

PRODUCTIVE *PLACES*

Boosting productivity through
planning and design

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Foreword

Realising our potential productivity is the most influential factor in determining our future prosperity and quality of life, so raising productivity is understandably a key priority for the UK Government. The challenge remains that, despite economic growth and regulatory interventions, productivity in the UK has failed to rebound from the downturn a decade ago.

Praise should be given where it is due. We should be positive that the UK now has an Industrial Strategy, which is providing an effective framework to activate key productivity levers at a national level. Thanks to it, more opportunities are starting to materialise especially around innovations in technology, mobility and clean growth.

However, it seems that two things could be added in our drive for productivity – the first is a real focus on the local dimension of the productivity puzzle, and the other is a recognition of the contribution of our built environment to achieving it. Indeed, adopted national and local planning guidance do not currently focus on the opportunities for productivity to be maximised through urban design.

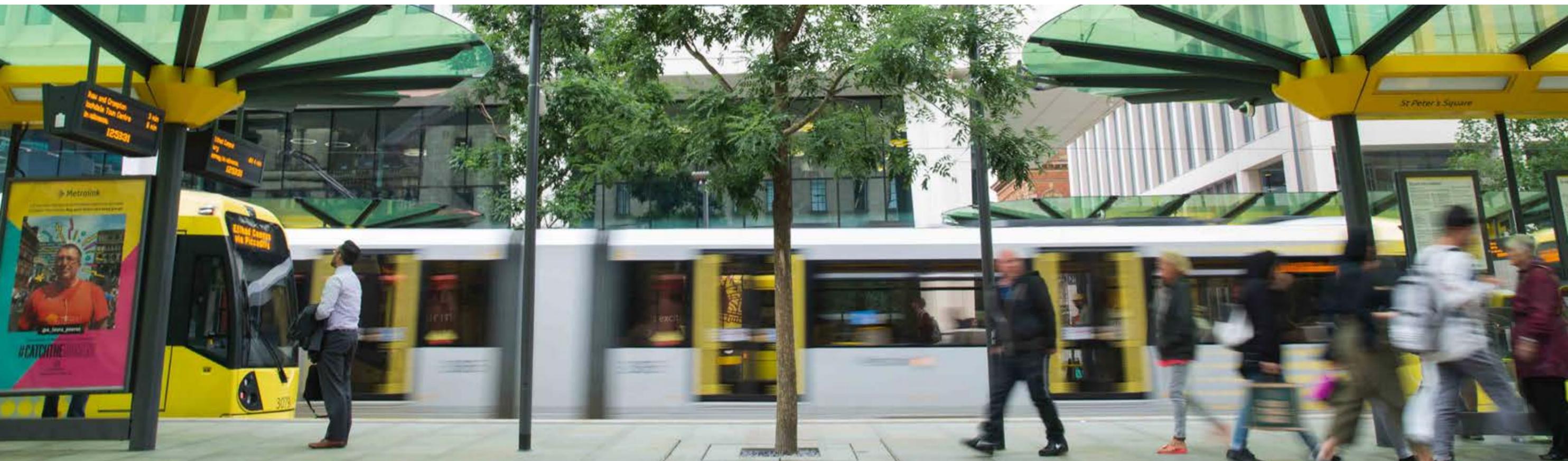
Encouragingly, the draft Local Industrial Strategies recently published by the Greater Manchester and West Midlands Combined Authorities do acknowledge the role of the built environment in boosting local productivity. We must now ensure all local authorities are given the means and empowerment to take a similar approach and I hope this paper will contribute to this agenda.

Local Industrial Strategies provide us with an opportunity to go further still, and embed a productivity culture across the planning, implementation and use of new local developments, strategies and projects. Through a combination of strategic projects and the accumulation of “marginal gains”, we should seek every opportunity to increase local productivity as a means to boost economic prosperity and quality of life.

Creating truly productive and future ready places up and down the country will require engagement and collaboration. We kick-started the process with a roundtable involving the public and private sector, academia and think-tanks to discuss the value of a productivity-focused approach and what the next steps might be. We now aim to open this discussion to all, and I am keen that WSP continues to play its part in this endeavour.



Ian Liddell,
Managing Director
UK Planning and Advisory,
WSP



Introduction

“Productivity isn’t everything, but in the long run it is almost everything. A country’s ability to improve its standard of living over time depends almost entirely on its ability to raise its output per worker.”

Paul Krugman, *The Age of Diminishing Expectations* (1994)

The UK has a productivity problem. Internationally, we lag behind comparable G7 economies. Within the UK, there is a 44% difference between the most and least productive cities.

If we could solve this ‘productivity puzzle’ enabling all British cities to be as productive as our best, like London and the South-East, the national economy would be £203bn larger¹. This is equivalent to 10% of our current economy, or four extra city economies the size of Birmingham, making the average UK worker £18,000 better off².

Current solutions focus on macro-economic policy, skills, infrastructure, government and industry partnerships,

and innovation. These are well-established areas with proven results. However, progress is slow and benefits have been unequally distributed throughout the country.

We see places, especially cities and towns, as central to the challenge. Our cities host 72% of high-skilled productive jobs on 8% of the land, providing unique environments and the resources to close the productivity gap.

With devolution, cities increasingly have powers to address their productivity problems and opportunities. For example, Local Enterprise Partnerships (LEPs) and local authorities have been given a responsibility to deliver Local

Industrial Strategies (LISs) through the recent government Policy Prospectus on long-term LISs. However, in spite of the recognition of place and infrastructure in the Greater Manchester and West Midlands Combined Authorities’ respective draft LISs, we believe greater emphasis should be put on the way we plan and design places at a local level as an enabler of productivity.

