

Delivering Social Value

Hawkins\Brown

hawkinsbrown.com

Delivering social value

What this report is about

We believe good design adds value – economically, socially, and environmentally. That's why our approach to social value goes above and beyond architecture.

It's about more than compliance, ticking boxes and scoring points. It's about truly improving the social, environmental, and economic wellbeing of places to positively transform people's lives, all while delivering commercial value for our clients.

To understand what social value means for us as architects, we embarked on a year-long research project to reflect our design approach and sharpen our thinking. With the support of experts Hatch/Regeneris, we revisited six of our completed projects from different sectors and applied a broad range of socio-economic metrics. Although we studied different ways to monetise social value, we wanted to bring out the wider narrative that is quintessential to understand the social impact of our work.

This report presents the case studies and reflects our intellectual journey into the world of social value. It is both a method manifesto and a showcase of our work seen through the social value lens.

We start with a thought piece by Hazel York, managing partner at Hawkins\Brown, who - while acknowledging the immense progress in the field of social value – points at some areas where we think more work needs to be done. This is important because we all know that this report is only a stopover on a much longer journey.





Valuing the long-term benefits of good design

Let's not over complicate it, creating social value means putting the needs of the community first. For Hawkins\Brown, as for most architects, this is inherent in everything we do. Huge progress has been made in recent years by putting social value on the radar through government policy, frameworks, and advocacy. But as the creation and measurement of social value become normal practice, the frameworks and metrics used risk undervaluing our greatest contribution - good design.

Current social value frameworks do not deal with good design in a sufficiently detailed way

Current social value frameworks acknowledge the role of the designer as a facilitator and adviser, but they do not define the specific benefits that design can add to social value. The Social Value Bank's current roadmap now includes detailed value calculations of accessible flats but there is, for example, no metric for how much a 4sqm utility space contributes to personal well-being or how a well-arranged entrance area can improve social cohesion. As designers, we know that little tweaks in layout can have an enormous impact. Despite a lot of excellent literature evidencing the benefits of good design, there is no link to social value frameworks. Instead, they tend to focus on short-term easy wins.

Embedding design strategies into social value frameworks emphasises long-term thinking

Current social value frameworks measure tangible goals, such as jobs, new residential units, less crime etc. but the result is a framework weighted in favour of short-term gains. For example, social value evidence for estate regeneration often favours comprehensive rebuild because the value of improving existing homes

cannot be measured sufficiently or scores low in the short term. A focus on "social value by design" would value short and long-term benefits in equal measure. Often the impact of good design emerges over a long period. By its nature, architecture is a slow actor.

Social value creation in the built environment should be considered a circular process
We see social value creation as a circular process. The lessons learned through post-occupancy evaluation (POE) are a critical part of informing future briefs and in turn defining and improving social value generation. For this to happen, consultation processes and POEs need to be firmly embedded into the project cycle.

Architects often have an unmatched in-depth knowledge of a project, curating the creative process of turning abstract social, economic, and functional concepts into physical form and vice versa. The ability to address conceptual problems with concrete design moves enables architects to transfer social concepts into the built environment and make a measurable difference.

As we recover from Covid, building stronger communities is a priority.

Creating social value is at the heart of this, but it must be with an eye on both the short and long-term. Take just one example: the local library.

In Corby we managed to increase library visits by 136% by co-locating the library and other community facilities around a lazy meandering ramp. Assuming we were to redesign all libraries in Northamptonshire to affect a similar uplift in usership, we could gain a well-being impact of almost £125 million per annum, by giving more residents access to information and advice. This sum equates to the perceived well-being impact of securing housing for 4107 rough-sleepers or getting 8107 people between 25 and 35 into employment per year. These are some of the highest-scoring well-being measures in the HACT SVB framework.

In short, good design can make a lot of people healthier, wealthier, and happier.

Hazel York
Managing Partner, Hawkins\Brown

Methodology

What is social value?

The UK government defines social value as “the positive social, environmental and economic impact of an activity on stakeholders, over and above what would have happened anyway, taking into account the negative impact of an activity.” By this definition, social value is a surplus; it reflects how outcomes can be improved above and beyond the average.

As architects, we know that good design can add this surplus to the project, and we are aware of our crucial role in this process.

Beyond its over-arching aspiration, the Social Value Act is pragmatic in its definition of the term “social value”. It uses a somewhat generalising terminology like “social wellbeing” or “positive social impact”. By avoiding any precise definition, the Act implies a common sense understanding that there is more to economic activity than material gain. One might criticise this lack of detail. However, the Social Value Act makes a very profound and meaningful statement: Every investment must consider the broader social impact and should not be guided by a simple, and ultimately limited, cost-benefit calculation. It requires economic decision making to be directed by complex long-term goals rather than short-term gains. As loose as the Social Value Act might appear, it is an essential step in the right direction.

Since 2012, a growing body of research aims to tackle all those questions which the legal framework

has left unanswered: how to correctly measure and monitor the social value of any activity or investment. The openness of the legal concept stipulated the development of a whole range of approaches. It also triggered a productive discussion across all parts of the supply chain. As a consequence, the concept of social value has taken firm roots in procurement. Moreover, the Social Value Act has created a wide acceptance and willingness for detailed social considerations that did not exist before 2012.

As architects, we play a vital part in generating social value, but we are also well placed to contribute to the broader societal discourse. What is social value, how can we measure it and how does this help us change society for the better?

Methodology

How can we measure social value?

As architects, we know that the physical shape of the built environment has a tremendous effect on human behaviour. Architecture is inherently social; it expresses, forms, and supports social relationships.

Instead of defining social value with academic rigour, at Hawkins\Brown, we want to adopt a pragmatic approach.

We understand that the buildings we design have transformative consequences on people's lives. To measure this we do not use one system of metrics but look at buildings through the lens of desired outcomes. And the better we can describe those outcomes with a broad range of metrics, the closer we get to a better understanding of social impact.

Current government guidance prefers frameworks and metrics that allow monetising social value. However, it is also widely accepted that this is only one, albeit important, way to describe social value. Often, impacts can only be attributed to a specific measure by understanding the users' personal, “qualitative” experience. To paint the bigger picture, we need to use all available sources of data. Social value is always expressed by a collage of data sources and methodologies:

Qualitative data

At Hawkins\Brown, we talk with the people who use buildings. At the heart of understanding the impact of architecture is the conversation, the personal experience. Interviews, surveys, focus groups etc. are the litmus test for our quantitative assumptions. Qualitative data is an essential element to evidence social impact.

Quantitative data

No doubt, numbers matter. It is important to show the scale of what we do, how many jobs we helped create, how many people use our buildings, how many affordable flats we incorporated. This is an important part of our work to measure and describe the impact of our projects.

Monetised data

Quantitative or qualitative data often comes without units that allow for quantitative comparisons. Is it better to help 100 young adults get a job or improve the well-being of 100 residents through more green space? This might seem an arbitrary comparison, but in reality, decision-makers have to deal with these kinds of choices. Therefore, using money to express the efficiency of measures has the advantage of creating a common denominator to facilitate decision-making. Currently, there are several ways to monetise social value,

such as the National-TOMS or the HACT/Social Value Bank framework. These are valuable tools, and it's essential to master them. But they also need to be used with care, as cross framework comparisons are not possible or lead to wrong conclusions.

Has this comprehensively explained that we can truly measure social value? Even specialists will not claim to be able to quantify social value objectively. However, at Hawkins\Brown, we have the instruments that help to substantiate design decisions and reflect on social long-term consequences of investments. Instead of measuring social value in one specific way, we have the professional skills to describe the social implications of our work with a diverse range of tools and datasets. For us as designers, measuring and understanding the social impact of our buildings is the same. Social value calculations help us express and communicate them.

Methodology

Types of social value

The table below shows how we classify different types of social value at Hawkins\Brown. Our contribution to the first two categories, i.e. in-house social value and process social value, can be relatively easily identified and explained. In-house social value is generated by practice-wide initiatives and commitments by Hawkins\Brown as a socially responsible employer. Process social value describes the social impact of particular actions during the delivery phase. Creating apprenticeships, offering internships, or sourcing materials locally are typical examples.

Outcomes in these categories result mostly from defined inputs with clearly attributable origins. The specification of a local product by the architect, for example, can be easily quantified and attributed.

Social value by design and embodied social value

The third category in the diagram below, the social value by design, is more complex to identify and quantify than the other categories. It is often difficult to distinguish between the embodied deadweight of a building (what would have happened anyway)

and the added social value through well considered design strategies. A library, for example, will generate a certain amount of social value by default. This is what we call embodied social value. Designing and building a library still needs professional skills. However, an architect with a clear social value agenda can conceptualise an exceptional library above and beyond the average by specific design strategies.

The new library in the Corby Cube is an excellent example of this. Hawkins\Brown proposed to combine the library with other council uses in one building. To maximise the synergies we arranged the bookshelves along a public ramp leading up to the council services. This innovative concept increased library visits and improved social value outcomes. Corby is not a standard library.

A sliding scale

However, social value attribution is not always that clear. The improved student attainments in Ark Putney Academy, for example, might be attributed to good design, but a clear causality is difficult to establish. From interviews with students, we learned that the design was well-liked and contributed to high levels of place identity. We also know from research that place identity adds to the success of a school. It is, however, impossible to clearly quantify the contribution of the architect. The border between embodied and added social value is often blurry, a sliding scale.

Good delivery enables social value

Although not always clearly attributable, we want to highlight our contribution to the third category, i.e. the embodied social value. Delivering complex projects, like a library or school, i.e. making it work, needs professional skills, which we are proud of. Hawkins\Brown delivers social value as facilitators and optimisers alike.

