed to understand how homes, offices, transport, cultural, health and educational facilities can all be brought together to create places for the future.

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# Learning from the past, building for the future

*'...it's clear that places can't just come into existence without an economic driver'*

*'...we are too often designing buildings we cannot build'*

*'...there are fewer enthusiastic and experienced delivery partners for sites of more than 2,000 homes'*

*'...we should stand tall and be proud of what the planning profession can achieve'*

*'...it is unrealistic to expect central government to have an intimate involvement in the creation of sustainable new communities'*

*'We face a future where entire industries will, quite simply, cease to pivot around the role of the daily worker'*

*'...the inexorable rise of housing as an investment and an asset has made a huge contribution to a drop in the quality of the product'*

*'Our housing crisis has reached such proportions that, aside from Brexit, increasing housing supply is the number one domestic priority for Government'*

*'...creating a beautiful and functional landscape, whilst neglecting other areas does not make for a sustainable place'*

*'In some Smart Cities, the outcomes need to be understood at parish level...'*

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