Indeed, the way our urban environments are developed creates mechanisms that lock in productive or unproductive behaviours, and LISs provide a window of opportunity to fully enable the built environment to contribute to local productivity.

GDP PER HOUR WORKED, 2016, Index: UK=100

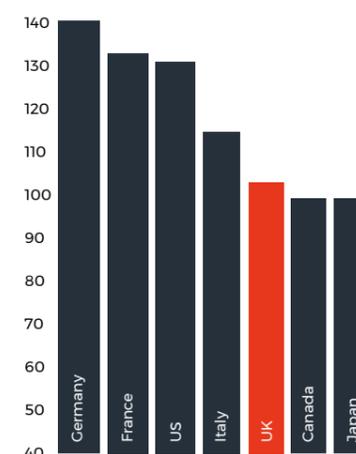


Figure 1: UK productivity relative to other G7 countries (Source: ONS)

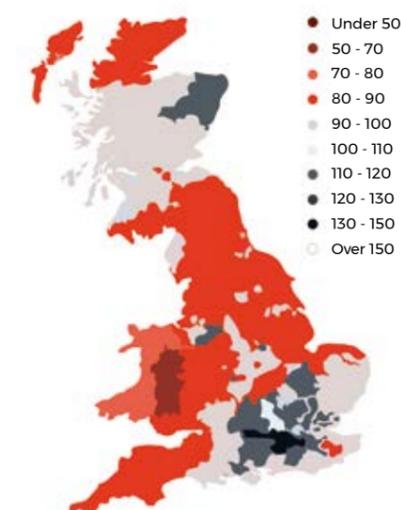


Figure 2: disparities in productivity across the UK

The SHARE approach

While there is general recognition that the built environment can play an important role in enhancing local productivity, this paper suggests an approach for doing so. Our proposed approach moves beyond looking at theoretical productivity and adopts a holistic view to unlocking productivity, which we are referring to as the SHARE approach.

Through the SHARE approach, we consider how places which are designed and delivered with space, health, accessibility, resilience and engagement in mind can be more productive, including for the surrounding areas and community.

We are proposing this new way of thinking to help city leaders and developers apply a 'productivity lens' to

all urban development. This approach helps to deliver the Government's call for action on delivering productivity gains through Local Industrial Strategies, developed from the bottom up.

We recognise that a number of these individual components are currently being driven forward, but this would be the first time they have been brought together and viewed through a single productivity lens. Our goal is to develop this concept to allow the built environment to play its full role in solving the national 'productivity puzzle'.

Role of local authorities and developers

In the face of increasing expectations to demonstrate benefits for local residents, local authorities can use the productivity

lens as a useful all-encompassing means to drive inclusive growth and deliver better economic and social outcomes across their city or for a specific project.

For developers, being explicit about the productivity benefits of a development can aid constructive conversations with local authorities. While there is no current benchmark, greater values may be realised in future in the same way we witness now for healthy and green buildings. The private sector will also benefit through attracting and retaining tenants and selling high-quality developments through a placemaking approach. The SHARE approach should provide an effective lens through which to align the interests of local authorities with the prerogatives of developers whilst keeping local people in mind.