PRACTICE-RELATED

PROJECT-RELATED

In-house

Embodyed

By Design

Process

Contained within the normal fulfilment of project briefs

Going beyond naturally fulfilling brief, adding value through design, often long-term

During project delivery, often one-off measures

Sliding scale

Practice-wide initiatives and commitments

Methodology

Types of social value

Role of the architect

The physical shape of a building is the most genuine lever for social value generation by architects. This is where Hawkins\Brown shines. As architects, we embed social value in the design of the built environment. It will unfold throughout the building's lifespan. However, this is neither a simple nor an automatic process. Successful social value strategies depend on intense consultation, active research and – most importantly – on an all-encompassing aspiration to maximise social value.



Top

Social value by design: the tilted atrium of the Innovation Central in Cardiff will foster social relationships and collaboration by creating a rich system of visual relationships across the different floors.



Middle

In-house social value: the RIBA ambassador workshops introduce primary school students to thinking about the built environment, and what it's like to be an architect.



Bottom

Process social value: consultation with the local community informs the design and creates transparency.

Left

Types of social value as defined by Hawkins\Brown.

Methodology

Social value and the RIBA Plan of Work 2020

As designers, we need to understand at which stage of the project cycle we can influence social value outcomes.

There are multiple opportunities to implement social value during the lifespan of a project. The 'heavy lifting' naturally starts at the outset of the project to create the right base conditions and enshrine agreed targets. However, design flexibility during delivery or the evaluation after completion is as crucial as early decisions.

Social value is often considered an add-on and sometimes targets can

be very if not over ambitious at the beginning of a project. Economic pressure, but also changes in personnel during the project, can erode initial commitments. Monitoring and maintaining a golden thread principle for social value targets are therefore of central importance.

The table below shows opportunities as an overlay to the RIBA Plan of Work 2020.

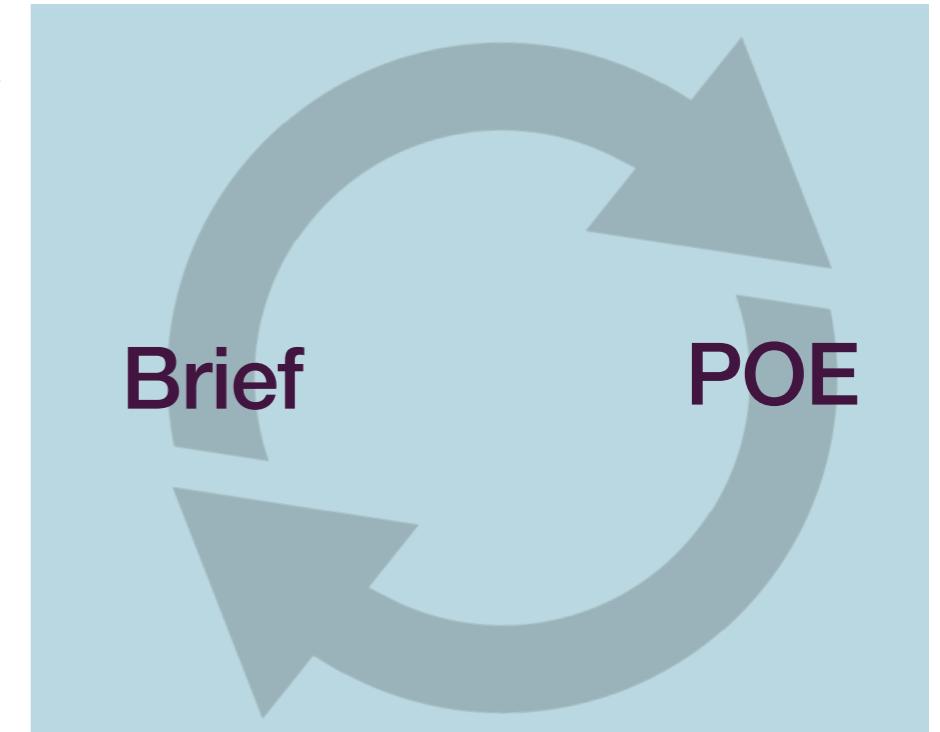
Methodology

Social value is circular

The RIBA Plan of Work is a linear process and with an emphasis on project delivery. It looks predominantly at the project's lifespan from inception to completion, but not much before and after.

However, social value generation naturally focuses on long-term thinking that looks at the whole-life cycle of a building. Post occupancy evaluations or any other form of impact monitoring years after completion are therefore crucial. Every project brief should include long-term evaluation mechanisms.

Long-term social value thinking is circular: every meaningful POE sets the principles for the next project.



Stage	Activity	Comment
Briefing and Design Concepts (RIBA stages 0-2)	The architect gives strategic advice, helps setting social value targets and scrutinises the project brief. Define targets	The early stages of the project are vital to lay the foundations for improved social value generation. At this stage, the architect can help to define social value targets more precisely with the help of POE data and stakeholder engagement. Briefs should be rigorous enough to ensure social value delivery but sufficiently open to accommodate improvements during the project cycle.
Detailed Design (RIBA stages 3-4)	The architect aims to implement and improve social value through design strategies and one-off measures such as procurement of local materials. Implement and watch out for opportunities	At this stage, the emphasis is on collaboratively realising the agreed targets through innovative design strategies, phasing, procurement etc. It is also essential to establish a "golden thread" principle, i.e. to test ongoing design changes against the original brief. This should prevent an erosion of agreed targets. The architect should improve and maximise social value during the design process, feeding back into a dynamic brief.
Construction (RIBA stage 5)	The architect delivers the project and makes sure that process social values are realised and design strategies are implemented. Deliver and monitor	The construction phase is typically accompanied by immense time and cost pressures, resulting in ongoing changes to the project. At this stage, the main task of the architect is to monitor and make sure that the dynamics of the construction process do not overwrite social value targets.
Operation (RIBA stages 6-7)	The architect supports the hand-over and monitors social value generation through POEs. Evaluate	Most long-term social value will only be realised after completion. The architect will support the hand-over process and monitor the impact through post occupancy evaluations. POEs are not only key to verify the original targets, but should also generate knowledge that will help to improve future projects.

Top & Bottom

Learning from experience is important. In 2011 Hawkins\Brown explored the potential of innovative co-location in the Corby Cube (bottom). The integration of a library with council services and a cultural venue increased footfall and reach of the library considerably. The same principle was used for the refurbishment of Plumstead Library which integrates the traditional library with a whole range of other uses, amongst others, a badminton court, a gym and a space for dance classes (top).



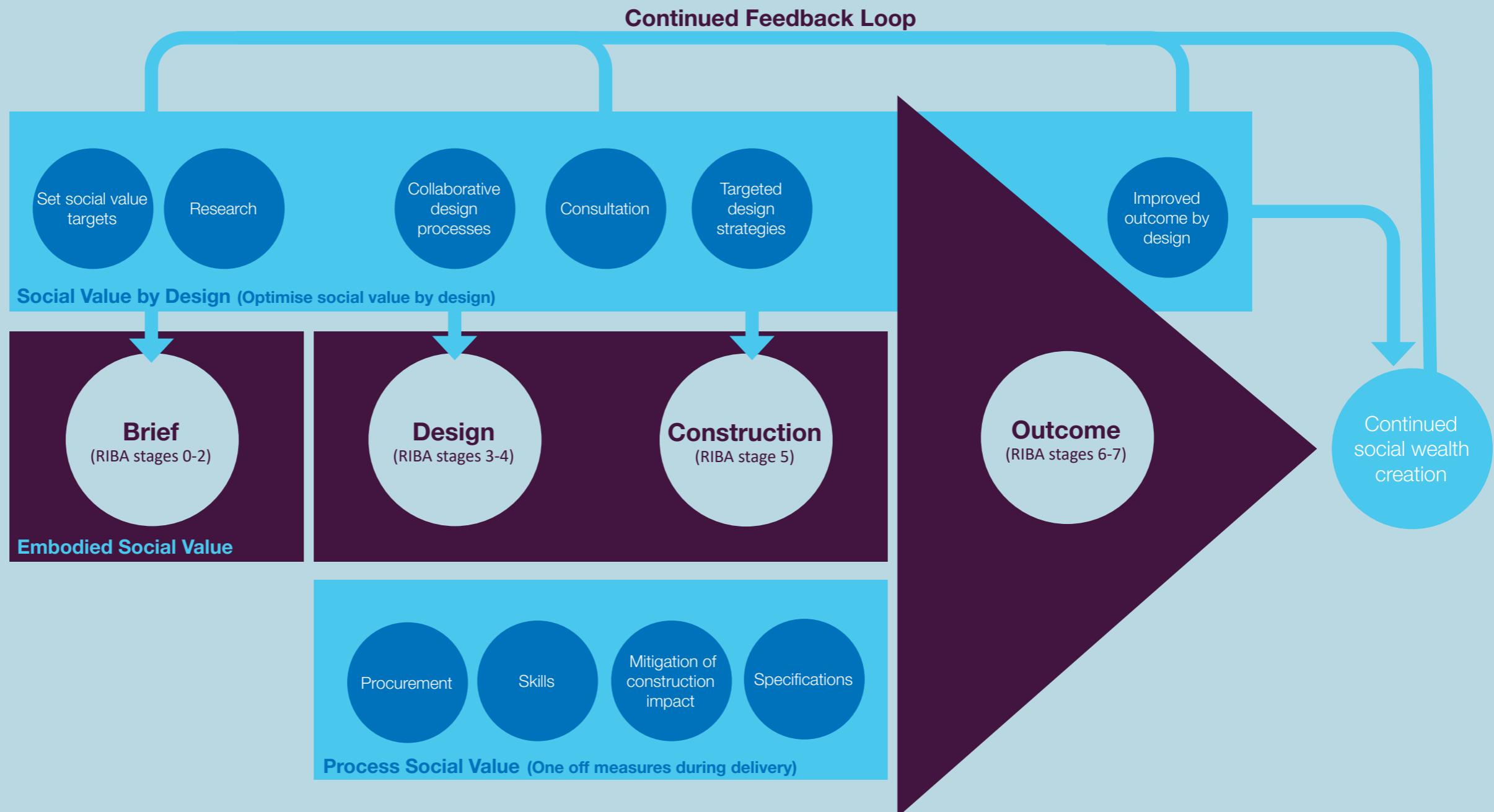
Methodology

Social value creation in the project cycle

The diagram to the right illustrates how Hawkins\Brown integrates social value into the project cycle as defined by the RIBA stages.

