



To be a world-class business generating long-term value by creating successful, sustainable places where people aspire to live

PLACES

CREATE GREAT PLACES WHERE RESIDENTS ENJOY A GOOD QUALITY OF LIFE, NOW AND IN THE FUTURE



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INTRODUCTION

This report sets out our approach in the business area of Places. It provides performance information on the commitments that we had in place from 1 May 2012-30 April 2014 and outlines our goals for 2014-16.

OUR APPROACH

We look to create well-designed, high quality, safe and sustainable places which will endure as settled, vibrant communities long into the future. These are places where people choose to live, work and spend their time, that directly encourage people's wellbeing and quality of life, and offer them a space and a base from which to lead safe and fulfilling lives.

Through our ability both to collaborate and to deliver, we aim to be the developer of choice for local authorities and existing communities. We believe that appreciating the needs of our customers and wider stakeholders before, during and after the delivery of our schemes and what makes them thrive as a community, is the right model for a truly successful and sustainable business in our sector.

Wellbeing Engagement
Place-keeping
Design Future-proof
Places Adaptable
Quality of life
Sustainable People
Safe Placemaking
Partnerships Communities



WHAT WE'VE DONE: 2012-2014 PERFORMANCE AT A GLANCE

Work with experts to develop metrics to assess the social sustainability of our developments and pilot the metrics on at least one completed development.



Undertake a social sustainability assessment pre-planning on all developments of more than 100 homes.



Commission or conduct research into design for climate change adaptation in new homes.



Put in place adaptation measures on all developments to address future climate change risks.



Harvest rainwater for use on all new developments.



Consult an ecologist on all developments to provide advice and guidance on protecting ecology.



Install living roofs (brown or green) on all suitable apartment roof spaces.



Provide at least one electric car charging point in all communal car parks.



Provide cycle storage on all developments.



Provide home office working facilities in all homes.



Consult with a Crime Prevention Design Advisor (CPDA) or police Architectural Liaison Officer (ALO) on all developments.



Follow Berkeley's Community Engagement Strategy on all planning applications we submit.



Ensure that all commercial space, student accommodation and Extra Care housing (where relevant) achieves at least BREEAM Very Good or is capable of achieving BREEAM Very Good if the fit-out is undertaken by the tenant.



Conduct post-occupancy evaluation to assess development design and function in-use.



Conduct post-occupancy evaluation to assess the in-use success of community facilities.



Incorporate community food growing space into at least one development and evaluate its success post-occupation.



Work with residents, commercial occupiers, local business and the local community on at least one mixed-use development to promote local employment opportunities.



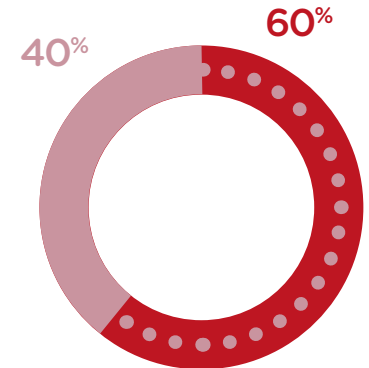
Conduct post-occupancy evaluation to assess the in-use success of transport infrastructure and/or travel plans.



Work with an external organisation to promote biodiversity on one development.



Work with landscape architects to design an exemplar water efficient and climate change resilient landscaping strategy for one development.



- Fully achieved
- Partially achieved
- Not achieved

Eight of the twenty commitments were not fully achieved during 2012-14. This was typically due to a small number of non-compliant developments, the details of which are outlined in the body of this report.

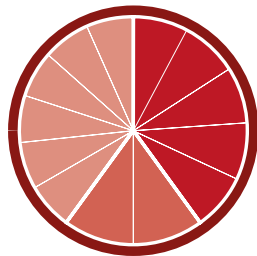
Key: Fully achieved Percentage achieved Not achieved



WHAT'S NEXT? COMMITMENTS FOR 2014-2016

We have set three stretching commitments in the area of Places to further improve our approach during 2014-2016. These are in addition to a number of business-as-usual actions, many of which are a continuation of or have evolved from the commitments we have had in place in previous years.

MEASURE AND INCREASE PEOPLE'S QUALITY OF LIFE BY APPLYING A FRAMEWORK FOR SOCIAL SUSTAINABILITY



We have been working to develop our framework for social sustainability since 2011. In 2014 we launched a toolkit to help us measure and enhance people's quality of life.

We refer to the framework during the design process for all new developments and we are also committed to conducting a formal assessment pre-planning for every development of 100 homes or more.

ADAPT ALL DEVELOPMENTS TO CLIMATE CHANGE THROUGH MEASURES ON FLOODING, OVERHEATING AND WATER SHORTAGE



The effects of climate change are already being observed in the UK. Climate change adaptation is about taking action now to ensure that our homes and developments remain comfortable places in which to live in decades to come.

We are committed to incorporating measures into each of our developments around the three key issues of flooding, overheating and water shortage.