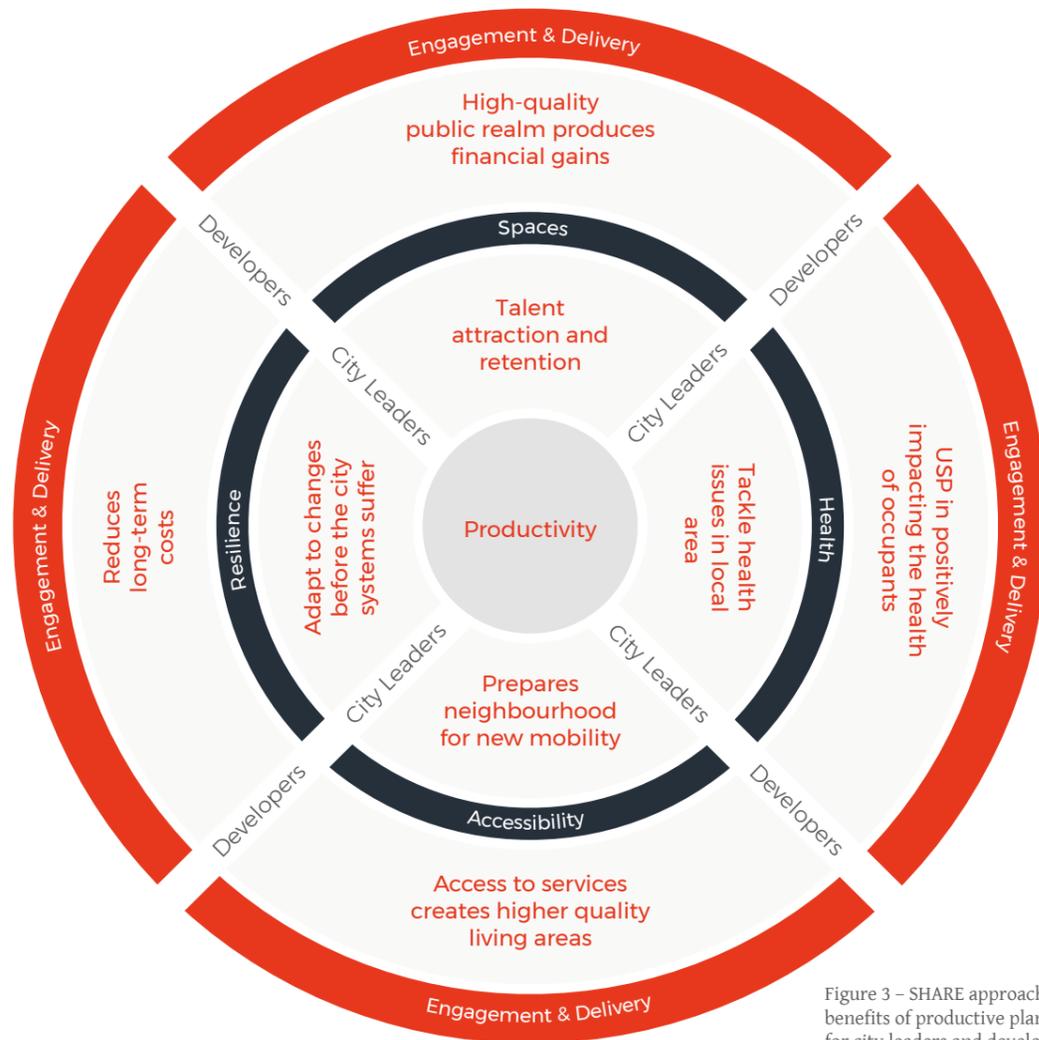


Figure 3 - SHARE approach. Capturing the benefits of productive planning and design for city leaders and developers

Productivity and the built environment

Productive urbanism in the 19th century

This is not a new concept. In the 19th century, and counter to typical practice, some enlightened industrialists built green space into their factory complexes with the aim of boosting the health and therefore productivity of their employees. Sir Titus Salt, for example, built a village around his Saltaire cotton mill in the 1850s so that his employees did not have to travel through the highly polluted city.

Growing awareness of cities as economic powerhouses

More recently, studies have emerged showing the effects of urbanisation on productivity³. There is increasingly solid evidence that cities offer opportunities to raise labour productivity through a greater concentration of people and economic activities that drive financial benefits⁴ (see Figure 4).

Planning for good-quality density

While densification can lead to economic benefits, the process is not automatic, especially if growth is not well managed. For example, poorly planned and designed urban areas can lead to poor-quality buildings, congestion, overloaded public transit, air pollution, health impacts, inflexibility and poor infrastructure for basic services such as energy, water and waste. These problems reduce productivity for individuals, businesses and government services.

At a local level, there are three key issues that hinder productivity:

Wasted or inefficient use of time

Poorly managed urban growth can lead to greater dependence on the car. In many cities, increased traffic has led to longer travel times, delays and potentially productive space being given over to parking.

Increasing isolation of people and groups

If interactions between people and businesses are not facilitated by the design and operation of the city, then the potential for knowledge sharing, innovation and access to labour skills is reduced.

Being unprepared for external change

The systems that allow us to operate efficiently (such as transport, water, waste or digital infrastructure) can be fragile to external shocks. This is particularly important when considering the expected changes to climate, demographics and technology.



Figure 4 - City tools for boosting productivity

Spaces

Designing comfortable, high-quality and attractive outdoor spaces to boost dwell time and knowledge spillovers. Productivity is gained from attracting higher-skilled people and industries, the sharing of knowledge, the availability of more effective technology and more efficient land use.





Places that offer access to a large number of higher-skilled workers or a network of higher-skilled businesses are more likely to attract investment from more productive, innovation-focused firms. Because of the non-routine nature of their work, high-skilled, knowledge-focused businesses are the ones that benefit from the access to knowledge that a city location offers.⁵

Spaces and the public realm drive productivity because...



Attractive spaces are more appealing to individuals and encourage social interaction

Creating areas that are aesthetically appealing, have good connectivity and are comfortable provides individuals with the opportunity to use the space most effectively. The interaction that happens in these spaces is also a key driver of a successful service economy, boosting productivity through access to knowledge and networks of people. Talented individuals working for highly productive industries, such as technology firms, are more likely to move to an attractive city or development⁶.



Flexible city spaces need to accommodate changing technologies

Flexibility and adaptability need to be designed into urban structures and public spaces that will last for a long time after they are built. Technology, for this purpose, needs to work around the fabric of the space rather than be embedded within it. Several options for lifetime use should be considered to develop lifecycle assessments, costings and design practices⁷.



Efficiency of space is an important component of productivity

Space is valuable. Between buildings and areas of development, there are voids that are sometimes left empty. Space efficiency is about generating economic value from meanwhile spaces – vacant plots of land that fall between periods of ownership and use – as well as empty space on buildings like rooftops. Centre for London has found that around 20,000 commercial units in London have been empty for at least six months, and 11,000 for over two years⁸. Even if spaces are not empty, they may be used in more productive ways. For example, it may be more productive to create an accessible green roof space for creative collaboration, rather than cover it in solar panels that could be better placed in a rural area.



Suggested next steps

Local industrial strategies could consider how the public realm can be used to increase productivity

Local Industrial Strategies and planning guidance should consider how to optimise the use of scarce space. Is a solar roof a good idea when it could be a collaborative space?

Local authorities should consider connecting empty spaces to start-ups, SMEs and Social Enterprises which can make productive use of the space and bring it to life, contributing to a sense of local ownership

Key considerations

- What role does public realm play economically in your local planning policy?
- How does the design maximise the desire for people to be outside and interact?
- How can public space be designed to accommodate demographic and technological change?