The project delivery (the middle layer in the diagram) is accompanied by process social value creation (layer below), such as the procurement of local products or measures to mitigate construction impact on the community, and social value by design (layer above), such as collaborative design processes, community involvement or targeted research.

While process social value tends to be rather static, social value by design is part of a continuous feedback loop that reflects and modifies the design strategies, feeding back dynamically into the delivery process. What looks like a linear process is in reality a circular system of continued design adjustments to improve the final outcome of the project and contribute to long-term social wealth generation.



Corby Cube

Delivering social impact



The role of Hawkins\Brown in delivering socio economic impact

“Often people come to the Cube to pay their rent or come in to have a chat about a bin or something similar. Some of these people borrow a book as they pass. They don’t come here for books but then they stop in the library on the way to the council services.”

[Library manager Corby]

1. Innovative mixed-use concept

In collaboration with the client, Hawkins\Brown rationalised the original brief of multiple buildings by developing an innovative hybrid that combines the town hall, council services, the local library, an arts venue, and a start-up office space in one large volume. Besides obvious operational savings, the co-location of several civic institutions substantially boosted the social impact of the building by increasing the reach of each of the building's tenants.

The highly integrated mixed-use concept also promotes close collaboration between cultural organisations and public administration.

2. Bold Form

Hawkins\Brown deliberately chose the simple bold form of a cube to create a new civic identity in the heart of Corby, giving the ongoing regeneration efforts a visual expression. “The Cube”, as the large volume is commonly known, reinstated a new sense of civic pride in Corby on its way out of the industrial past.

Beyond its symbolic gesture, the building also contributed to Corby’s economic recovery in a more direct way. The increased footfall expanded the economic activity in the city centre, supporting the urban regeneration.

Increased public reach of the library Success through co-location

36%
increase in library visits between 2012 and 2018

60:1
Only 1 in 60 library visitors borrows a book. This indicates a high level of casual visits

20%
of the library visitors also use other public services

220k
library visits in 2018 generated

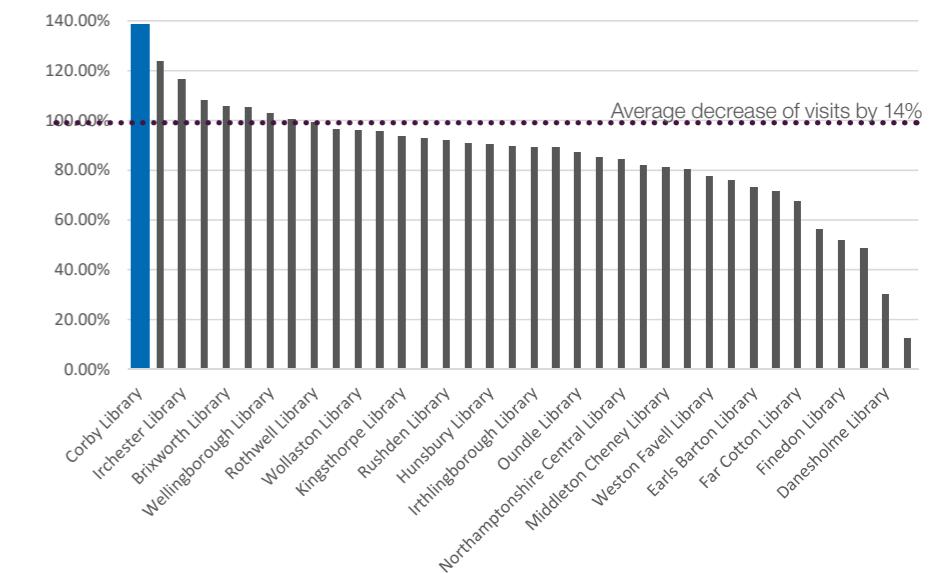
£885k
in well-being impact (HACT/SVB)

(src.: Hatch/Regeneris,
Northamptonshire County Council)

The co-location with council services, the police and the cultural venue benefits the public reach of the library. Between 2012 and 2018 the number of visits increased by 36%. Corby is not only one of the most popular libraries in Northamptonshire but it also defies the regional trend: visitor numbers in libraries across the county decreased by 14% on average over the same period. This success can be directly attributed to the highly integrated use concept developed by Hawkins\

Brown. The ramp leading to the council services runs through the open-plan library, inviting passers-by to casually book-browse. The high number of visitors who come to the library without actually borrowing books reflects this. However, according to the library manager of Corby, this number does not only include “accidental” visits but is also a proof of the growing - and hugely welcome - use of the library as a social space for the local community.

Development of visitor numbers in Northamptonshire between 2012 and 2018
(src. Northamptonshire Council)



Economic regeneration

Re-energising Corby with a clear architectural statement

95

FTE jobs supported in the Cube

25

FTE start-up jobs created in incubator

£6m

p.a. GVA generated through employment

11%

increase in Life Satisfaction in Corby since 2011
(as measured by the ONS)

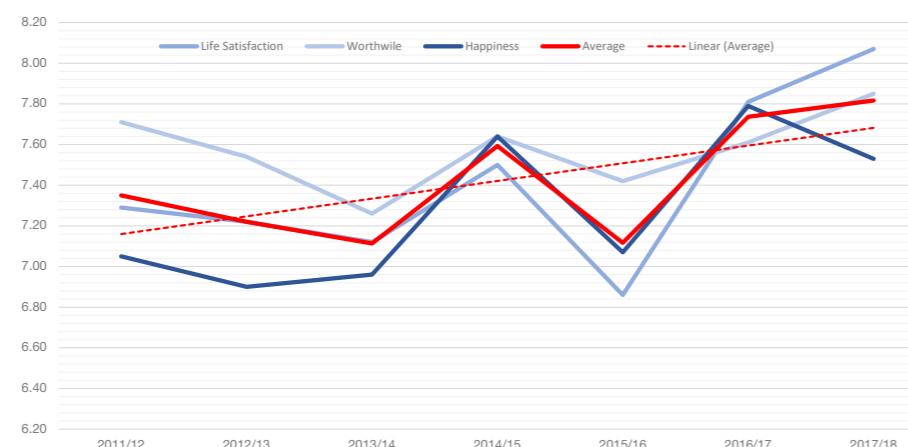
150%

increase of Google hits for the use of the word "iconic" in combination with the Corby Cube since 2010

(src.: Hatch Regeneris/ONS/Google)



Development of wellbeing in Corby between 2011 and 2018
src.: ONS



Corby has been named the fastest growing town in the UK outside of London. The regeneration of the town centre played a huge role in changing the narrative, from a decaying industrial town into an optimistic, fast growing regional centre. A research report by the consultancy Social Life identified the Cube as an "inclusive space" for the local community that contributed to the regeneration efforts.

On the well-being scale of the ONS, life-satisfaction has increased by 11% since the Cube was completed. Although it is impossible to attribute this figure directly to the Cube, the building doubtlessly contributed to the new urban identity and civic pride.

This is supported by the fact that since 2010 the number of Google hits for searches combining the words "iconic" and "Corby Cube" increased by 150%.

Beyond its symbolic impact, the cube supports the local economy with real jobs and attracts high numbers of visitors who come to enjoy the cultural offer and spend money in the town centre, supporting the local economy. Hawkins\Brown designed the Cube as a truly multifunctional building. This allowed it to open a start-up Incubator at the top level of the building, which will support 25 FTE start-up jobs contributing £2m p.a. in GVA.

Arts and culture

Maximum impact through versatility

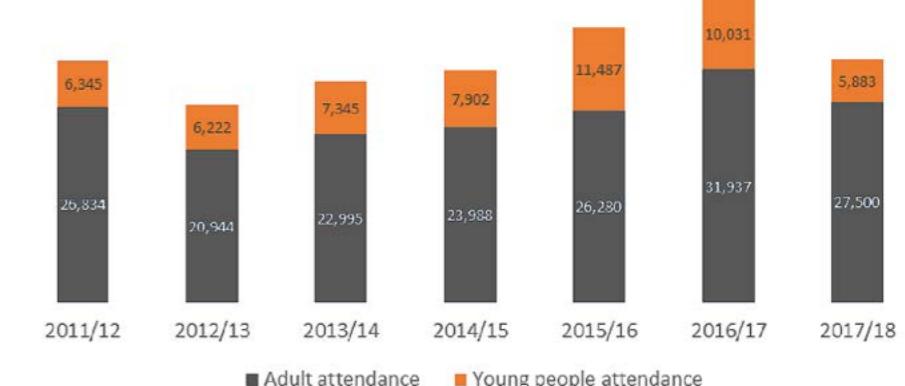
867

volunteers have worked at the Cube since 2011

£258k

in well-being Impact (HACT/SVB) generated in 2017/18 by 98 volunteers

Theater Attendance 2011-2018 (src.: The Core, Corby)



£4m

was generated through visitor spending, benefiting the local economy

100%

increase in theatre visits since 2009

33.4k

visitors generated

£2.2m

in well-being impact (HACT/SVB) in 2017/18

£16.8m

overall impact on the local economy since 2011

src.: (The Core/ Hatch Regeneris)

Additional visitor spend 2011-2018 (src.: Hatch/Regeneris)



One of Hawkins\Brown's most significant contributions to the social impact of the Cube was to master the functional complexity of The Core. This highly flexible theatre venue can adapt to multiple formats, from flat floor to full proscenium with its fully automated retractable seating and lift pit. Overall, it contains three different stages and two bars. It replaced an earlier venue that had only one large stage, limiting its artistic options and demographic reach. Its ultimate versatility allows The Core to offer a diverse portfolio, ranging from musical performances,

theatre plays, film screenings, poetry workshops to many other formats. Visitor numbers have doubled since 2009. With its diverse cultural offer, The Core is especially successful in attracting a younger audience. In 2019, it reached more than 20,000 young people. The extensive volunteer program anchors the venue firmly in the social fabric of Corby. However, the success story of The Core is not only a cultural one. The venue has become a major magnet for visitors from all over the region, boosting the local economy.