TEST NEW FORMS OF ESTATE MANAGEMENT AND COMMUNITY GOVERNANCE



Our aim is to create successful and sustainable places. This means taking a long-term view and thinking about placemaking and place-keeping as two elements of the same process.

We plan to undertake a review of current estate management practices across the business and also carry out research to help us explore the role of residents and effective options for community governance.

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OUR VISION: FOCUS ON PLACES

What kind of places do we create?



Our business is not just about building homes; we create beautiful and successful places for people to live, work and spend their leisure time. These places range in size from a few homes in market towns to complex, mixed-use urban regeneration schemes of over 4,000 homes.

Our overarching aim is to create great places characterised by the quality of their design, public realm, transport links and access to jobs and amenities. We aim to deliver sustainable communities which endure long after our development work is complete.

Our Vision: the plan for the business



Places is one of the five focus areas under the Our Vision plan for the business, alongside Customers, Homes, Operations and Our People. A focus on places is essential to the long-term success of our developments and our reputation as a high quality developer.

Our prospective customers, existing local communities and development partners are key stakeholders in guaranteeing that the places that we build continue to thrive.

Every two years we set new targets and commitments in this area to help us improve our approach to placemaking and place-keeping. In April 2014 we held a materiality session to inform the development of Our Vision and the commitments we are aiming to complete by 2016. Attended by industry professionals and members of our supply chain, this also provided input into the areas which we should be focusing on, for example the need for flexible and functional spaces to reflect the shifting demographics in both the UK and London.

Focusing on places throughout the development process



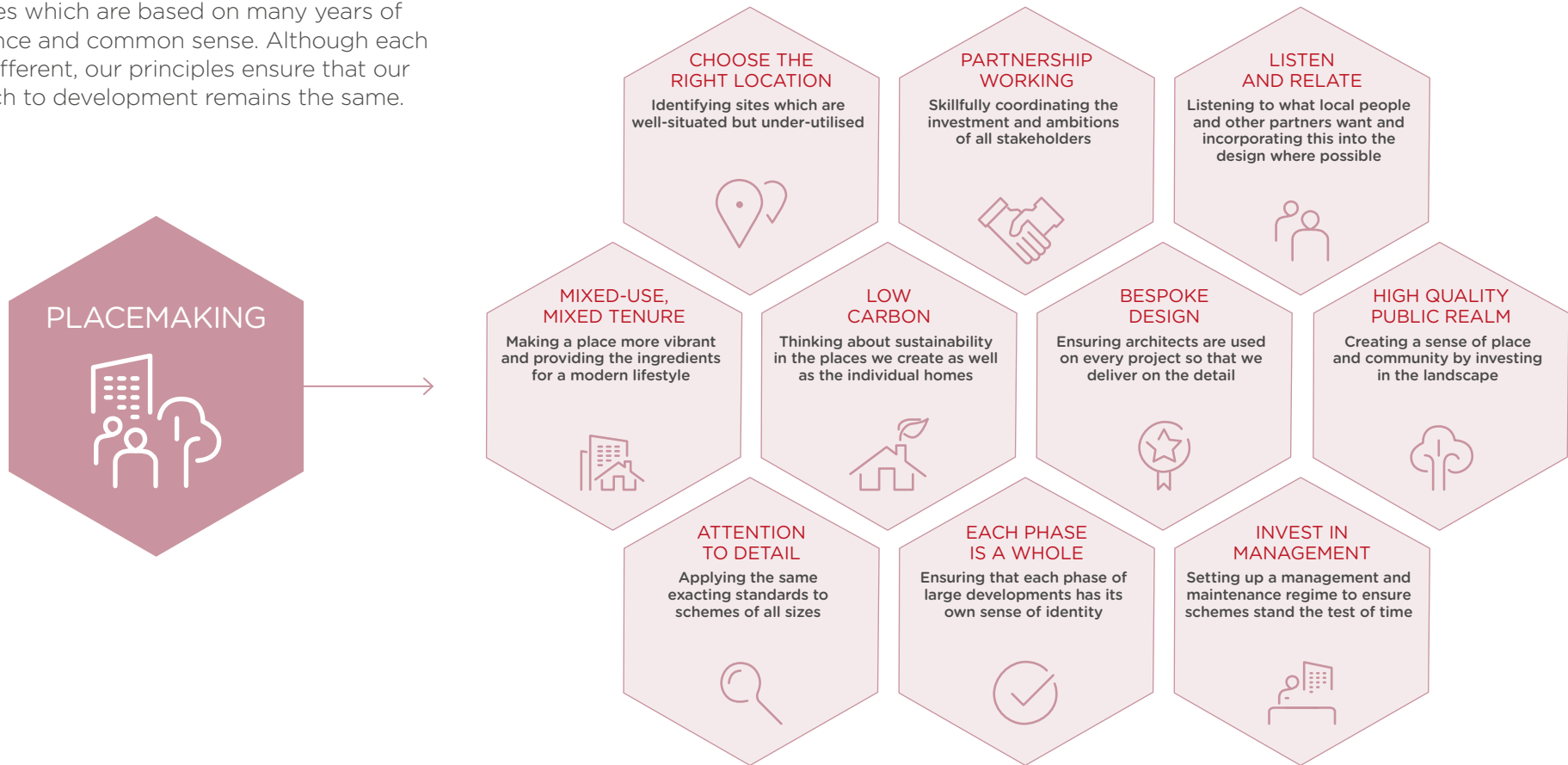
To remain a developer of choice it is essential that we focus on the outcome of our developments in the long-term. This begins right from the outset by ensuring the location is right at land purchase, to focusing on placemaking during design and to ensuring that suitable management processes are in place once the development is occupied.