The importance of action

- An effective approach to spatial planning can help to avoid isolated communities and ensure we are addressing the challenges of tomorrow
- Well-designed outdoor spaces can mitigate social issues and attract investment
- Productive firms may become 'land locked' in isolated pockets of productivity with no suitable space linking them together, thus limiting their benefits.

Success Stories

Building value in the Gorbals public realm, Glasgow

RTPI research showed that the regeneration of the Gorbals neighbourhood which focused on making a greener, safer, more attractive place, led to a higher proportion of economically active households. The number of welfare recipients fell by 35% whilst the regeneration happened between 2004 and 2012, significantly better than the Glasgow average.

Improving outdoor comfort, Greenwich Peninsula

Through detailed microclimate analysis and understanding of local conditions, our work for Knight Dragon shaped a mixed-use development that encourages the use of comfortable streets rather than the use of cars. This evidence-based approach has led to Knight Dragon's masterplan promoting greater social interaction and community cohesion.

Filling London's voids, Loughborough Junction

Working with developers, landowners and local authorities, the Meanwhile Foundation has renovated railway arches to provide shared workspace used by start-ups, community projects and creative industries. Temporarily vacant property has been converted to low-cost space, alleviating pressures to rent more expensive space in the same area, supporting innovation.

Health

Adopt a people-centric focus when designing buildings and streets to positively influence physical and mental health for economic gains. A healthy local population creates productivity gains through more focused people, less resident churn and lower absenteeism.





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Poor physical and mental health costs UK businesses an estimated £29bn each year in sickness absence, whilst 'sickness presence' may account for up to 50% more working time lost than absenteeism. Stress is cited by 19% of employees leaving a company as the key reason behind their decision, increasing turnover costs and harming productivity⁹.

Healthy citizens drive urban productivity because...



Healthier employees are more productive at work

Being physically and mentally fit can improve motivation, performance, mood and company morale. Green community parks, walkable spaces, optimal indoor environments and safe cycle lanes can all encourage greater wellbeing and a more active lifestyle. Physical inactivity costs businesses around £126,000 every year per 1,000 employees¹⁰.



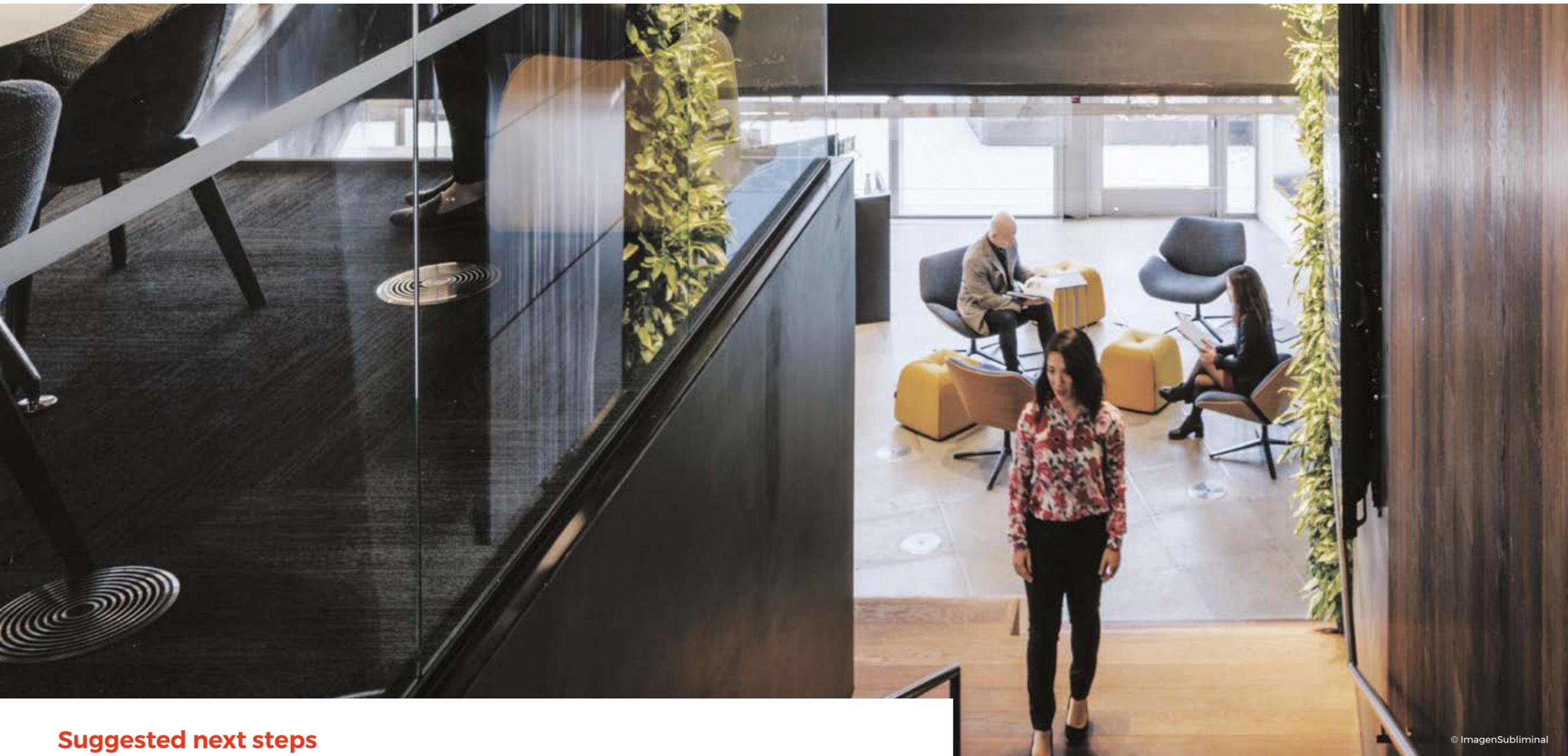
Our living and working environments affect our experience, which impacts our economic performance

With statistics suggesting we spend around 90% of our time indoors, it is unsurprising that there is currently a strong focus on high-quality internal spaces. Good air quality, comfortable temperature and sufficient lighting are key factors that make buildings healthier for people¹¹. While progress has been made regarding indoor spaces, it is now timely to bring focus on the potential contribution of the external environment to productivity.