"There is so much sound thinking behind The Core in architectural, theatrical and social terms. Just ask anyone who lives in Corby."

[*The Core Webpage*]



The role of Hawkins\Brown in delivering socio economic impact

"It was much better to refurbish the building because there are other people that used to go to this school and now send their kids here, as a kind of tradition thing inside that building. So I connect, especially with the wavy roof, that's one thing that everyone likes about this school."

[Sixth Form Student]

1. Preserve the legacy

Originally built in 1957, the former Elliott School was carefully refurbished and remodelled to preserve the heritage of the existing Grade II listed buildings. Prior to this, the school had fallen into disrepair, experiencing declining student numbers and increased anti-social behaviour. Hawkins\Brown's design successfully preserved the character of the original building and brought it up to modern technical and functional standards.

The design was guided by the overarching aim to strengthen the existing links between the school and the community by building on the school's visual legacy.

2. Spatial improvements

The key task of Hawkins\Brown was to modernise and restructure the dated school spaces to help turn around the school's social downward spiral.

Hawkins\Brown created not only a state of the art teaching environment but also - and almost more crucially - decluttered and rearranged the circulation areas and the school grounds. The new generous spaces created a calm and relaxed atmosphere, which contributed substantially to improved student behaviour and attainment. This, in turn, increased staff satisfaction and retention above regional average.

School impacts Turning the tide

63%

increase in student numbers after the school was refurbished

Ark Academy is in the top

10%

nationally for student progress. On average, 32.5 students achieve 2 or more A Levels per year. This generates a marginal lifetime benefit of

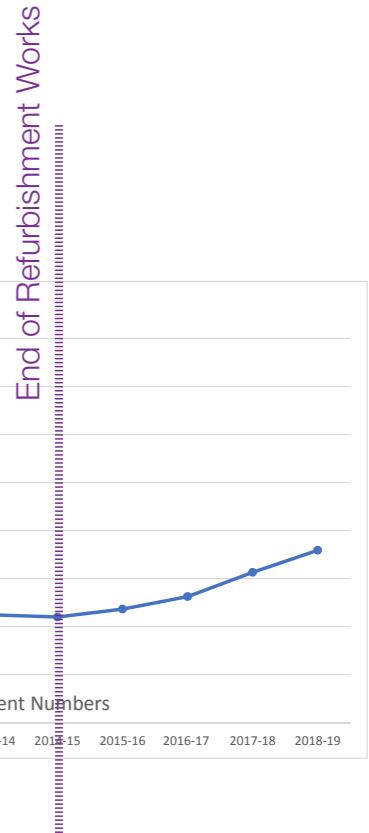
£3m

(compared to pupils with 5 or more good GCSE grades)

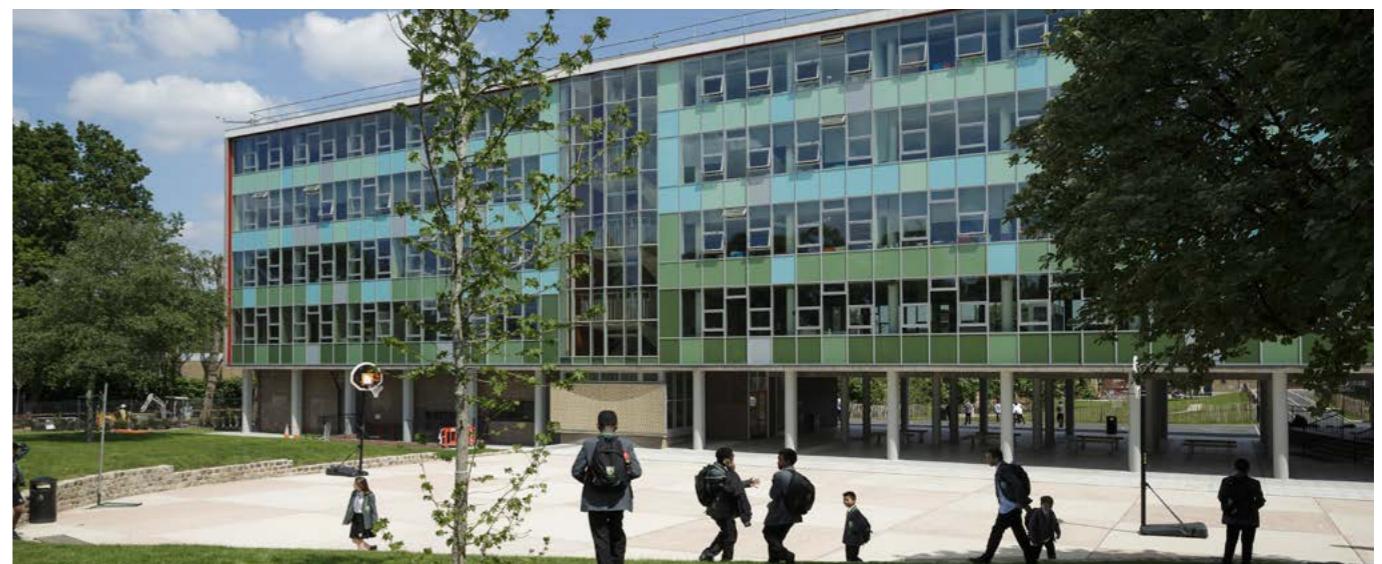
15

community events per week including a church service on Sunday (src.: Ark/ Hatch/Regeneris, DfE)

Prior to 2010, the Elliott School was failing, with Ofsted rating the school as "inadequate". Falling student numbers reflected this. Wandsworth is an area with an oversupply of schools and parents simply stopped sending their children to Elliott School. The takeover by Ark and management changes helped to bring the Ofsted rating back to "good". However, student numbers were still falling. Only after the refurbishment, did the student numbers start to bounce back.



This shows how vital a carefully designed visual identity was for the recovery of the school. The new Ark Putney Academy had the advantage of being able to build on a long educational tradition and the careful treatment by Hawkins\Brown preserved this narrative with great success. Not only are the students returning, but the building has again become a true community asset, hosting an average 15 community events per week and a religious service on Sunday.



Student impacts

Students benefit from a generous environment

52%

progress 8 score above national average at KS4

34%

less half days lost through student absenteeism

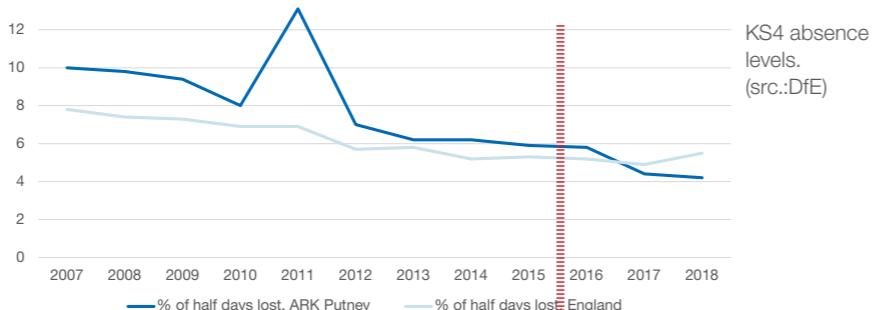
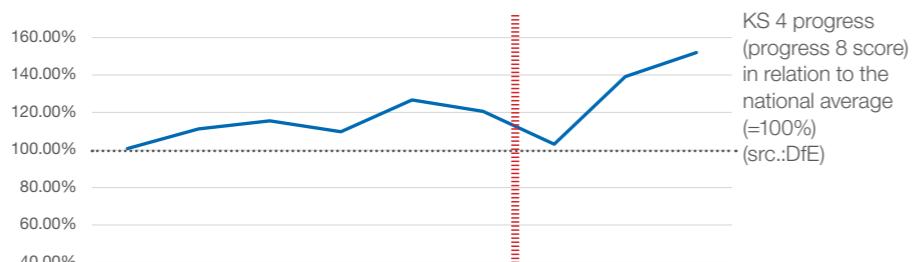
0.29

progress score in A-Levels in 2018 above average progress compared to the national average

84%

of the parents think their children are taught well
(Parents View Survey 2017)

(src.: Hatch/Regeneris, DfE/Ofsted)



Ark Putney Academy is a successful school. Good subject progress levels (as opposed to absolute performance figures) show how well it succeeds in improving the students' attainment. Comparably low absence levels show that students feel comfortable being at school. Low absenteeism is also a clear sign of a well-established school community. In an interview with sixth form students, the word community

featured most prominently. Hawkins\Brown contributed to this success with excellent teaching facilities, generous circulation spaces, comfortable communal areas and a well-arranged school ground. Together this created a calm and pleasant atmosphere, which supports positive student behaviour and social relationships. And in turn, this improved teaching outcomes above the average.