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PRINCIPLES OF PLACEMAKING

Our approach to placemaking is set around ten principles which are based on many years of experience and common sense. Although each site is different, our principles ensure that our approach to development remains the same.



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HIGH QUALITY DESIGN

We use professional architects and leading consultants and engineers to design every new scheme individually, whether it consists of four or 4,000 new homes. Our designs are created in consultation with local communities, and we strive to deliver schemes which are of high quality, sensitive to their heritage and surroundings and meet the aspirations of our customers and local and national stakeholders.

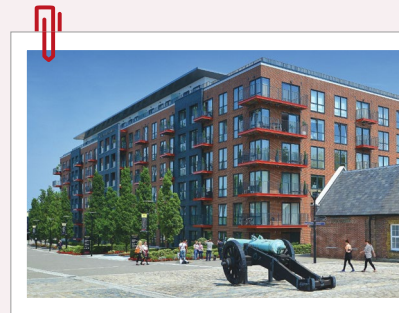
We have a commitment to genuine partnership working. Partnership arrangements need to be tailored to suit each project, skilfully coordinating the investment and ambitions of Berkeley, the local authority, residents, Registered Social Landlords and other stakeholders. We listen to what local people and our partners want and incorporate this into the design wherever possible.



CASE STUDY

RECOGNITION FOR EXCELLENT DESIGN

We won three gold awards at the 'What House?' Awards 2013



Best Mixed-Use Development
at Royal Arsenal
Riverside in Woolwich



Best Brownfield Development and
Best Landscape Design
at Kidbrooke Village
in Greenwich



OUR FRAMEWORK FOR SOCIAL SUSTAINABILITY

“Social sustainability is about people’s quality of life, now and in the future. It describes the extent to which a neighbourhood supports individual and collective wellbeing.”

In 2011 Berkeley began working with experts in the field of social sustainability to define what it means to the Group and to create a framework that can be used to measure people’s quality of life and wellbeing in new housing developments.

Our social sustainability measurement framework covers 13 indicators within three areas. The criteria reflect issues which are important to people and communities, such as links with neighbours, access to transport, feelings of safety, positive local identity and the ability to influence what goes on. The criteria are underpinned by 45 questions asked within national government surveys which enable us to benchmark residents of Berkeley developments against comparable places.

The framework ensures that we are thinking about placemaking and place-keeping as two elements of the same process; both must be delivered to create a strong new community.

We have developed our work to enable us to undertake assessments at three different stages of a project:

Pre-planning

Is there anything we can do during the design process to improve quality of life?

Mid-stage

What is working well and what should be changed in future phases?

After completion

How successful is the new community and do the residents have a good quality of life?

THE INDICATORS OF BERKELEY’S SOCIAL SUSTAINABILITY FRAMEWORK





CASE STUDY

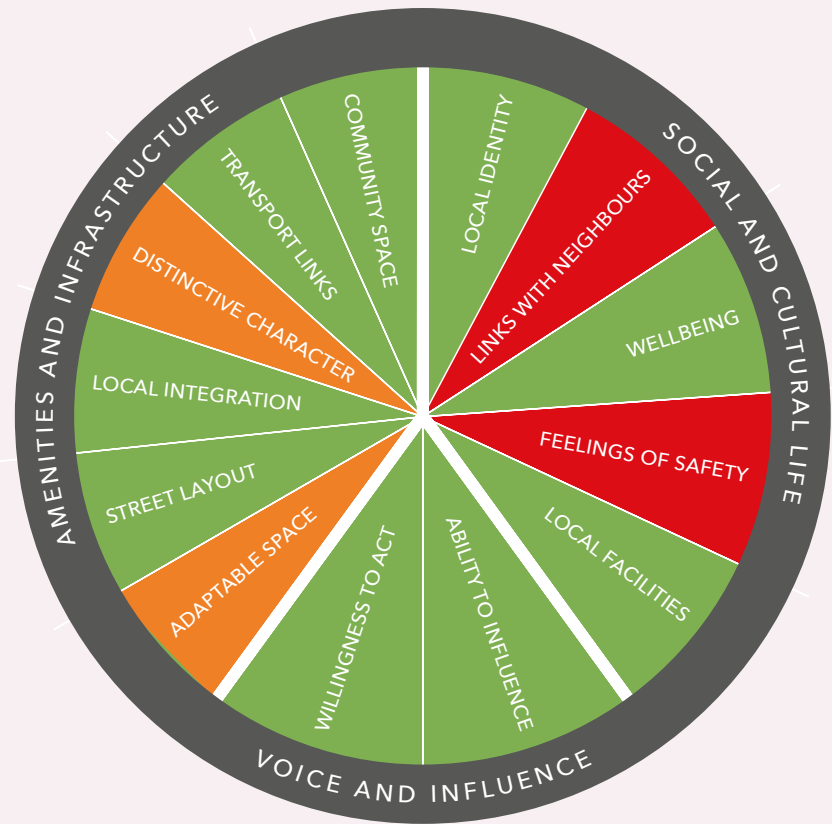
LIVING AT WOODBERRY DOWN

In 2014 we published the results of our mid-stage assessment at Woodberry Down in Finsbury Park, five years into a major estate renewal programme that will increase the size of the community from under 2,000 to over 5,000 homes.

