

# Community through construction

Achieving social value from day one



# Introduction

**Belonging to a community is a powerful need in humans and is central to our wellbeing. In this report we investigate the ways that two major urban regeneration projects are working with existing communities and helping to seed future ones with investment, imagination and a commitment to the social value of what they do.**

Places constantly undergo processes of change, particularly in cities and large towns. These changes have the potential to be either constructive - supporting and enhancing what's there - or detrimental. When regeneration projects don't value the local community - its people, its heritage and its needs - they can cause lasting social damage.

We live in a world which continues to face challenge after challenge, from economic recessions and cost of living crises, to global pandemics and the impacts of climate change. The built environment sector has begun to grapple with the latter - understanding that it must commit to minimising carbon footprints and maximising environmental giveback. But issues of 'community' and 'social value' are still misunderstood, and undervalued.

### **What is social value?**

We use the UK Green Building Council's definition:

**“ ... social value is created when buildings, places and infrastructure support environmental, economic and social wellbeing, and in doing so improve the quality of life of people. ”**

A development which prioritises social value is one that seeks to benefit both the people surrounding the site and those moving in to it. Instead of obligations to mitigate negative impact through Section 106 agreements, those responsible for delivering developments can take an entirely different approach: one which seeks to benefit people and place as its central objective.

There is a persistent misconception that social value comes at the expense of commercial value.

As this report will show, in the case studies of Mayfield in Manchester and Earls Court in London, that is far from the case.

Whether through meaningfully involving communities in shaping the future of a place, or offering public amenities such as parks and community centres to enhance quality of life, people-oriented processes and developments can boost and sustain the success of a place, establish a positive identity that many will be drawn to, and instill a collective pride in place, which in turn can generate economic sustainability.

A place of great quality will hopefully support a great quality of life, but this report focuses particularly on how positive social impact can be baked into the process itself, before the scheme is even fully delivered. In large-scale regeneration schemes, it can take many years until the project is complete. The period of construction, rather than being a waiting game, can be a vital opportunity to deliver social value, develop place identity, test out what works, and even generate income. This can include both “meanwhile” cultural activities and meaningful community engagement and building.

# Introduction

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In the UK, there has unfortunately been stigma around community engagement and involvement in regeneration processes, both from the side of developers who might consider it a disruptive and risky process, and from the side of communities, who feel increasingly disenfranchised, believing their voices are not truly being heard. Both of these result from approaching regeneration in a profit-focused way, and seeing planning requirements for community participation (such as Statements of Community Involvement) as box-ticking exercises instead of opportunities to enhance the project and its outcomes.

When a community feels truly involved and listened to, it builds trust between them and the developer or authority delivering the scheme. This trust is in turn vital for developing sustainability and resilience; empowered community members are more likely to adapt to change, champion the project, and use it upon completion. Meaningful participation does not require total community control, but it is crucial for honesty and transparency to define any process of engagement, including making very clear the parameters for influence.

Social value and impact is not simply about the existing local community; housing developments also bring new people into an area. There are opportunities both to create a positive new community as well as to harmoniously integrate newcomers with existing locals. Onsite activities and social/community spaces can help achieve this, but only if they are truly inclusive, rather than exclusionary. Quality of life rests on a foundation of equitability.

The UK government's proposed reforms to national planning policy, through the Levelling-up and Regeneration Bill, outline the aspiration to empower communities to shape their neighbourhoods, particularly through neighbourhood plans and Neighbourhood Priorities Statements. But this is only one part of a much bigger picture of how communities can be involved in and benefit from neighbourhood change. Strategies and plans can and should be matched by inclusive and responsive project-specific processes.

It is also vital to outline that the responsibility for generating social value through regeneration is not for public sector planning alone. The myriad people involved in delivering large-scale developments and regeneration schemes should work together to truly understand why and how they can support wellbeing, health, and social sustainability.

Embedding social value and valuing community does not need to be a brave or charitable approach to take. When a community thrives, so does everything else. If regeneration is done right, then social, environmental, economic and commercial value can be mutually supportive. The sooner that the built environment sector realises that there is an alternative approach to regeneration - one that is win-win for communities, local government, developers and businesses - the better.