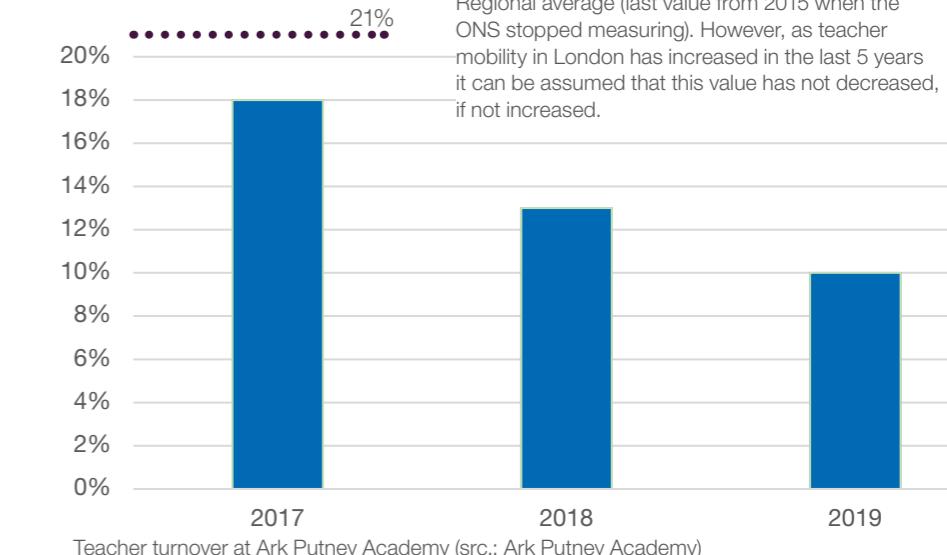


Staff satisfaction

Happy teachers teach better

44%

decrease in teacher turnover rate since 2017 (down from 18% in 2017 to 10% in 2019)



52%

less teacher turnover compared to the regional average

31%

less teacher sick days in 2018/2019 compared to the regional average

This accrues to a total economic saving of

£4K

per year
(src.: Hatch/Regeneris, DfE/ONS)

Low teacher retention and high numbers of sick days are typical indicators for staff dissatisfaction. According to ONS research, the majority of London schools tend to suffer from both high turnover rates and loss of teaching hours through sickness.

London's secondary schools also face recruitment challenges, with an average of 28% of the teaching posts filled with temporary staff (ONS figures from 2019).

Ark Putney Academy defies this trend and performs better than the regional average in teacher retention and sick days. A teacher turnover of only 10% in 2019 and half the amount of average sick day losses save the

school a lot of money. Also, Ark Putney Academy has no recruitment difficulties. This creates a stable teaching environment that supports student development.

Much of this can be attributed to good school management. However, from research, we know that, especially in secondary schools, cramped spaces with unclear circulation and small communal areas first lead to higher stress levels of students and teachers and finally to staff dissatisfaction. The headmaster and teachers praised the redesign and de-cluttering of the circulation, contributing substantially to the school's overall success.

"So the flow of the building, with the three sets of well-lit stairs, the wide corridors and the large communal areas, is really important to the culture and ethos of the school, because it allows the students to move quietly and calmly through the building."

[Headteacher]

Here East

Delivering social impact



The role of Hawkins\Brown in delivering socio economic impact

“Current research says that economic clusters work best with similar actors, like only tech firms, for example. But Here East unites so many different companies under one roof, interacting with each other. It is a uniquely diverse cluster, a first of its kind.”

[Researcher, Loughborough University]

Economic impacts Regenerating East London

2500

FTE jobs supported

£170m

GVA impact per annum

60%

of companies on campus are high-value engineering and tech companies

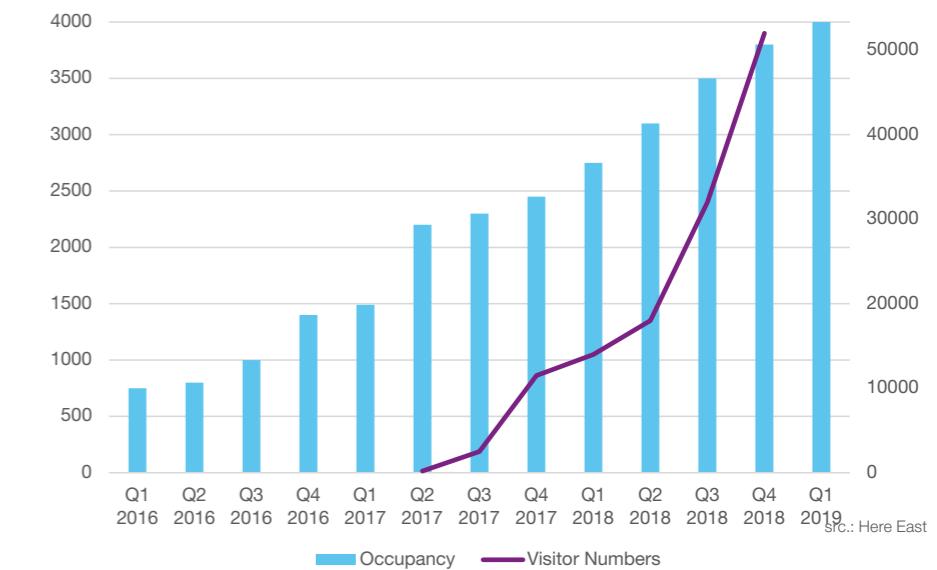
33k

pints served in Shane's in 2018

83k

coffees sold at Coffee Works in 2018

(src.: Hatch Regeneris/ Here East)



1. Visual identity

Here East is a ground-breaking development, a new type of Innovation hub that integrates a diverse mixture of spaces, ranging from affordable artist studios, start-up spaces, media labs and universities to high-tech industry offices. Hawkins\Brown was involved from the very outset of the project and developed a unique visual identity that created a unifying umbrella for this truly diverse, innovative community.

2. Adaptable, interconnected spaces

Hawkins\Brown subdivided the gigantic existing volumes into a variety of spatial offers, from small studios in the gantry to large labs and grouped them around a communal yard. Restaurants and cafes at the canal complement this vibrant eco system, connecting Here East with the surrounding park and residential areas.

3. Community engagement

Hawkins\Brown helped to develop the outward-looking ethos at Here East by promoting the importance of engaging and advocating with local business and community interests early on. This has made a real difference to the meaningful relationships that have evolved with the local community in Hackney Wick and strengthened the resilience of the local economy.

Here East has become a major economic engine. It has attracted a range of high-value innovative businesses and by 2019 had created 4000 jobs, with a target 7,500 jobs by 2020. It will add £450m to national GDP, including a £340m boost to the local economy.

Some of the tenants include:

- Ford (Smart Mobility Hub)
- Plexal (over 180 companies)
- BT Sport
- Loughborough University London
- UCL
- Studio Wayne McGregor
- V&A Collection and Research Centre

The tenants were attracted by the unique vision of Here East, the architectural design, but also (and especially) its spatial adaptability, which Hawkins\Brown injected into this gigantic complex that was not built for this purpose. Another factor contributing to the success of Here East is its unique design identity that helps recruit talent, especially in the competitive tech sector; Here East is a cool place to be.

Here East has also become a major magnet for attracting exponentially-growing visitor numbers. This contributes significantly to the local economy.



Innovation and research

Here East is a catalyst for an innovation district

140

Start-ups and spin-outs in Plexal employing 800 people

1200

students on site. 41% increase between 2014-18

2

internationally top ranked universities (UCL and Loughborough University)

250

peer reviewed articles

19

research grants for Loughborough University of London in 2018

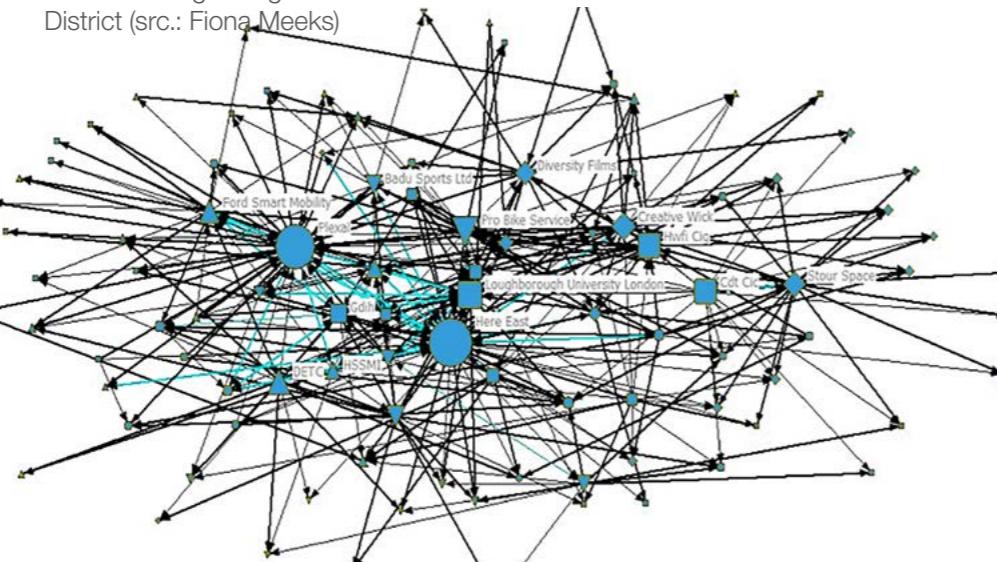
21

studios for artists and creative start-ups with affordable rents in the Gantry

(src.: Here East/ Hatch/Regeneris)

81

different actors form the dense network of a growing Innovation District (src.: Fiona Meeks)



According to the Brookings Institute, innovation flourishes best in a creative ecosystem of diverse actors collaborating and inspiring each other. Research by the University of Loughborough identified a dense network of 81 interacting companies/institutions with Here East at its centre, reaching from Hackney Wick to Stratford. The research confirmed that Here East has succeeded as the ideal catalyst for a novel innovation district as defined by Brookings. However, this was never an automatic process. People do not just interact

because they work in the same building or neighbourhood. It needed a well-designed environment with an overarching identity to facilitate collaboration. As conceptualists, architects, and master-planners, Hawkins\Brown provided a strong visual character, places to mix and mingle and a dynamic spatial offer with the right balance between defined structure and loose fit. Hawkins\Brown did not design just a building but the fertile ground for a network of innovators to grow over time.



