



21st Century Peabody

Creating communities for today and tomorrow



PEABODY

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Why we began work on 21st Century Peabody

Section 1

Introduction

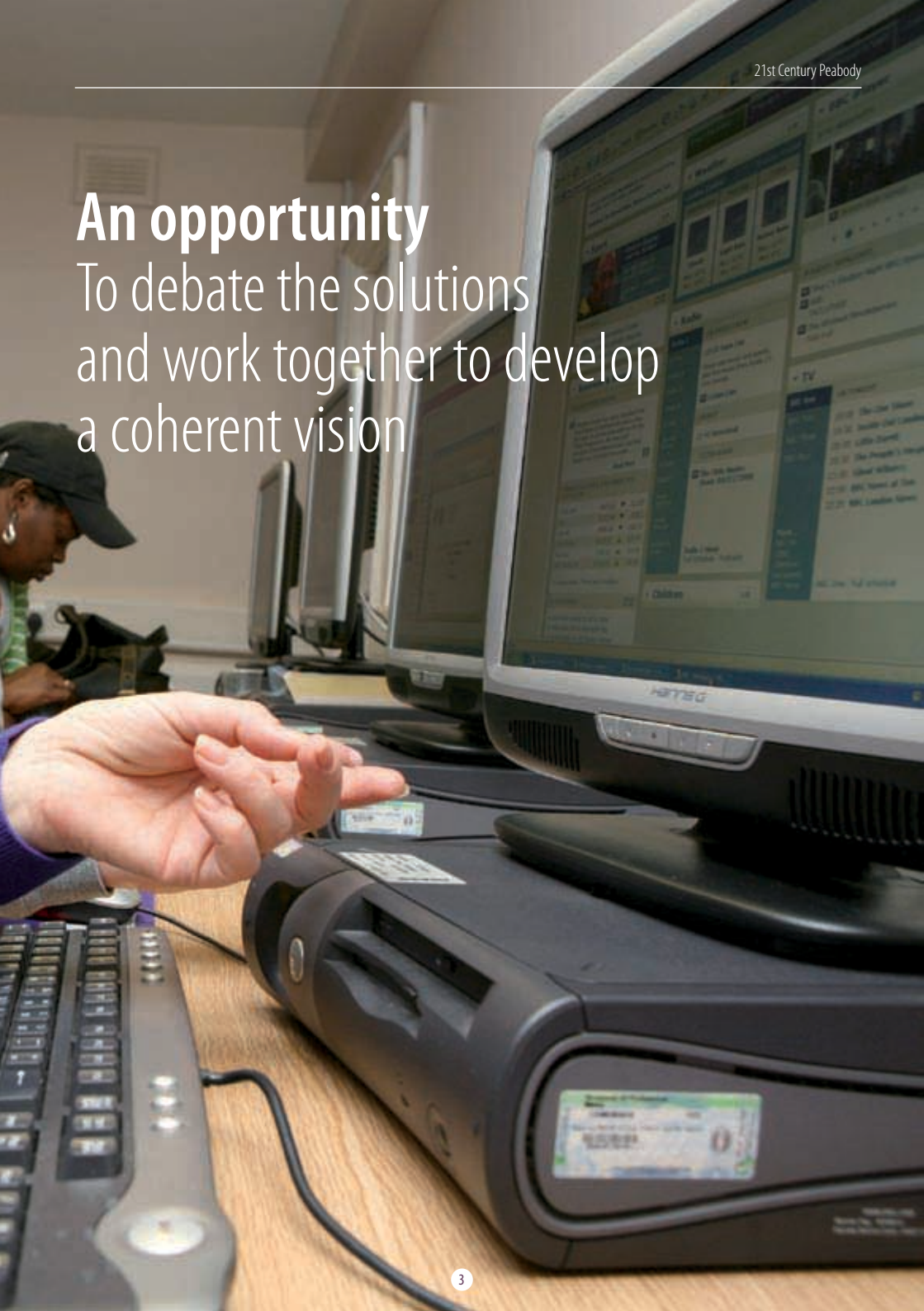


PEABODY



An opportunity

To debate the solutions
and work together to develop
a coherent vision



Foreword

Pam Alexander



Peabody homes have been at the heart of London for nearly 150 years, with more than 50,000 Londoners living in them today.