The research compared new and existing residents' experiences living in Woodberry Down with the data for comparable areas.

	WOODBERRY DOWN	UNITED KINGDOM
Respondents feeling satisfied with their life overall	90%	60%
Respondents feeling as though they belong to the neighbourhood	80%	67%

The assessment also highlighted a number of lessons for the development team, including the crucial importance of partnership working, the impact of an effective residents' organisation and the significance of delivering high quality facilities for the community early on.



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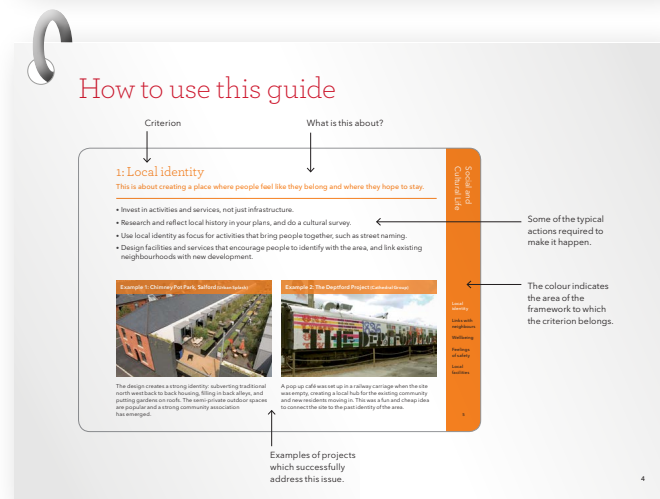
CREATING SUCCESSFUL PLACES

In February 2014, we published 'Creating successful places: A toolkit' to support our social sustainability framework.

The toolkit offers a structured approach to placemaking and a way to test the social impact of the places created. It tries to encourage a shift in mindset away from thinking mostly about physical development to thinking more broadly and creatively about what makes a location somewhere great to live.

Since November 2013, we have used the toolkit in the design of all new schemes with developments of 100 homes or more, conducting formal workshops with external parties to discuss and prioritise key issues for consideration within development design and management. We believe this has made us think differently about the places we create and have made the toolkit and our work to date publicly available in an effort to help the whole industry create successful places that people are proud of.

Our commitment to social sustainability builds upon and replaces our previous commitment to Building for Life. Our social sustainability framework includes aspects of the Building for Life criteria within the 'Amenities and Infrastructure' section, but in addition to this covers social aspects within the other two categories. During the 2012-14 period three developments were not assessed to either Building for Life or our social sustainability framework; these developments were submitted to planning during the changeover of our requirements and while we were training teams on the framework.





COMMUNITY ENGAGEMENT

We are committed to engaging with local communities to ensure we meet their aspirations and improve our prospects of getting planning permission. Experience has shown that our proactive approach to engagement has improved the quality of our developments, our relationships with the community and the planning process.

The type of engagement varies depending on the scheme and location. Many adopt community planning strategies where local people are involved in the design and decision-making process, with additional outreach events held to engage parts of the community which are often under-represented such as young or older people and ethnic minorities.

Our Community Engagement Strategy was recently updated to reflect current best practice and we aim to follow it for all new schemes. During 2012-14 our Community Engagement Strategy was followed on 90% of planning applications. The applications that did not comply were generally part of larger schemes for which extensive consultation had already occurred or instances where the local authority recommended an alternative approach. Going forward we will strive to ensure that community engagement is undertaken prior to all applications being submitted regardless of size and location.

CASE STUDY

COMMUNITY ENGAGEMENT AT LONDON DOCK



1,500
PEOPLE



30+
EVENTS



10
MONTHS

The community consultation and engagement process at London Dock in Wapping took place over 10 months and saw over 1,500 people attend 33 separate events. These events included meetings with the local Community Liaison Group, public exhibitions, presentations and outreach events at a number of different sites including Hermitage Primary School, Wapping Community Group and Ensign Youth Club.

In an effort to further develop the relationships fostered with various community groups at the planning and consultation stage, St George plans to launch the London Dock Community Fund in late 2014. The initiative will help make the area around London Dock a better place to live, work and visit by offering grants to support community organisations. The fund, provided by St George, will be managed and distributed by the East End Community Foundation to eligible projects based in the Tower Hamlets wards of St Katharine's, Wapping and Shadwell.