Community

This is a place for everyone

500

brought together by Monster Confidence conference supported by Here East and London Legacy Development Corporation to help engage young women interested in STEM careers

3000

young East Londoners engaged across a range of events

30

local schools engaged with workshops and visits

26%

of employees on site live locally

178

events in 2018

(src.: Hatch/Regeneris, Here East)



Drawing inspiration from the vibrant culture of Hackney Wick's yards and studios, Hawkins\Brown promoted the idea of a campus as an ecosystem of different scales and uses from the outset of the project. The advantage of a diverse ecosystem, as opposed to a homogenous entity, is its open interface to the environment. The openness of the architectural design mirrors the openness of Here East as its operator. It was never intended to be a traditional, closed-off innovation campus but part of an existing and growing community in East London. Connecting communities lies at the heart of Here East. The headline figures to the left are

only a snapshot of the many activities that support the local community. Here East has become a burgeoning cultural, business and creative hub, with a range of broader social and community benefits being delivered in the locality. This includes active interventions by the asset manager through employment, enterprise development and education channels. As a result of its tremendous impact, Here East won the RICS Social Impact Award in 2020 in the category Commercial Developments. With Here East expanding further, Hawkins\Brown is proud to continue to play an active part in this ongoing success story.

"Here East's innovation and technology campus has brought the Olympic media centres back into full and vibrant use. By offering mentorships, educational and summer school opportunities, the centre builds community and fulfils an economic and social need in the area."

[Judges for the RICS Social Impact Award 2019]

Burridge Gardens

Delivering social impact



The role of Hawkins\Brown in delivering socio economic impact

“Moving together with your neighbours actually created a higher level of community spirit over the period of six weeks when people moved. People were talking to their neighbours more and quite often they were moving into the same block. It was quite a positive time.”

[Housing manager]

1. Listen

One of the main challenges in Burridge Gardens was to rehouse the vulnerable elderly residents while avoiding excessive stress and preserving the existing close-knit community. Hawkins\Brown played a vital role in the consultations around the decant process, informing residents with visualisations, videos and accessible physical models. Hawkins\Brown was also involved with the residents' steering group to listen to and act upon tenant voices and ideas. This helped to overcome initial resistance and to rebuild the residents' trust. The consultation process was fundamental to the success of the first phase.

2. Preserve the community

The first phase of Burridge Gardens provides private and social rent tenures in a tenure blind setting. A shared courtyard and pedestrian-friendly public realm facilitate social interaction. The spatially well-integrated design helped preserve much of the existing community by locating former neighbours as close to each other as possible.

The new homes are above standard with generous layouts and large balconies. This improved the rehoused tenants' quality of life substantially.

The collaboration with a local sculptor, drawing on the history and heritage, has also been received well.

Decant process Mitigating stress through phasing and information

67

housing units were rehoused.
These constituted

43%

of all phase 1 units

67%

of the respondents reported no stress; this equates to

£253k

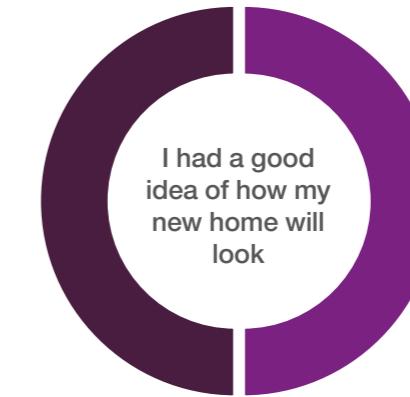
in stress impact savings
(HACT/SVB)

100%

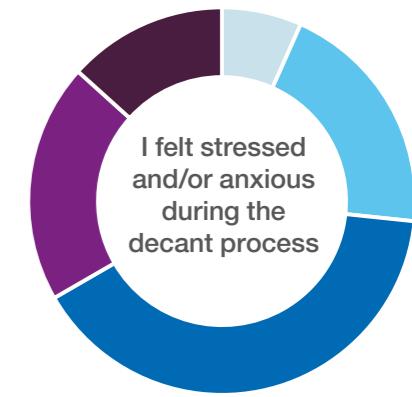
of the residents said they were well informed about their future home.
This equates to

£86k

in well-being impact per annum
(src. : Peabody/H\B, Hatch/Regeneris)



Strongly Agree
Agree



Disagree
Neither
Strongly Disagree
Strongly Agree

src.: Hawkins\Brown

Complex decant processes put existential pressure on residential communities. While most families of the existing estate could move to better housing options in the local area, Peabody decided to decant and rehouse the vulnerable residents, mostly elderly or disabled tenants who relied on their local social networks. This way, 43% of the existing residents from the old estate could be rehoused in the new development.

No doubt moving house - for some tenants twice within two years - is stressful and at Burridge Gardens, this was no different. Several strategies mitigated this. Firstly the residents steering group was involved early on as a valuable relayer of information between residents and the project team. Secondly, Hawkins\

Brown tried to inform the residents about their future homes as soon as possible. Stress became more bearable because residents knew exactly how their future flats would look. And thirdly, intelligent phasing allowed the whole community to move in one go into the new estate. Although challenging, this created a shared narrative of achievement and neighbourly support in a stressful situation. In 2019 Hawkins\Brown surveyed the residents who had moved from the old to the new estate. The responses showed that all residents felt well informed and had a good idea of how the new flats would look. 67% of the residents did not report stress. Given the circumstances and scale of operation, this can be rated as a success in terms of stress mitigation.



Community

Preserving the existing community

60%

of the respondents reported that the original community has been preserved

72%

of the respondents live next to 4 or more neighbours from the old estate

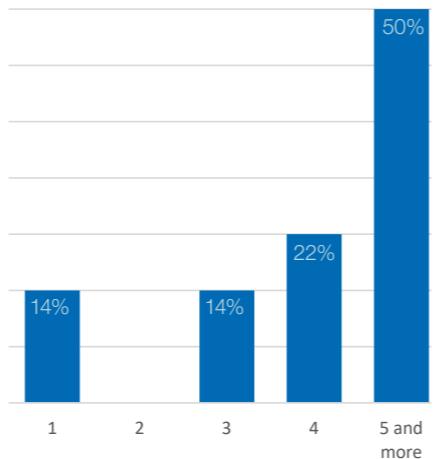
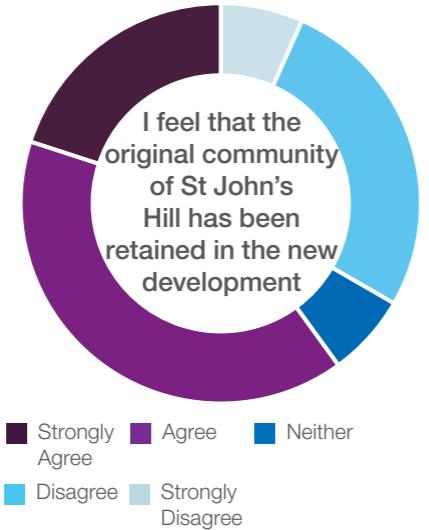
85%

of the respondents report that they enjoy a good quality of life. Community cohesion results in

£33k

in well-being impact (HACT/SVB) per annum

(src. : H\B, Hatch/Regeneris)



How many former neighbours live in the new estate as close to you as in the old estate?

src.: Hawkins\Brown

From research, we know that decent and rehousing processes tend to break up existing communities. This applies especially to vulnerable residents. The first phase of Burridge Gardens aimed to preserve the existing community of elderly residents. In response to this challenging task, Hawkins\ Brown designed an environment that nurtures a feeling of togetherness, such as the residential block around the communal yard and a generous and pedestrian-friendly public realm, with cosy social pockets. In 2019 Hawkins\Brown surveyed the residents who moved from the old to the new estate. The survey asked

specifically about the impact of the built environment. The responses showed that most of the residents live close to neighbours they knew from the old neighbourhood. Moreover, 60% of the residents agreed that the old community had been preserved. At the same time, 85% of the respondents said that they appreciate the good quality of life and 80% enjoy a feeling of well-being. These figures show that the perceived loss of some aspects of the old times did not fundamentally impact the residents' well-being and quality of life. Given the circumstances, the transplantation of the old community can be rated as a success.