George Peabody's mission in 1862 was to *'ameliorate the condition of the poor and needy of this great metropolis and to promote their comfort and happiness.'*

At Peabody we have a long and proud history of fighting poverty and deprivation. Then as now, poverty of aspiration and poverty of community were debilitating. Then, as now, a roof over one's head and victuals were the basics of survival – necessary but not sufficient to a happy and fulfilled life. Then, as now, Peabody sought to offer more than mere survival, to ensure that his residents had opportunity to better themselves. But then the estates were isolated pockets of security and comfort in unruly and threatening urban slums. They turned their back on the communities outside their walls and gates, defended against the evils beyond. Yet Peabody has always been an agent for social and physical improvement in London and we are proud that that role continues to grow.

Today we seek a new approach, building on our 150 years of experience as London's longest standing affordable housing provider and social entrepreneur: a long term plan for our communities for the 21st century. We have talked with the best thinkers in housing, economics and social studies; researched the wishes of our residents, international best practice and the needs of climate change management; and turned to four very different

estates as test beds to visualise the physical possibilities with one of our greatest urban planners.

This report is the end of that beginning. We want our communities across London to be a springboard and not just a safety net. We aim to provide all our residents with a good home, a real sense of purpose, and a strong feeling of belonging. We will open up London to the Peabody community and open up the Peabody community to London. We have exciting plans to turn this mission into reality. With our residents and partners we will start by exemplifying all these in a major redevelopment of our estate at Clapham Junction. But as well as supporting us, some current policies create barriers to our attempts to push against the boundaries and think for the future – whether unrealistic rent constraints, allocations and lettings requirements that unbalance communities, narrow targeting of training and employment initiatives or procurement models which do little to support new environmental standards or deliver a digital future to our residents.

Some collaborators would have encouraged us to go it alone: we know that is not the right answer and never has been. We trust that this report will stimulate our many partners in government – local, regional and national – and across the private, voluntary and community and public sectors to take up these 21st century challenges alongside Peabody.

Pam Alexander
Chair
Peabody

Introduction

Stephen Howlett



Peabody has been working with the Institute for Public Policy Research (ippr), De Monfort University and Farrells architects to develop the principles of a strategy for creating the exemplar communities of the future. Our emerging vision has, as its foundations, an evidence base of robust research to identify the challenges we face – socially, economically and environmentally and yet is based on George Peabody's vision as applied to today's needs and opportunities. This report begins to develop the solutions to meet these challenges.

Of course this is about providing 21st century homes which meet the needs of current and future generations. But it's about much more than that. It's about tackling problems of deprivation, low skills and worklessness, and creating sustainable and vibrant communities that are truly integrated into their surroundings.

The emerging vision to meet these challenges is a result of extensive work, not just by academics and others in the sector and beyond, but also as a consequence of listening to our residents about their needs and what they want.

We do not pretend that this work provides all the solutions but it is an important step forward in creating a vision that we hope others can help develop, support and own. It can only be achieved by working in partnership. We recognise that we all have an important role to play, whether at a local, regional or national government level, within the housing sector and across the wider third

or charitable sector, reaching out into the private sector too.

We believe that there are innumerable benefits to getting this right. Benefits beyond *a good home* to the impact on an individual's quality of life and the aspirations of a whole community. By creating *a real sense of purpose* through employment, volunteering or involvement in civic activities and instilling *a strong feeling of belonging* through a wider contribution to neighbourhood management, we can create and support thriving, cohesive communities. Getting it wrong, or not challenging ourselves to develop the right solutions, will have far reaching consequences for individuals, communities and society.

This is an opportunity to debate the solutions and work together to develop a coherent vision to deliver the shape of communities now and for the future. We believe that 21st Century Peabody is an important step for Peabody and a useful guide and challenge for us and all our partners.