Belonging to a community is partly about community groups and events, but many of us feel a strong sense of belonging even if we don't have the time to go to a meeting or engage in community activities. It is about being part of a group and sharing an identity; about trust, cooperation and reciprocity. This is built by knowing our neighbours, chatting to fellow parents at the school gate or in the park, or even just nodding at our fellow dog walkers and exchanging pleasantries with local shopkeepers. This is all too often taken for granted and is hard to create, especially in new developments. However, there are things we can do with the mix of housing, the design of the neighbourhoods and the social infrastructure that can encourage this sense of belonging.







# Case Studies





# Earls Court, London

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## DEVELOPER

The Earls Court Development Company (ECDC) - on behalf of the Earls Court Partnership Limited, a joint venture between Delancey (on behalf of its client funds and the Dutch pension fund manager, APG) and Transport for London (TfL).

Photograph: ©Mark Cocksedge

## Project overview

This 40-acre site in the neighbourhood of Earls Court, west London, formerly hosted the Earls Court Exhibition Centres. ECDC has recently unveiled a draft masterplan to deliver on their vision 'to bring the wonder back to Earls Court.' The ambitious redevelopment will see this long neglected, largely derelict site in Zone 1 London reinstated as a destination for entertainment, innovation and excitement.

The plans look to create a more inclusive and equitable piece of city with homes for all incomes and stages of life, and thousands of jobs. The development will integrate culture and public realm throughout, responding to the number one stated desire from local people: to have green and open spaces across the site. ECDC has an ambition to be a global exemplar of responsible, sustainable development, putting people's health and wellbeing first.

The Earls Court Partnership purchased the site in late 2019, and ECDC was established to drive the project forward. The first decision taken was to hand back the West Kensington and Gibbs Green housing estates in 2019 - originally part of the previous owners' masterplan - to Hammersmith & Fulham Council. This provided the residents of those estates with the certainty and security that so many of them had fought to achieve for so long.



## Highlights

£7.8m social value generated from ECDC's Meanwhile and Community programme from November 2021-November 2022 (calculated by RealWorth)

- An extensive two-year programme of community engagement (2020-2022) to shape the masterplan
- A Public Realm Inclusivity Panel, which involves a diverse group of people from the local community to help co-design the project's outdoor spaces as it evolves
- An onsite Community Hub offering a free Programme of events for local people
- Financial support for local organisations through the Earls Court Community Fund (£180,000 annual fund)
- An artist in residence programme which provides opportunities in and access to the arts for local people including children
- An array of other temporary public events and activations including BBC Earth Experience, Underbelly Festival for the last two summers, art installations, a pop-up retail space for local businesses, Empress Studios creative workspaces, and The Lost Estate immersive theatre

## Challenges

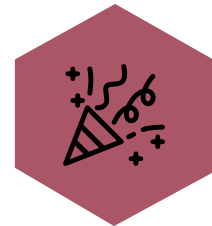
- Local mistrust and opposition due to the previous developer's masterplan for the site. ECDC took a fresh approach, excluded two housing estates from the regeneration site, and sought to involve local people in shaping the draft masterplan from the start



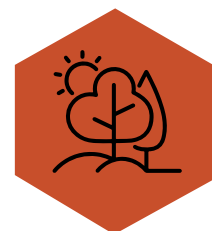
INFLUENCE



CULTURE



PLAYFULNESS



OPPORTUNITY



Image supplied by ECDC



## Approaches

- ECDC is based locally, becoming a part of the neighbourhood it is tasked with developing. This helps improve understanding and build local relationships, and to facilitate responsive and informal engagement
- The vision for both community engagement and cultural site activations has been: “Bring back the wonder to Earls Court”
- The programme of community engagement to help shape the draft masterplan has been extensive and diverse. It has included: a pop-up Conversation Corner space in a shop unit to welcome community feedback, structured workshops, pop-ups at local stations, high streets and markets, an online survey, a youth-focused programme of workshop-based engagement (The Earls Court Futures programme), and informal visits and cups of tea with local people
- ECDC commits to meeting people where they are, and maximising opportunities for engagement, instead of expecting people to come to an inconvenient one-off event
- Parameters of community influence are made transparent at all times
- The Public Realm Inclusion Panel connects local people to the design team in order to shape the scheme’s outdoor spaces throughout the process, giving people agency and paying them for their time
- Useful facilities are offered to the community, particularly in the form of the Community Hub (which opened in summer 2022), an inclusive space hosting a range of free events
- A new Skills Centre will open on site in the spring of 2023, beginning to offer training opportunities to local people. The Centre will become a one-stop shop for future opportunities at Earls Court
- Various forms of support are offered to the community, including grants from the Earls Court Community Fund to local organisations, a separate Hardship Fund, a shop space for local businesses, provision of 500 air fryers and electric blankets to families in need and Christmas meals to those in need during winter. This effects positive health, education, employment and wellbeing outcomes
- Free spaces provided to charities Dads House and Solidarity Sports
- A programme of entertainment and culture is provided, both for local people and visitors, including the Underbelly Festival, art installations, an artist in residence programme, The Lost Estate immersive theatre, and the BBC Earth Experience.
- ECDC works with social value consultants RealWorth to measure the social impact of activities, ensuring at every stage that social value is being generated