SAFE AND SECURE PLACES

93% DEVELOPMENTS WHERE A CRIME PREVENTION DESIGN ADVISOR WAS CONSULTED

Ensuring our developments are safe and secure places where people feel comfortable living and visiting is of great importance to us. Feelings of safety is one of the 13 criteria in our social sustainability framework. We aim to consult with a Crime Prevention Design Advisor (CPDA) or police Architectural Liaison Officer (ALO) on our new developments either pre-planning or during detailed design. Over the last two years we have consulted with a CPDA or ALO on 93% of our developments submitted to planning and will continue to work with our planning and design teams to increase this percentage.

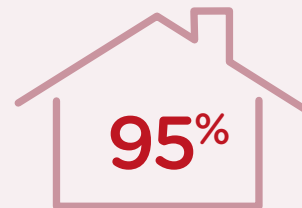
POST-OCCUPANCY EVALUATION

The views of our residents are essential in informing how we manage our current developments and design future schemes. For this reason we committed to carry out post-occupancy surveys at a number of our developments during 2012-14. The surveys resulted in many positive comments but also identified potential improvements that could be made to future developments, particularly in regard to managing agent visibility, car parking provision and delivery of community facilities.

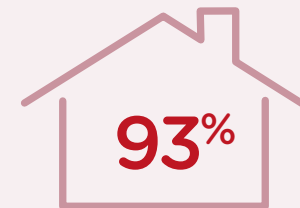
CASE STUDY

UNDERSTANDING RESIDENTS' VIEWS AT EDENBROOK

In April 2014, 40 residents responded to a post-occupancy survey at Edenbrook in Fleet.