Design Quality

Comfortable, well-liked homes

53%

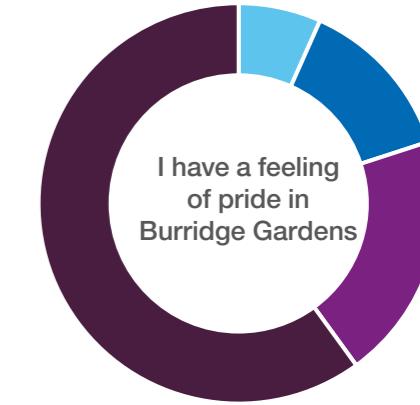
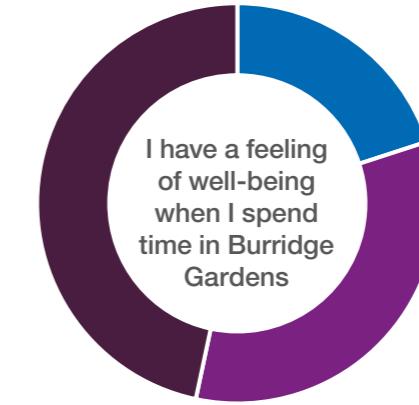
of the flats are affordable

80%

of respondents report that they are feeling proud of Burridge Gardens

80%

of respondents report a feeling of well-being in Burridge Gardens



src.: Hawkins\Brown

67%

feel they belong to Burridge Gardens. These figures equate to a well-being impact of

£1.5m

per annum (HACT/SVB)

£13.9m

of well-being impact (HACT/SVB) over the next 10 years

(src. : H\B, Hatch/Regeneris)

Burridge Gardens is an exemplar high-quality mixed tenure development that will increase the housing capacity of the existing estate by 70%. The development will provide more affordable social housing (53%) compared to the London average (45%). The future phases of Burridge Gardens will create more communal spaces, open up the development to encourage passing footfall and introduce retail and other high street units. This will promote greater integration with the surrounding streets and create a lively neighbourhood.

In 2019, Hawkins\Brown surveyed the residents who moved from the old to the new estate to understand if the new development was accepted. The survey asked specifically about the impact of the architecture. The responses were positive throughout. The new old residents are proud of their flats, feeling well and enjoying a good life quality. It seems that the Hawkins\Brown design has won the hearts of the residents who grew up in the area. Assuming that this is the most sceptical audience the development will encounter, it appears to be well on track to achieve its high ambitions.

"The residents' steering group is our chance to have a say about where we live. We can point out things that the architects might not be aware of, such as the places where people congregate, or where we need more lighting."

[Resident]



The role of Hawkins\Brown in delivering socio economic impact

“On a Saturday, if we’re around we’ll always come to the square to see what’s happening, as there’s usually something interesting and quirky going on. Also it’s always free, which is really important for us and other people.”

[Resident]

1. Community-led approach

The design of Gillett Square came out of the unique collaboration which evolved between the client, architect and community, spanning over 20 years, and still ongoing. This partnership has taken place within a set of shared public values that have maintained a core focus on preserving and celebrating local multiculturalism and community. The strong and inspiring vision for the square helped this collaboration to go beyond a typical project relationship into a genuine partnership in the long term.

2. Inclusive mix of uses

Gillett Square is a vibrant ecosystem with a truly diverse range of visitors and tenants. It provides low-rent workspaces, cultural venues, a vivid night economy, affordable retail units and a generous public realm that hosts a variety of free events throughout the year. The square accommodates a broad demographic: local drinkers, young skateboarders as well as Dalston hipsters. The casual architectural style and the informal public realm design reflect this diversity. Unique design elements like the flexible market booths, which support local traders with affordable rents, have come to embody this open, non-judgmental spirit.

Economic impact Inclusive, diverse, affordable and independent ecosystem

30K
visits to events on Gillett Square in 2014/15. This generates

£1.9m
in well-being impact (HACT/SVB) p.a.

100%
of the workplaces are affordable

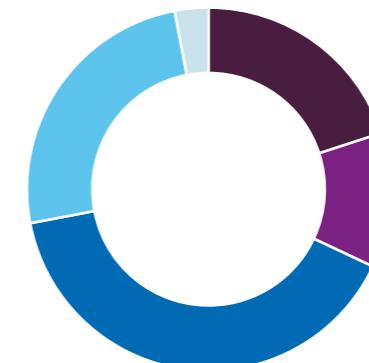
45
FTE jobs were supported in the affordable workspaces. This generates

£2m
in GVA p.a. In 2020 10% additional jobs will be created, resulting in

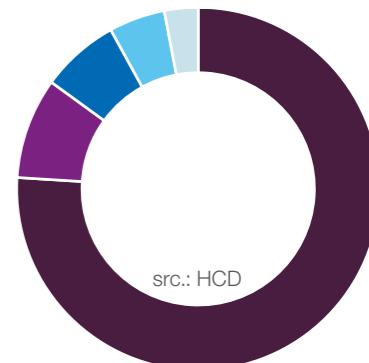
£230k
in GVA.

(src.: HCD, Hatch Regeneris)

Affordable workspace provision



HCD income structure 2019



- Bar, Restaurant, Cafe or Food Outlet Social
- Retail
- Office Units
- Workshop, Office, Studio Units
- Meeting facilities

What makes Gillett Square unique is its economic resilience through a well-balanced granular offer that combines hospitality, retail, office units and workshops in equal proportions. The properties are managed by HCD, which is financially independent and reinvests the annual surplus of about 6-10% back into the development. Financial stability and balanced economic gain form the core of Gillett's Square sustained contribution to the local economy. In the coming years, the affordable workspace offer will be extended by 10% to further increase Gillett Square's economic resilience.



Security Eyes on the street

83%

of the respondents agree that Gillett Square is a safe place. This equates to

£780k

in well-being impact (HACT/SVB) p.a.

87%

of the respondents agree that the public events on Gillett Square reduce ASB and crime rates. This equates to

£162k

in well-being impact (HACT/SVB) p.a.

(src.: HCD, Hatch Regeneris)



Community impact A diverse place for a diverse community

90%

of the respondents feel part of a community. This equates to

£164k

in well-being impact (HACT/SVB) p.a.

Security can be expressed either in absolute figures such as the number of incidents or perceived security such as subjective anxiety. From research, we know that the latter is more relevant: Security is a predominantly personal feeling. Although Dalston is an area with a relatively high number of incidents, Gillett Square is perceived mostly as safe and secure. The Square has been transformed from an area rife with anti-social behaviour into a place used and enjoyed by the local community. The long-term and collaborative approach taken with the local business and charitable sector has allowed the local community to retain a sense of ownership over the site, conserving its heritage and multi-cultural character. The impact of this safety can be demonstrated by HACT/SVB social value calculations and amounts to almost £950k in well-being impact per annum. Unlike other urban squares in central London, Gillett Square needs no additional policing. The 'eyes on the street' i.e. the activity and social control of the local community, make the square a safe place. Also, the civic atmosphere of a place, which is designed with care, sends a clear message and prevents crime as much as any other form of more explicit control.

of the respondents agree that Gillett Square is a diverse space that attracts a broad range of communities.

84%
of the respondents agree that Gillett Square is a diverse space attracting a broad range of ages and communities (consultation survey, 2016) src.: HCD

85%
of the respondents agree that Gillett Square is a unique and vibrant part of Dalston

(src.: HCD, Hatch Regeneris)



A survey of residents and visitors about Gillett Square produced a clear result: the square is a positive, vibrant place supporting a diverse, multicultural community. This inclusive spirit is embodied in the open-access galleries, the low threshold square and especially in Hawkins\Brown's famed market pods. According to a study by anthropologist Nitasha Kapoor these pods foster the local community through their unique adaptability. When HCD discussed changing the

"I love the walkways and the connection to all the life of the square. It is unique in making its users feel part of that much larger community. The inside/outside connection is uplifting and makes me feel good about the space I inhabit."

Urban Sciences Building
Newcastle University



The role of Hawkins\Brown in delivering socio economic impact

"We believe this is the perfect environment for accelerating digitalisation, technology and knowledge exchange together with our business and academic partners."

[Dr Adam Cartwright, Head of Open Innovation, Siemens UK]

1. Design for Innovation

The Urban Sciences Building is innovative in two respects. Firstly, it was designed as an exemplar of world-class research and education in computing, digital technology and engineering. Its deeply integrated, advanced sensor technology makes it one of the country's most monitored and high-performance buildings.

Secondly, by co-locating computer sciences and data analytics with urban and sustainability sciences, the Urban Sciences Building provides the space to explore new ideas for smart cities across disciplines collaboratively.

2. Wellbeing focussed workplaces

The Urban Sciences Building has to cater for complex user requirements. It is home to 1,400 staff, researchers and students. The building had to combine and interlink teaching, laboratory research, events and testing real-time smart technologies for urban sustainability.

Hawkins\Brown created a highly functional building. Despite challenging requirements, such as deep floorplates and complex uses, it provides a pleasant and productive work environment for its users and plenty of space to interact and collaborate.