## Interview with Rebekah Paczek, Director of Public Affairs and Community Relations, ECDC

(January 2023)

### How have you engaged and involved the local, existing community so far?

The first step is that we are deliberately based within the local community and we have a very clear open door policy, and try to make ourselves as approachable and accessible as possible.

We've done formal things including setting up a Public Realm Inclusion Panel, which is co-designing some of the public space with people from the local community.

We've done extensive outreach through our community consultations, which tend to last several weeks rather than just a few days. And very specifically we go to the places where people are, rather than expect people to come to us, so that's quite a different approach to how a lot of community consultation works.

We're very actively going out to people. We've had a lot of workshops, where we've really listened to what people want, and what they don't want. But fundamentally we've spent two years of engagement before getting to this stage of revealing the masterplan. We've talked to thousands of people.

But there's also much less tangible stuff, partly due to us being local, which is just us getting to know people in the community. For instance, Jamie in my team spends a huge amount of time walking out and about, popping in to see people, having a coffee and catch up. That, I think, is difficult to measure, and it is a different approach. If we weren't based locally it would be much more challenging to do that.

“...we go to the places where people are, rather than expect people to come to us...”

### Phase One of the project includes open space and public routes. Why are those elements prioritised?

One of our key priorities is to open the site back up to the community and importantly Phase One includes the first east-west public route across the site in 150 years. The number one ask from the community, which we've heard time and time again, is to provide a range of green and open spaces. So our whole masterplan is landscaped led and only 40% of the site will have buildings on it.

Most developers in Phase One would focus on the bits that make the money, and of course there is an element of that here because it's got to forward-fund, but we're delivering a huge amount of that open space, public realm and cultural delivery in Phase One. Our new city park for example forms part of Phase One, and is bigger than Trafalgar Square. It's part of demonstrating that we are committed to delivering this. And also, this is about creating a place from day one, and you're not going to make a place with just the buildings.

For us, people often don't trust developers, and particularly with the history of this site, that trust is very difficult to gain and very easy to lose. So I think it is about reflecting back to people that actually their view counts, and the things that they have said and asked for are important, and respected, and we will deliver on.



Photograph: ©pasco.photography

## **Why is addressing and building social value in this project so important, and how have you approached it?**

At the basic level, you have a responsibility as a big business in a local area to work with those communities. And especially when you're going to be building and regenerating, you have a responsibility to look beyond that red line boundary of your site; to realise that you exist in a much bigger context and you need to respect and respond to that context as well.

There's a broad agreement in the company that that's just the right thing to do. For example, at Christmas we were going to do a site activation of curling - and then the costs came through and it was phenomenally expensive. We're in a cost of living crisis, and we felt it was far better to redeploy some of that money to community causes instead. So instead, we've done quite a few sponsorships, we've worked with the local authority to provide warm packs for people, and Christmas lunches too.

There is of course another layer to delivering social value in that it is increasingly expected by investors and decision makers, and of course you can use it to de-risk your processes. For me, there's no downside to it. We can make quite a big difference to a lot of people's lives if we go about this in the right way.

The other important thing is, an awful lot of people doing social value look at it as something to deliver when they put a spade in the ground, or when the buildings are built. And we've very clearly taken the perspective that we have to be delivering social value now, because we have to start building up that trust and we have to demonstrate that we are actually going to do what we said we're going to do.

## **The Community Hub opened in June 2022. What has the benefit of it been so far?**

We're providing a warm, free space for people to go to, with a programme of events. It is 'meanwhile', because that part of the site will be developed as something different, but in terms of the function and the use, it will be re-provided back in the development. So it will become a permanent use, just not in that location. It's been great, people have got a lot out of it. But we can always work harder and do more.