RESPONDENTS RATED THE EXTERNAL DESIGN OF THE HOMES AS **GOOD OR EXCELLENT**



RESPONDENTS FELT **SAFE OR VERY SAFE** ON THE DEVELOPMENT



RESPONDENTS FELT THAT EXTERNAL AREAS WERE **WELL OR VERY WELL MAINTAINED**



CLIMATE CHANGE ADAPTATION



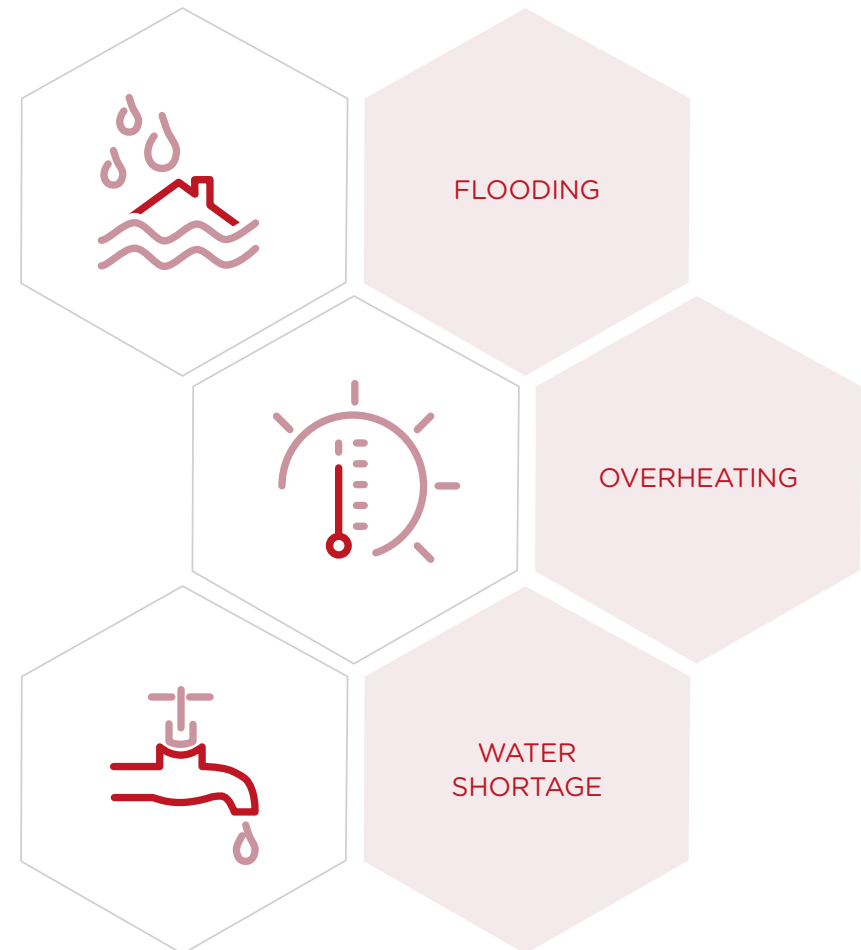
DEVELOPMENTS INCORPORATING CLIMATE CHANGE ADAPTATION MEASURES

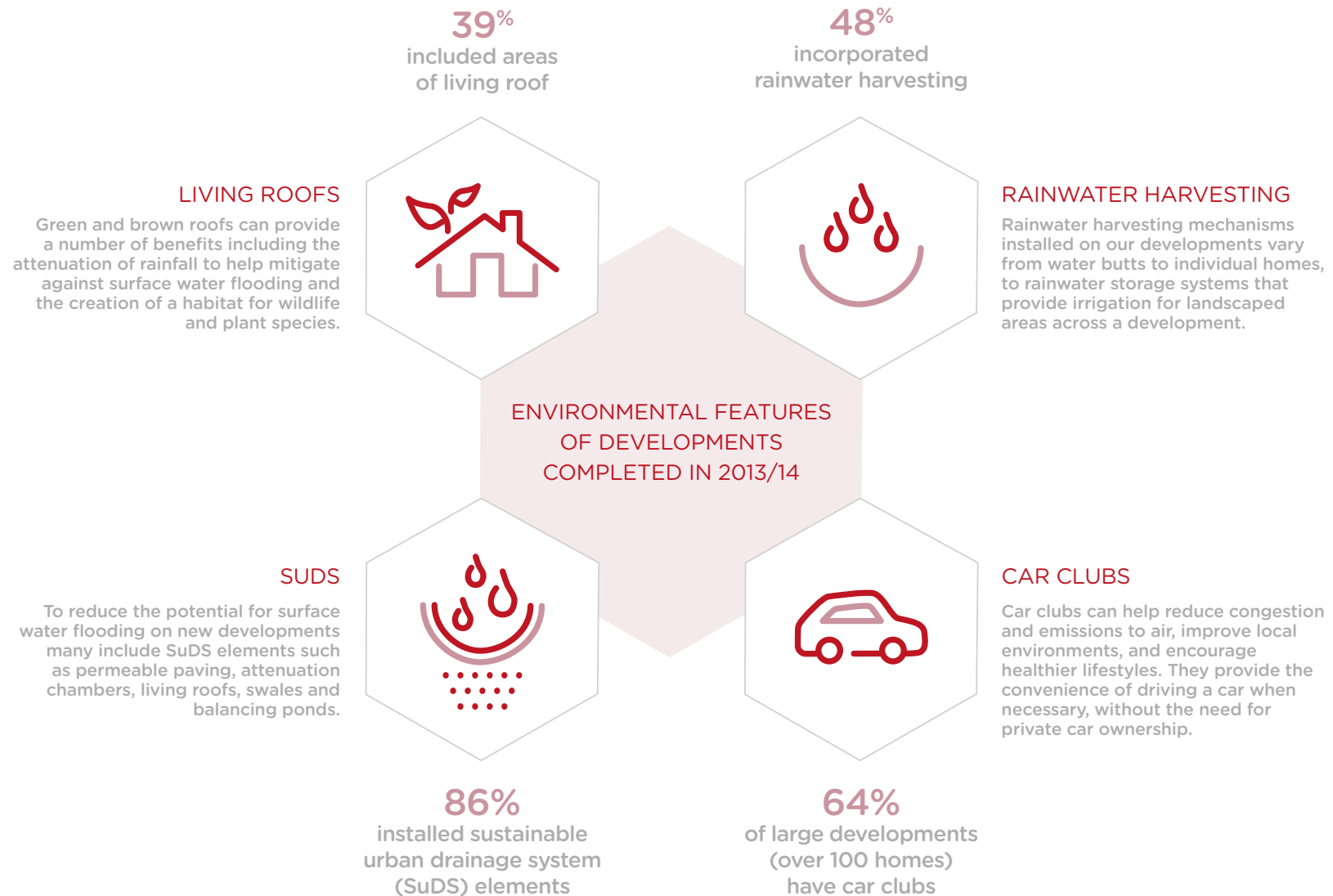
The effects of climate change are already being observed and it is essential that our developments are designed in such a way as to ensure they remain viable and thriving communities in the future.

In 2013, we commissioned a piece of research to better understand the potential impacts of climate change and the measures we can take to adapt developments to likely changes. The research highlighted that the most significant risks for our developments are flooding, overheating and water shortage.

During 2012-2014, 91% of new developments were designed to incorporate climate change adaptation measures over and above typical requirements introduced during the planning process. We aim to improve on this performance through our 2014-16 headline commitment in this area. We have produced an adaptation checklist that will provide project teams with information to assess which climate change issues are likely to be the most significant for the planned development.

KEY CLIMATE CHANGE RISKS IDENTIFIED FROM RESEARCH







ENVIRONMENTAL FEATURES



DEVELOPMENTS WITH COMMUNAL CAR PARKS THAT WILL INCORPORATE AN ELECTRIC CAR CHARGING POINT

In addition to each individual home being designed to be environmentally sound, it is essential that the wider development also adheres to this principle.

WATER USE

Scarcity of water is one climate change effect that we have already looked to adapt our developments to through our commitment to harvest rainwater for use on all new developments. 89% of our developments submitted to planning in 2012-14 achieved this commitment, with this being a measure that we will continue to work on in the next two years.

SUSTAINABLE DRAINAGE

Potential flood risks are assessed on every site as part of the procurement process and mitigated against to ensure our developments do not add to surface water flooding; this is achieved by incorporating sustainable urban drainage systems (SuDS). As part of this we commit to incorporating living roofs on all suitable apartment roof spaces, something that was included in all relevant planning submissions during 2012-14.