Poor health creates an unproductive cohort of people who could contribute more

Issues like poor outdoor air quality or factors affecting mental health, such as loneliness and social isolation, can have consequences on an individual's ability to work. Even if they are able to physically be in the workplace, their levels of concentration may reduce their ability to be present and continue productively. Poor physical and mental health costs UK businesses an estimated £29bn each year in sickness absence, whilst 'sickness presence', when an employee is unwell but still in work, may account for up to 50% more working time lost than absenteeism⁹.



Suggested next steps

Development good practice may consider post-completion monitoring of social value outcomes in any new development

Development good practice should consider the feasibility and benefits of embedding nudge and behaviour change principles early on in the design

Development good practice should promote internal environmental quality to maximise health and productivity, and mitigate ill-health and loneliness

Key considerations

- How can development policy allow people to live happily and healthily?
- How can we maximise positive health outcomes from the transition towards electric, autonomous and connected vehicles?
- How does your development increase biodiversity and green space?
- Are you committed to assessing wellbeing in development before and after construction?

The importance of action

- Talented people will relocate. Increasingly, people are choosing to live in cities with high-quality amenities, cultural activities and a focus on health and wellbeing to support a more balanced life.
- Business performance can be enhanced as motivation levels increase through a proactive approach to health and well-being in the workplace.
- A UK study found local trade can be boosted by up to 40% in areas where more people walk¹², and a University of California study found that every £1 spent on walking and cycling projects returned £13 in economic benefit¹³.
- Poor health is a cost to the system. ONS (2011) figures show 131 million work days were lost in the UK due to sickness absence. City designs can play a preventative role through high-quality outdoor spaces and healthier homes and workplaces.

Success Stories

An evidence-based approach to local air quality improvements, London

Air pollution is a multi-faceted problem that can pose significant risks to human health in cities. In an audit of 50 schools, WSP's technical specialists identified ways to dramatically lower emissions and exposure to pollution in and around schools. By analysing travel behaviour, identifying walking routes and prioritising local needs, we are helping to focus investments on the hardest-hitting measures to improve air quality. This multidisciplinary approach can be applied to deliver cleaner air and healthier environments for any development.

Tackling physical health through active travel routes, Birmingham

On the Birmingham Cycle Revolution project, WSP engaged communities on the transformation of 115km of new cycling routes and improvements to 95km of existing routes. By linking the city centre to homes and community services within a 20-minute cycle journey, people can move faster and more sustainably whilst also improving their health.

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Accessibility

Enable mass movement by reallocating space for cars to cycling and walking. Plan now for new mobility to improve conditions for growth through heightened social integration and urban efficiency. Productivity is gained by reducing non-productive time, and using spare space for more productive activities.





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Cities where accessibility is positively valued appear to be denser, more walkable, with greater productivity and greater proportions of people aged between 20-29¹⁴.

Accessible services drive local productivity because...



Accessible cities save time and traffic costs

We know that productive cities require neighbourhood residents to have access to services such as healthcare, digital systems, waste disposal, utilities, retail, education and transport hubs. Whether this is within a walkable radius or via a well-functioning transport link, the need for car use should be minimised by creating high-quality, dense, mixed-use space, reducing congestion as well as cost. Motorists in London currently spend on average 74 hours in traffic over the year, costing the city £9.5bn, an average of £2,430 per London driver per annum²⁴.