“...when you're going to be building and regenerating, you have a responsibility to look beyond that red line boundary of your site; to realise that you exist in a much bigger context and you need to respect and respond to that context as well. ”

## **The range of community-focused projects and activations - from the Community Hub to the Community Fund, as well as the Underbelly Festival and The Lost Estate - is unusually extensive for a regeneration project. Why is that?**

What we offer needs to be quite dynamic. It's a big site, so we've got the potential to deliver quite a lot. And you need to keep things fresh and keep things evolving; we can use the site as research, testing out pilots. It's also about continuing to respond to our own priorities, community priorities, and the masterplan.

## **Did you look to past large-scale regeneration projects to see what worked and what didn't? If so, what did you learn?**

There are loads of examples of people not feeling involved in the process. Broadly I think there's a sense of the importance of communicating well with people at an early stage, and being quite clear with people about what they can and can't influence.

## **What would your recommendations be to others approaching large-scale regeneration projects, in terms of building community?**

There are no shortcuts, and no easy answers. People talk about how to reach hard-to-reach groups and seldom-heard voices; you literally have to physically go out there as much as possible, and the job is never ever going to be done. A lot of it comes down to basic communication and being open and friendly. It's a relentless and consistent approach.





# Mayfield, Manchester

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## DEVELOPER

The Mayfield Partnership -  
comprised of U+I, Manchester  
City Council, Transport for  
Greater Manchester and LCR.

Photograph: ©Manchester Mayfield/Mark Waugh - U+I

## Project overview

Mayfield is a 24-acre, former industrial site in central Manchester, with the River Medlock flowing through it. The transformation of the derelict brownfield site sees the creation of a new mixed-use urban neighbourhood centred around a new 6.5-acre park, the city's first new park in over 100 years.

The river is also uncovered, cleaned and restored. When all phases are complete (in roughly 2030), the regeneration of Mayfield will include approximately 1.6m sq ft of commercial workspace, 1,500 homes, 56,000 sq ft of retail and leisure, a new 300-bed hotel and 13 acres of public realm. The project will be a permeable part of the city, facilitating connections, rather than a closed-off barrier.

In 2020, detailed consent was granted for the first phase of development, and construction on the first buildings will begin in 2023. Mayfield Park was opened in September 2022.



Photograph: ©Manchester Mayfield/Mark Waugh - U+I

## Highlights

- Mayfield Park is the first element of the development to be delivered, offering immediate benefit to the community and responding to the local priority of having more green space
- The regeneration project includes ongoing communication and engagement with the diverse array of stakeholders which surround the site
- Since 2017, the site's heritage assets have been opened up to the city through a curated programme of events and activations

## Challenges

- The Covid-19 pandemic caused multiple disruptions and delays. Mayfield Park was due to be funded by a mortgage (paid back through the development's subsequent profits). But when Covid hit, the lack of guarantee that profit-generating buildings would even get built made it impossible to secure the mortgage. However, the UK government stepped in and supplied a grant from the Covid Recovery Fund to build the park
- It was also a risky strategy to deliver a zero-income-generating element first - the park - but once built, confidence in the rest of the project grew



RECREATION



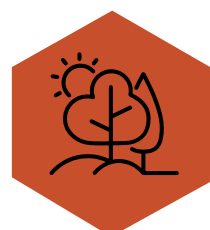
GREEN SPACE



CULTURE



DISTINCTIVENESS



OPPORTUNITY



Photograph: ©Manchester Mayfield/Mark Waugh - U+I



Photograph: ©Richard Bloom

## Approaches

- The Mayfield Partnership undertook extensive stakeholder mapping and research to understand the site and its surroundings, including all local stakeholders and their concerns and needs. Desk-based research was combined with in-person engagement, including meetings, pop-up events and school visits
- Relationships have been built with the local community, and are sustained via ongoing conversations which will continue throughout the whole project
- A series of activations of the site have been in place since 2017, which use and celebrate Mayfield's existing heritage (including the rail depot buildings), provides for the community of Manchester, and builds a new identity for the site
- The activations have focused on entertainment as well as food and drink: in 2017, street food company GRUB moved in to the railway arches on Temperance Street; in 2018, Mayfield & Co established a small community of creative independent businesses; in 2019, a partnership was established with Broadwick Live to deliver a programme of onsite entertainment and culture
- In 2019, Depot Mayfield opened as a 10,000-capacity live entertainment venue onsite, hosting a range of events. Escape to Freight Island, a large urban market, also opened
- The Mayfield Partnership committed to delivering the new public park as the first element of the scheme, working with lead architect and landscape designer Studio Egret West. The park focuses on nature, biodiversity, climate adaptation, health and wellbeing. The design of the park includes a large playground and The Mayfield Lawn, a flexible space for community recreation as well as large events and festivals



## Interview with Martyn Evans, Creative Director, U+I

(January 2023)

### What role does social value play in the work of U+I?

Social value is not a work stream for us, it's what we're here to deliver. We might be a commercial property development company with shareholders who need a financial return for their investment in what we do, but that is only deliverable if we make good places. There is no difference between making good places that are good for the people that live in and use them, and good for the people who fund, deliver and profit from them.