GREEN TRANSPORT

We look to design our developments to ensure they encourage walking, cycling and travel by public transport wherever possible.

We remain committed to the provision of cycle storage on all developments and 96% of planning submissions during 2012-14 included this. The exceptions were a small development of five homes and a phase of a development which has cycle storage in the wider footprint of the development.

By providing home office working facilities in our new homes we can further reduce the need for residents of our developments to commute for work. During 2012-14, 96% of schemes submitted to planning committed to providing such facilities. One planning application did not include this commitment; this was for a site of 65 homes which was never purchased or built out.

We understand that some of our residents will own and need to use cars and there are ways which we can help to make car journeys more sustainable. All developments submitted to planning during 2012-14 that have communal car parks will therefore incorporate at least one charging point for electric cars. We also promote car clubs on many of our developments.





ECOLOGY



DEVELOPMENTS WHERE ADVICE WAS SOUGHT FROM AN ECOLOGIST

We recognise that our activities have a number of direct and indirect impacts on biodiversity and we remain committed to enhancing the ecological value of our developments.

An ecologist was consulted at an early stage on the vast majority of the schemes submitted to planning during 2012-14. The exceptions were two sites which were not purchased or built out.

Ecological surveys help us to identify initiatives that can be implemented to enhance the ecological value of our developments. We look not only at the site itself, but also at neighbouring conditions so that we can incorporate measures that promote green corridors or connections.



Our approach to ecology during planning, design and build activities was specifically noted in our achievement of the Queen's Award for Enterprise in Sustainable Development 2014.

CASE STUDY

PARTNERSHIP WORKING WITH THE WILDLIFE TRUST



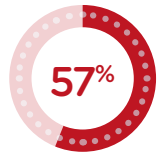
In 2013, Berkeley liaised with the Wildlife Trust to develop a set of shared planning principles between the housing and conservation sector to ensure biodiversity is considered throughout the development process. The principles were published and made available to the industry in October 2013.

At Goodman's Fields in Aldgate the appointed landscape architects worked with the London Wildlife Trust to identify species and features that could increase biodiversity, whilst remaining resilient to the effects of future climate change.

Berkeley also partnered with the London Wildlife Trust to obtain specialist advice on the reintroduction of the Black Poplar tree at Kidbrooke Village in Greenwich. Students of a local school helped plant saplings of Britain's rarest native tree within the newly created green corridor on the development.



SUPPORTING THE COMMUNITY



COMPLETED DEVELOPMENTS ACTIVELY CONTRIBUTING TO THE CREATION OF PUBLIC GREEN SPACE OR COMMUNITY FACILITIES

The establishment of a sense of place and community within our developments is of great importance to Berkeley. As part of this we look to incorporate a range of amenities and facilities on our developments to meet residents' needs and promote community cohesion.

In 2013/14, 57% of our completed developments actively contributed to the creation of green areas or parks, or on-site community buildings. As part of the amenity space at Chelsea Creek in Fulham, we are building the first canal in the UK for 100 years.

On many of our sites we also provide commercial space, look to support small businesses and encourage local employment opportunities where possible to help create thriving communities. For example, Berkeley has provided concessionary terms and partially fitted out the new coffee shop at Kidbrooke Village in Greenwich which is run by a long standing local resident who employs a number of local people.

CASE STUDY

RIVERLIGHT ARTS VENUE



Royal College of Art

In October 2013, it was announced that the Royal College of Art (RCA) would be opening a major new project at Riverlight in Nine Elms. The new arts venue will provide a platform for RCA students to test their ideas and engage with the public, with regular shows, talks and screenings expected to take place.

St James is providing the RCA with a fully fitted, serviced retail venue, rent free, with an annual funding package for three years. This support is part of the cultural strategy for the development of Riverlight and is over and above any planning obligations required.

“Culture and development should go hand in hand. It helps create successful places. The Royal College of Art seemed a natural choice for Riverlight because of its strong presence in the area. We hope this supports emerging artists, local residents and visitors alike.”