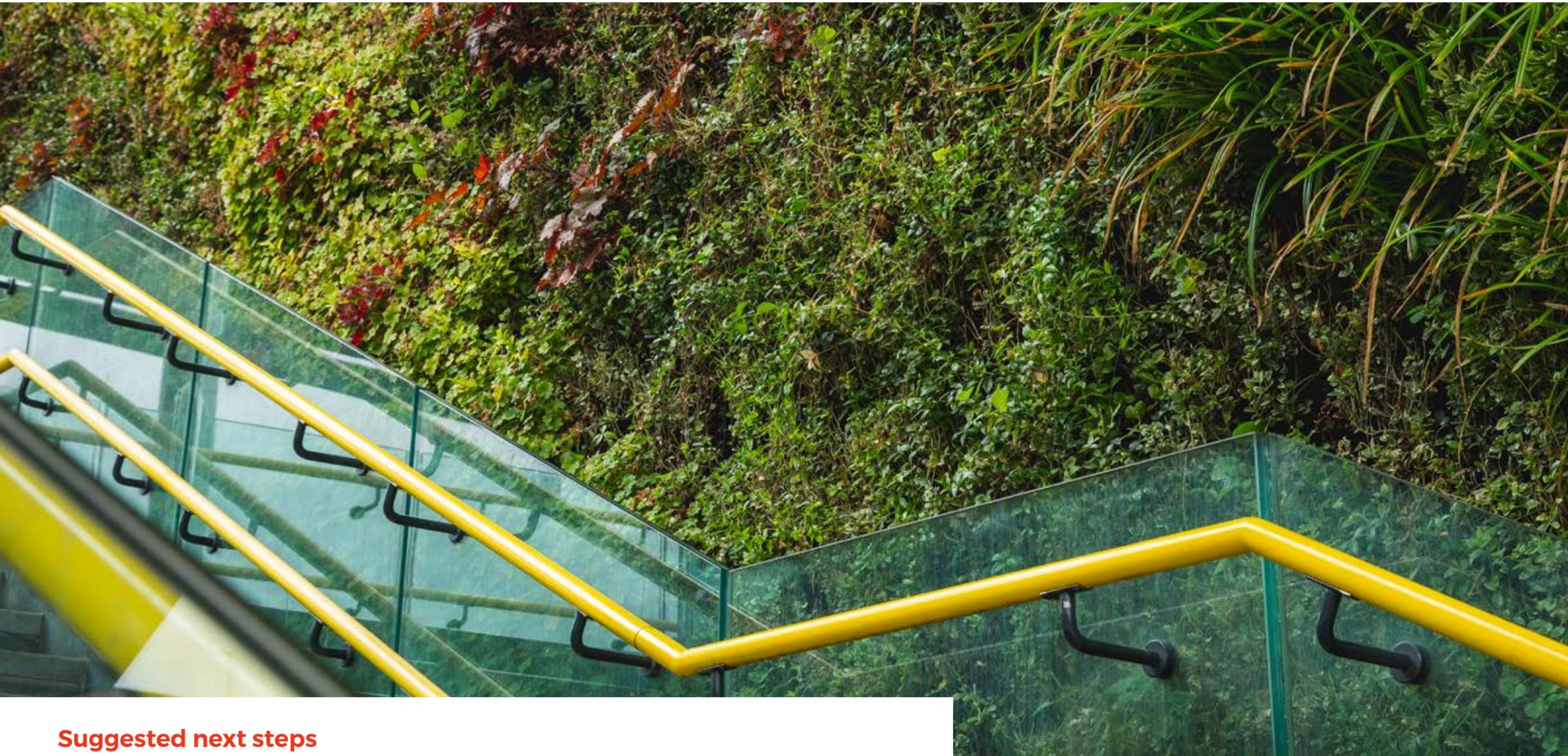
Inclusive development means more people can work and remain independent for longer

Urban designs that offer step-free access, tactile paving and affordable public transport services to amenities and workplaces can help disabled people travel to and therefore stay in work. It also means the elderly, whose numbers are expected to rise by 7 million over the next 25 years¹⁵, and those on low income are still able to participate in and contribute to society.



New mobility will provide opportunities to use road space in more effective ways

The UK is committed to being a leader in transportation using Connected and Automated Vehicles (CAVs)¹⁶. Research conducted by the US Department of Energy provides evidence for how greater efficiency of CAV systems will make our travelling more productive¹⁷ and will free up road space for other activities¹⁸, turning cities into people-focused, instead of car-focused, places.



Suggested next steps

Local Industrial Strategies and planning guidelines should ensure where feasible, that all common, daily activities can be achieved within walking distance

Local Industrial Strategies and planning guidelines should incentivise developers to explore how best to use the space that will become available, as autonomous vehicles become a reality

Planning policy should prioritise the pedestrian through community travel plans

Key considerations

- How can local policy adapt existing places to bring in services and adapt to changes in transport technology for overall efficiency?
- How do local plans adjust to changing technology and local population needs?
- Are you ensuring your development allows individuals to achieve their daily activities efficiently?
- Have you considered the needs of often marginalised people, such as those with a disability, in every aspect of your scheme?

The importance of action

- Time will be lost in slow and unreliable travel – with urban populations growing in the UK, poor design with poor access to services will produce extended travel times, greater congestion and higher levels of commuter stress.
- Community severance – by not considering accessibility, it may become a struggle for local communities to access jobs and services. For example, inaccessible cities can constrain the spending power of disabled people by inhibiting independence, estimated to be worth £249bn¹⁹ in the UK, as well as the accessible-tourism market, estimated at £12bn²⁵.
- Land in city centres should be used in the most productive way possible. For example, over 8,000 hectares¹⁸ of valuable land in Central London consists of car parking spaces, which could be alleviated if advances in EV and CAV technology are properly planned for.

Success Stories

Bringing light industry closer to homes, Poundbury, Dorset

An exemplar urban development, Poundbury, has integrated light industry into its mixed-use developments. This is a growing trend in towns and cities²⁰, facilitated by the rise of cleaner, quieter and less intrusive industrial space that can be designed closer to the homes, minimising congestion and travel time. Early Poundbury occupiers included a chocolate factory, a media company, and an optical instruments manufacturer.