Good places create value for everybody. We create great places: they are socially valuable, commercially valuable, and financially valuable - all those things are the same. Great places deliver sustainable social impact, because they are places where people can happily live and work and entertain themselves affordably. That's what good communities are.

### What was your ambition for the transformation of Mayfield?

Mayfield is 24 acres of central Manchester. It's a lot. And it was dead, empty and undeveloped - a wasteland of nothing right in the middle of the city. It created a buffer between the residential community of Ardwick Green to the south and the station and centre of the city to the north. It was an enormous ink blot of a barrier, whereas it should be a permeable, serviceable new part of the city that not only delivers homes and jobs and leisure, but also uses for all of those local people. But if you're going to make a place that stitches itself into the city, then you have to understand what that part of the city needs.

“Great places deliver sustainable social impact, because they are places where people can happily live and work and entertain themselves affordably.”

### How have you approached the process of responding to and engaging the local community?

Firstly, you have to do your research, and property developers are typically very bad at that. You have to turn up, and you have to stay.

You have to understand minutely where it is you are building, and what it is it needs. And that's about spending as much time as possible doing academic, qualitative, quantitative and iterative research, focus groups and meeting people and talking; it can be formal or just turning up and being there and getting to know people.

I've got a stakeholder map of the area, broken down into community, education, culture, politics, charities etc - all the people in the area and how they map together. That's about pounding the pavements, and using food a lot - you eat with people. But you've got to put the hours in; there's nothing more useful than hard work in that regard.

Then it's making sure that all of the team that's designing and delivering the project understand those findings. Then you have to use that network of people that you've made. So, as you bring your proposals forward, you have to consult. That's a great big bit of work, continuing right up to the end of the project. All of those networks that we have made right from the beginning of our relationship with Mayfield are live and constant. It's about being good neighbours because it's the right thing to do for everybody.

We have to go away from Mayfield at some point. We might continue to own some of the buildings and manage the park, but we're going to go away as a commercial developer. And the place has to be robust and self-sustaining - it's our job to ensure that.

## **What role have the early activations of the site - especially with Mayfield Depot - played?**

That early activity is driven entirely from what you understand about the place when you do that initial research. It's no good deciding something worked somewhere else, and so we're going to do the exact same thing here - why would it work? It has to be responsive.

That activity does three things. If it's really good, it delivers income - which is the least important bit of it, but on a development site, it's a very long time before there's any money coming in, so it's very useful if it can deliver some money. The next thing it achieves is engagement and opportunity for communication with people. The third thing is experimentation, to find out what people want and want to use. You can go out and do market research, but the best way to understand what will work and won't work long term is testing it out. And that creates social impact because you are delivering development which will sustainably create jobs and opportunities for people to have a good life.

## **What have you learned from this process?**

Since Autumn 2019 when Mayfield Depot opened, including the lockdowns in between, we've had 1.2 million paying customers through that operation. So that tells you it's a successful place for that kind of activity; it tells you that kind of activity is in demand in that part of Manchester. So when we come to develop that site in the long term, there is no way we're not doing that in some way, because people want it. We will work with our partner Broadwick Live to morph what they're doing into a long-term thing. But what I would like is that to a casual observer in Manchester, they hardly notice the change from today to when it's finished in 10 years time, because the vibe of it stays the same all the way through.

## **In terms of delivery, why did the park come first, and what value does it have for the future of the development?**

What you build first sets as much of the success and tone of that place as the whole thing as a concept. We always knew that we'd build the park first because we had to put a big green stake in the ground that says: this is what Mayfield is about. This is a green space in the centre of a very ungreen city. The sensible commercial decision at Mayfield is to make it a green development with a public park and a river at its heart. Equally, the sensible social decision is to make it a green development with a public park and a river at its heart.