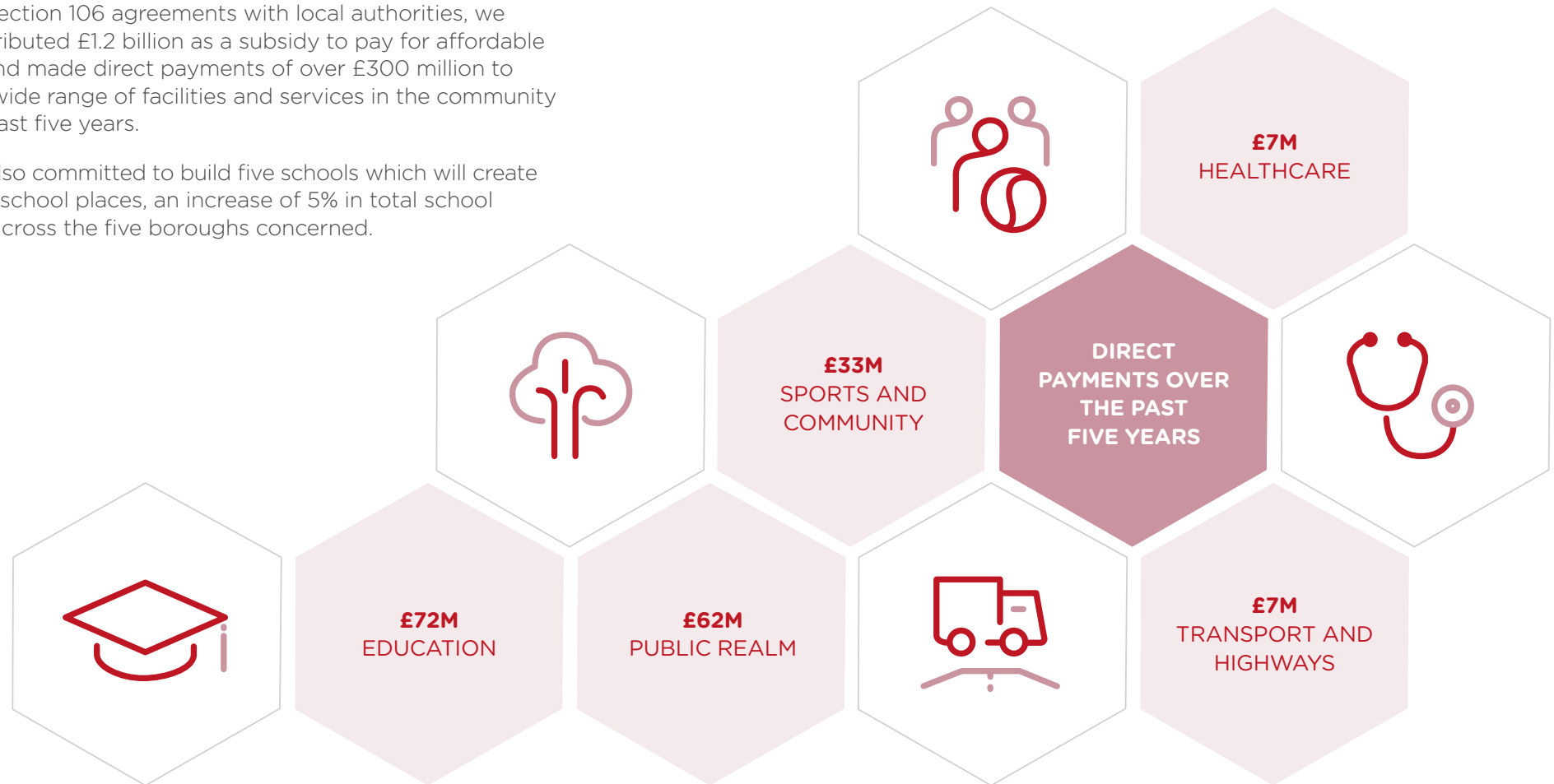
Sean Ellis, Chairman of St James Group



CONTRIBUTING TO THE LOCAL COMMUNITY

Through Section 106 agreements with local authorities, we have contributed £1.2 billion as a subsidy to pay for affordable housing and made direct payments of over £300 million to pay for a wide range of facilities and services in the community over the past five years.

We have also committed to build five schools which will create 1,946 new school places, an increase of 5% in total school numbers across the five boroughs concerned.





DATA APPENDIX

	2010	2011	2012	2013	2014
Number of social sustainability assessments conducted	-	-	4	5	15
Percentage of new schemes where Berkeley's Community Engagement Strategy was followed during the planning process	-	-	-	91%	89%
Percentage of new schemes for which a Crime Prevention Design Advisor (CPDA) or police Architectural Liaison Officer (ALO) has been consulted	-	-	-	95%	92%
Percentage of new schemes which will incorporate climate change adaptation measures	-	-	-	86%	96%
Percentage of new schemes which will incorporate rainwater harvesting	-	-	-	91%	88%
Percentage of completed developments which incorporate rainwater harvesting	-	-	-	-	48%
Percentage of new schemes which will incorporate living roofs	-	-	-	100%	100%
Percentage of completed developments which incorporate living roofs	-	-	-	-	39%
Percentage of new schemes for which an ecologist was consulted	-	-	-	95%	96%
Percentage of new schemes that will incorporate cycle storage	-	-	-	100%	92%
Percentage of completed developments which incorporate cycle storage	-	-	-	-	96%
Percentage of new schemes that will incorporate electric car charging points	-	-	-	100%	100%
Percentage of new schemes that will incorporate space for home office working	-	-	-	95%	96%
Percentage of completed homes with space for home office working	-	-	-	66%	70%
Percentage of new schemes designed to meet at least BREEAM Very Good	-	-	-	100%	100%
Percentage of completed commercial space (excluding space to shell and core only) certified to at least BREEAM Very Good	-	71%	84%	42%	50%
Percentage of completed homes on brownfield land	100%	92%	89%	89%	91%