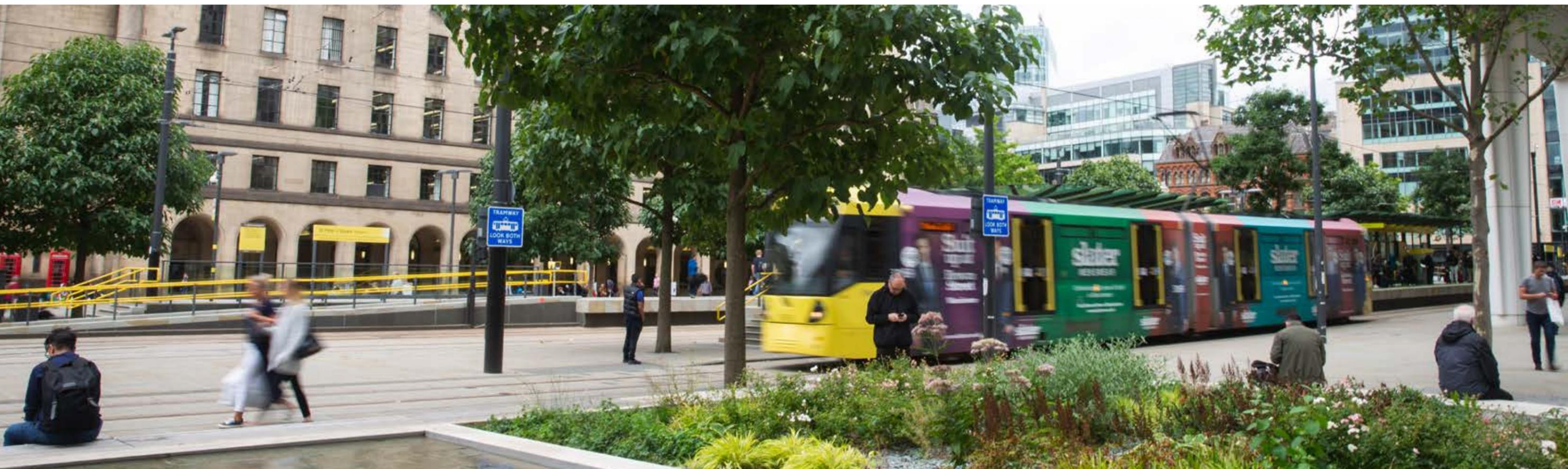
Planning car-free development in Old Kent Road, London

New developments need to be ready for the transition to increasingly widespread connected, automated and on-demand modes of transport access. We designed this 1,160-home brownfield development to be essentially car-free, with blue-badge parking provision only. Ample cycle parking, a central cycle hub and an integrated car club will create maximum benefits to the local area, minimising congestion and improving health via active travel.

Resilience

Turn risks into opportunities by future-proofing city systems and reducing downtime by preparing for changes in climate, technology and demographics. Productivity is gained from continuous operations, improving the ability of people to function well, and eliminating higher costs in the future.





Resilience is often thought of around major threats, but focus should also be given to smaller events which, in an interconnected world, can cascade into something major. Not doing so will affect local productivity²¹.

Resilience drives urban productivity because...



Integrating future trends in design reduces the disruption and cost of external shocks

By anticipating future risks, projects and plans can be designed to withstand the test of time. This often means going beyond current design codes, and embedding future trends like climate change, societal changes and mobility changes into the design of a place, building or critical infrastructure. This contributes to productivity on two fronts: it reduces the cost of future infrastructure upgrades and also enables faster deployment of innovation.



It holds communities together in times of external stresses

Whether it be terrorism, extreme weather events or major economic inequality, local productivity is

hindered when social cohesion is impacted. However, social resilience can be encouraged through the design of projects and plans, helping to mitigate the consequences of loneliness, promote community trust, and incentivise behaviour change within communities.



It protects supply chains and local economic fabric from rapid change

The threat of changing consumer habits, in terms of shopping patterns, away from the high street and towards online, as well as a rise in cyber fraud is putting local business under threat. Designing more resilient communications infrastructure systems, and better, more accessible shopping experiences for consumers can help drive local prosperity.



Resilience is no longer a 'nice to have' for infrastructure

Our infrastructure systems are becoming increasingly interdependent, a characteristic that will be exacerbated by the use of digital technology. Methodologies for fully evaluating these interdependencies, including those between people and the systems they rely on, will become increasingly important.



Suggested next steps

Planning best practice should consider including specific analysis of how a development can remain productive in reasonable climate change scenarios, with specific focus given to energy systems, water supplies and transport systems

Local planning policies should, where feasible, promote the use of natural solutions with inbuilt flexibility to deal with greater predicted weather intensities

Local Industrial Strategies could consider detailed analysis of impact on local productivity of expected changes in demography and technology

Key considerations

- Have local and industrial plans analysed weak points for future climate change in the areas that require focus?
- Do local authorities currently understand the real implications of non-resilient infrastructure on social cohesion and local economic activity?
- Have developers undertaken an analysis of risks around supply chain and policy security?
- Do developments enable communities to function well in all reasonable future scenarios?

The importance of action

- Systems will experience downtime – a lack of focus on resilient systems within a city can be detrimental to productivity as operations are impacted. The risks of flooding or overheated rail networks are examples of how our transport systems can be temporarily unavailable due to the impacts of climate change. Disruption from flooding is already costing the UK £1bn per year and is only expected to increase in the future due to ageing infrastructure, population growth and climate change²¹.
- A non-resilient built environment will have a direct impact on social cohesion, local business dynamics, and community trust in local leaders.
- An overt focus on climate change only as part of resilience efforts is a missed opportunity, as climate change is only one of the threats to local resilience, as evidenced by Resilience First in its reports²².

Success Stories

Transitioning to electric cars whilst maintaining energy resilience, Falkirk

With an increase in electric vehicle ownership, demands on the energy grid will also rise. To enable the development of 'a fully electric highway' and the transition to low carbon transport whilst maintaining the resilience of the energy grid, Falkirk Low Carbon Vehicle Hub, based at Falkirk Stadium, uses existing stadium infrastructure to generate solar energy from photovoltaic panels and an energy storage unit, minimising demand on the mains grid.