The world is changing - it has changed. We made the park at Mayfield as big as possible so that it was good. The better it is, the more valuable that place will be. In social terms, Manchester has got a new park now. So Mayfield is no longer a slightly dangerous, grim, dark, closed part of the city. It's now got the most beautiful city centre park. The core of what Mayfield is - which is a green lung for the centre of Manchester - is already built. As a destination, it will grow hugely, and we will push it to grow, because the more people use that park, the more it becomes a place in Manchester where people want to have fun.

## **Has the cost of living crisis impacted your plans?**

We need to understand that the people who the cost of living crisis impacts upon are our customers - our dwellers, our office workers, our visitors. They still have to go to work, buy food, take their children to be entertained. So we need to adapt our plans, as people's lives need to adapt to cope with the changing world. And that's not just a financially changing world, it's a post-Covid health world, it's a world of all sorts of change. The better we are at that, the more successful our place will be.

Whereas before as property developers we might have been obsessed with affordable housing and meeting planning requirements, we are now much more interested in affordable living. How do we create places where people are capable of living affordable lives? How do you make it so that people don't need to drive a car to get to the doctor, or take their children to school, or go to work? And that goes to both social and environmental sustainability. How do you shape and design those developments so that people's lives naturally become more affordable? The better you are able to do that, the more successful your places will be.

## What are the next steps for Mayfield?

Nobody lives or works there yet. But when it's finished, 13-14,000 people will work at Mayfield, 4 or 5,000 people will live there, and then hundreds of thousands of people will visit the public element of it. So it will grow over time and it will just morph into being a self-managing, self-sustaining place.

Our job is to put the right building blocks in place to make sure that happens. It's about doing a little experiment, seeing what's right, then doing more. It's that constant nurturing of a place over time. It's not about setting a plan and just delivering it with no sense of looking sideways and understanding whether you're doing the right thing, if people are still with you, if it's ok. It's about constantly looking at that, and working with that whole stakeholder map of people.

“...if you're going to make a place that stitches itself into the city, then you have to understand what that part of the city needs.”



# Recommendations for best practice



**The takeaways from these case studies can form lessons of best practice for those wanting to build community in long-term, large-scale regeneration projects. These relate to key themes identified in the Quality of Life Framework.**

### **Inclusively engage the existing local community**

- Give people agency and involvement in the regeneration process through a diverse and extensive programme of community engagement. The more methods and formats, the better. Examples include: formal workshops, co-design panels (such as ECDC's Public Realm Inclusion Panel), consultation and conversation hubs, pop-up events, informal visits and cups of tea, online surveys, and simply letting people know you are available to talk
- Find ways to make these processes of engagement joyful, rather than joyless - no one wants to sit through a three-hour workshop with no pictures. Use food and play where possible
- Do not overlook young people - work with them and listen to their voices (such as ECDC's Earls Court Futures Programme). When young people feel involved in shaping their local area, it builds a powerful and transformative sense of belonging and co-ownership. These young people will be the adults using the development when it is complete
- Maintain transparency regarding the parameters of influence at all times - this will build trust, a vital element for successful projects

### **Prioritise public amenities**

- Don't wait to deliver benefits to the local community. Take risks and offer elements upfront that prioritise social value over financial profit; if successful, the latter will follow the former
- Create inclusive spaces for people that support wellbeing, such as nature-filled public parks with playgrounds (such as at Mayfield) and community centres (such as ECDC's Community Hub). Even when spaces are temporary or 'meanwhile', ensure they are re-provided in the final development. Going above and beyond requirements will deliver social value and help people feel valued and cared for, building trust and pride of place

### **Integrate culture from the get go**

- Accessible programmes of cultural activation can offer social value, build place identity, test out what works on site, and even generate income. Construction and development does not need to be associated with inaccessible and ugly sites, noise, and tiresome waiting for completion. Examples of cultural activation include Mayfield's live music venue The Depot and Earls Court's Underbelly Festival and The Lost Estate immersive theatre
- Ensure the culture offered is diverse, accessible, affordable and inclusive - and responds to what local people actually want to see (using feedback gathered through engagement)

### **Create lasting networks**

Seek to build networks that connect people in the community to one another, as well as to the project team. As the project progresses, integrate the new/incoming community. Although the project team will one day leave, those community bonds will remain and ensure the place's success. Activities such as ECDC's Public Realm Inclusion Panel bring local people together in a long-term shared and collaborative endeavour.



**QUALITY  
OF LIFE**  
FOUNDATION

With thanks to our core partners:

**The  
Earls Court  
Development  
Company**



**THE CROWN  
ESTATE**

**LOVELL**



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