Innovation Interdisciplinary thinking in collaborative spaces

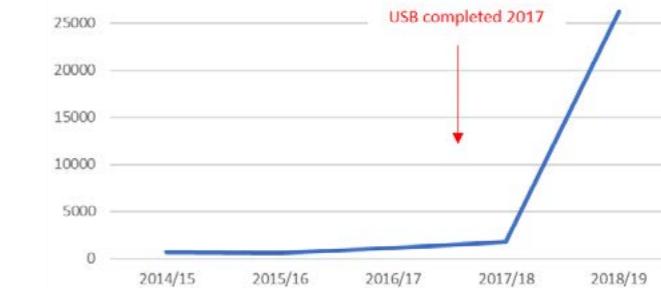
12,500
sqm research, teaching and
Innovation space

£24.5m
increase in IP Income of Newcastle
from 2017/18 to 2018/19

£58.6m
increased IP income from
collaborative research partners

£2m
increase in income from collaborative
research research partners in 2018/19

£5.8m
GVA impacts
(src.: Hatch/Regeneris, HESA)

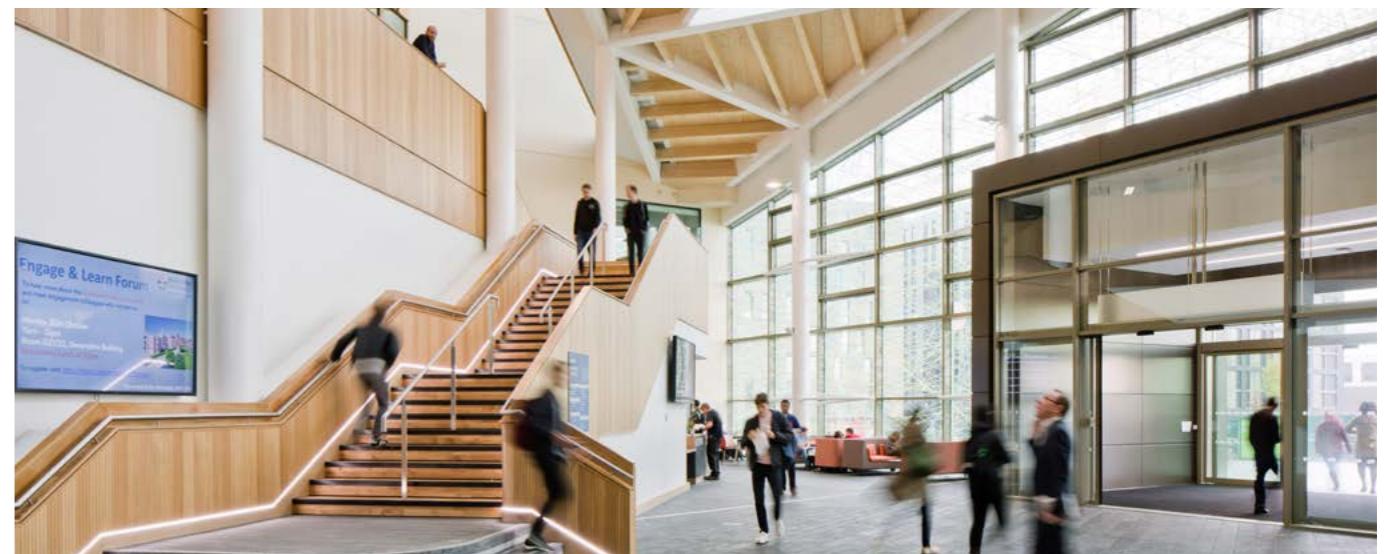


IP Income of Newcastle University in relation to the completion of the Urban Sciences Building
(src.: Hatch/ HESA)

Income from collaborative research involving public funding
(src.: Hatch/ HESA)

Bringing together cutting-edge research in computing, energy, water, digital urban sensing and infrastructure in one place has promoted collaborative working between academic researchers and stakeholders in government, business, industry and communities. No other building in the world draws together these facilities in an integrated way and attracts like-minded businesses, such as Siemens' MindSphere lab. The Urban Sciences Building is also designed to be publicly open and accessible, encouraging broader civic usage and engagement. Together with the new public square, it represents a 'shopwindow' to promote collaboration and public engagement.

A wide range of research and innovation impacts have been delivered as a result, including opportunities for interdisciplinary working, enhanced funding capture through the unique ecosystem and industry engagement, and the growth of the University's profile in the field of urban sustainability science. The University of Newcastle increased total IP revenues by £25m in 2018/19, and income from collaborative research partners also increased by c.£2m. The interdisciplinary environment in the Urban Sciences Building has been supported by the introduction of incubation and innovation spaces as well as hot-desking and large laboratory spaces.



Wellbeing

An attractive and open workplace

38%

agree the new building design makes it easier to collaborate

50%

student increase in computing science from 2017/18 to 2018/19

63%

agree USB contributes to job satisfaction

79%

enjoy working in the building

4.4

points on a scale of 7 for health in USB

£800k

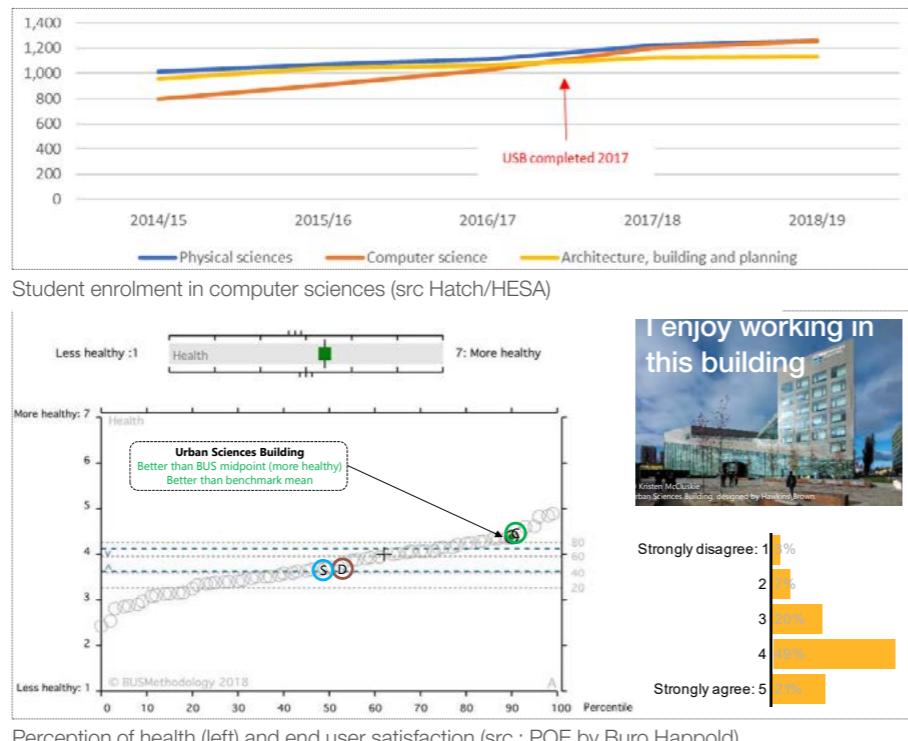
well-being Impact per annum from feeling healthy and save (HACT/SVB)

(src.: Hatch/Regeneris, Buro Happold)



Comfort and sustainability

A comfortable building for everyone



The task of Hawkins\Brown was to provide a pleasant work and teaching environment for students as well as for researchers and temporary users. A post-occupancy evaluation carried out by Buro Happold has evidenced positive scores for the Urban Sciences Building across the majority of indoor environment variables. End users report high levels of job satisfaction, collaboration and health impacts that yield high social value returns in the Social Value Bank. To promote the feeling of a welcoming, public building, the USB does not have a security line at ground level. Security starts on the second floor, where the research facilities are located. The large forum and atrium space are open for the public to use and enjoy. The collaborative and social workspaces are available to everyone. The building completion correlates with an increase in student numbers in computer sciences, contributing to the continued success of the University of Newcastle.

BREEAM

Innovation Credit

4000

sensors control and monitor the building

71%

rate the overall comfort above average (> 4 on a scale of 7)

73%

rate the overall lighting above average (> 4 on a scale of 7)

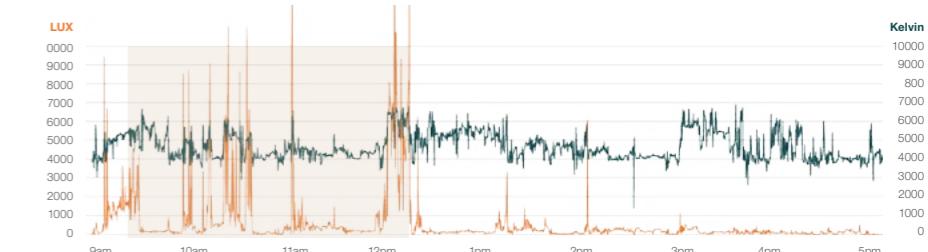
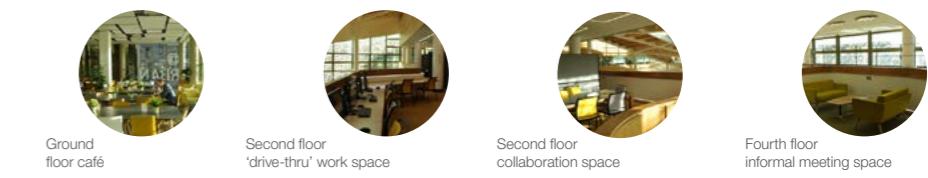
96%

rate the "image to the visitor" above average (> 4 on a scale of 7)

72%

report that the USB meet their needs above average. (> 4 on a scale of 7)

(src.: Hatch/Regeneris, Buro Happold)



Daylight Study comparing the daylight levels of a lab user (orange) and a hot-desking user (grey)
(src.: Hawkins Brown)

With necessarily deep floor plates, especially in the lab environments, some areas suffer from a lack of natural lighting. Hawkins\Brown responded to this challenge by locating most collaborative and social spaces within a large central courtyard and atrium flooded by natural daylight. As a result, end-users can use these temporary and social workspaces to recharge their 'daylight batteries', demonstrating the value of flexible working areas to promote social interaction and health and wellbeing. Hawkins\Brown carried out a daylighting study to understand how lighting levels change across the day in different parts of the building.

Wearable light sensors tracked the light exposure of two users during a working day in February 2019. The aim was to explore whether the atrium and surrounding collaboration spaces provide sufficient bright morning light to support the body clock. The results showed that whilst there are some daylight deprived spaces in the deep plan layouts, prioritising morning daylight in communal areas is an effective way to promote wellbeing. The post occupancy evaluation by Buro Happold confirmed the success of this strategy. In particular, the building scored highly for its image to visitors, overall lighting and overall comfort levels.

"I'm much more productive in these spaces the building offers, mainly because they're both laid back but in a way that makes you think and work. The open space and natural light is probably the biggest contributor to this for me."

[Comment in POE Survey]

The introductory thought piece was authored by Hazel York. The methodology section and case studies were written by Michael Riebel between 2019 and 2020.

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