Future-proofing an urbanised borough, Sandwell

Flooding problems are no longer limited to the areas next to rivers or the coast but are a big urban problem due to surface water, overland flows and sewer flooding. By modelling rainfall and the drainage network across this heavily urbanised borough, WSP helped to deliver significant cost savings to flood alleviation schemes for new developments, and secure significant government funding to future-proof the area from severe flood risks.

Engagement and Delivery

Ensure schemes have sufficient engagement, ownership, governance, financing and long-term planning strategies to optimise potential productivity, both now and in future.





© Rod Long unsplash

Devolution is empowering communities to engage in strategic decision-making

To deliver projects which fulfil their productivity potential, we must ensure effective...



Engagement

Local communities understand their neighbourhoods in much greater depth than designers and 'non-native' organisations could achieve in the lifetime of a scheme development. Therefore, by putting communities at the heart of regeneration and encouraging meaningful input, communities develop a sense of ownership and help to shape the future of places where they live and work.



Ownership and governance

Successful development is about building sustainable relationships between key stakeholders over a long-term period. The inclusion of community in design and decision-making processes is not enough to ensure successful development outcomes decades down the line. With communities holding part ownership of new developments, they are more likely to be cared for and managed over a longer period.



Finance and long-term planning

Even from its initial stages, financing a project or scheme will be the critical factor in addressing whether or not it can improve productivity. The planning framework needs to work alongside financing schemes to ensure this can be delivered in the long-term for all developments.



Suggested next steps

Developers might consider the merits of empowering local communities with long-term ownership and adequate revenue streams to ensure they can adequately maintain and adapt the place to fit their needs

Local Industrial Strategies should incentivise developers to share best practice in terms of community engagement on major projects, as a driver of productivity

Planning best practice should promote innovative community engagement methodologies such as the 'Purfleet approach' using design panels

Key considerations

- What financial and policy structures are in place to secure a productive development strategy and to ensure long-term management of a place?
- How does your local planning policy support community ownership of a development?
- What commitments are in place to establish meaningful engagement, such as publishing engagement performance results for each development?
- What does the thorough mapping of the stakeholder landscape tell you about how a new development should be governed?

The importance of action

- Resistance to change from local residents can lead to costly delay. Protests held in the London Borough of Lambeth in 2015 fought against regeneration in Brixton, claiming gentrification was diminishing the character of the area²³. By meaningfully involving local communities in developments they are more likely to feel they are part of the scheme and will start promoting it to their friends, families and local councillors.
- In 2017/18, the Local Government Ombudsman received 2,268 planning-related complaints, leading to investigations and impacting on productivity.
- Inefficient design, development and planning processes – additional programme costs and risks are attributed to the management of legal objections, complaints and judicial reviews in an instance where designs fail to meet stakeholder expectations due to poor management or financing capabilities.

Success Stories

Engaging with industry on a productivity-focused approach

To engage our stakeholders, WSP held a roundtable to discuss the value of a productivity-focused approach to local development, and what potential next steps might be. The discussion brought together public and private sector, with academia and think-tanks. Key points included consensus around the opportunity devolution provides; the lack of a planning or policy requirement to maximise productivity, despite it being a goal of the Industrial Strategy; and the need for greater exploration around how local productivity is considered as a driver and subsequently measured. This will have to be more tangible than simply trying to measure GVA at a local level. All agreed that there are areas of development that could be greater exploited to maximise productivity, such as designing in flexibility, the value of public space, and the potential of voids and meanwhile uses to boost innovation and R&D.

Involving the community in development decisions, Purfleet, UK

The Purfleet Centre Regeneration Project won a national award by putting the community at the heart of its £1bn development to create a world-class creative hub on the River Thames surrounded by a new town centre. Involving the community from the outset de-risked the project by highlighting issues that may have been missed during site investigation. Setting up a community Design Panel to test and co-design aspects of the project with harder-to-reach groups, led to a sense of local ownership and support from Thurrock Council who described it as “a model approach for how large-scale projects should be delivered”.

Next Steps

WSP is seeking to start the right conversation about real productivity benefit, delivered locally and for the long run.

To fully leverage the potential contribution of the local built environment, there are several steps that will need to be taken.

The principles of productivity must become a focus of planning policy and mainstream design considerations, at local and national level.

The SHARE approach should be refined in order to create a benchmarking tool that is based on robust data and evidence. We have already begun a dialogue with developers, local communities and local authorities.

To this end, WSP will be collaborating with our clients, co-professionals and other influencers to do the following:

1

Engage and convince

Over the next 12 months, we will engage with key local authorities and developers and make the case for the benefits of looking at the built environment's contribution to local productivity.

2

Test and refine

In the meantime, we will develop the framework and quantitative dimension of the SHARE approach with a view to using it as a benchmarking tool to quantify the contribution to local productivity of specific plans and projects with private companies, local authorities and communities.

3

Embed within policy

We will work to promote the importance of embedding productivity goals in local planning policy.

4

Share outcomes

We will look to provide feedback on our findings and success stories around the application of SHARE to specific plans and projects, so as to shed further light on the contribution of the built environment to local productivity.

Thank you to those who contributed to the thinking in this report

| | |
|----------------------|-------------------|
| Nicolas Bosetti | Centre for London |
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| Mark Morrin | ResPublica |
| Meredith Whitten | LSE |

¹ Centre for Cities, 2017. The role of place in the UK's productivity problem. Available at: <http://www.centreforcities.org/reader/role-place-uks-productivity-puzzle/>

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