Stephen Howlett
Chief Executive
Peabody



Our focus

Helping people and
neighbourhoods to develop

Executive Summary

Throughout our 150 year history Peabody has made a significant impact on life in London. Our focus has always been on helping people and communities to flourish.

Our mission is to make London a city of opportunity for all by ensuring as many people as possible have a good home, a real sense of purpose and a strong feeling of belonging.

The 21st Century Peabody project explores how we work with others to ensure that affordable housing across London and beyond is a springboard and not simply a safety net.

In exploring how we could deliver our mission in the 21st century we wanted to ensure that we had evidence-based research to underpin our work and to help us understand how to apply it practically. Working with the ippr, De Montfort University and architects Farrells, we have developed a set of principles and an evolving vision for the communities of the future.

The Research

Alongside a literature review to identify international best practice, ippr examined the current resident experience on Peabody estates and investigated residents' wants and aspirations for the future. This involved using four selected estates as case studies and direct contact with around 450 residents through workshops, face to face interviews and focus groups.

The research concluded that community is important to residents, although only just over half felt part of the local community beyond their immediate estate. Community services

and activities for residents are highly valued and positively perceived in general and overall people said they wanted more services for young people.

Residents also wanted more say in running their estates, although few were prepared to join an estate committee. This presents Peabody with the challenge of how to engage residents in running their estates without making it too onerous for them. The research tells us that although a lot can be achieved through the improvement and expansion of community services and existing resources, the physical and spatial aspects are equally important in creating good homes and shaping exemplary communities. It is this aspect which Farrells looked at in depth.

The second piece of research by ippr looked at how London might change over the next 25 years. The aim of this review was to help place Peabody's thinking about how to respond to residents' needs within the context of the type of city in which they could be living in the years to come.

Changes in population, a more flexible workforce, variations in household sizes and more mixed communities will all impact upon the homes that we build and the communities we create. In addition the importance of the environment and the need to tackle climate change was high on the agenda.

Working with De Montfort University we focused on assessing the challenge to help cut carbon emissions and address climate change. This meant understanding the level of investment required in our homes over the next 10-20 years and how we might begin to make the necessary changes to our housing stock.

The conclusions indicate the extent of the challenge Peabody and others face if we are going to meet the London and national carbon emission targets. Peabody is already implementing measures that will influence our residents' behaviour as part of our climate change strategy.

Building on this research we set about defining the different elements that would make up an exemplary 21st century community. This work identified seven core principles that underpin the exemplary communities of the future:

The Seven Core Principles of Exemplary 21st Century Communities

1. An exemplary community is one where people feel they belong
2. It is a place where people have homes that meet their needs and are suitable for the changing circumstances of life
3. It is a place where the landlord's service is tailored to the individual
4. It is a place where no child is living in poverty
5. It is a place where all residents are supported in their daily lives and in their longer-term aspirations
6. An exemplary community feels part of the wider, local area
7. An exemplary community has a sustainable environment

London is a city made up of villages. We created the *Peabody Village* concept to bring together these principles as a holistic vision that would form the basis of the next stage of our work. A *Peabody Village* is a place of opportunity, where people have *a good home, a real sense of purpose and a strong feeling of belonging*.

One critical element of the *Peabody Village* is a new approach to relating our homes to the wider neighbourhoods of which they are a part – an inclusive not a defensive approach. So we asked world renowned architectural practice Farrells to bring this concept to life for four of our estates in a physical and spatial way.

The Vision

Key elements of our long-term vision are:

A. Improving the quality of life in existing buildings

- not only making homes physically accessible but optimising private space by utilising unused space, giving residents access to their own private outside space and creating communal roof top gardens and terraces.

B. Maximising the opportunities in our current estates -

up to 300 additional homes can be created on Peabody's existing land through the adaptation of existing estates.

C. Making our climate change strategy part of everything we do –

from energy improvement programmes for individual homes, and encouraging residents to reduce their demand for energy to adopting the highest standards for major estate refurbishment and new construction projects.

D. Prioritising design inside and out –

encouraging residents to personalise their homes inside and out and at the same time maintaining our reputation for architectural quality by commissioning good design.

E. Involving residents in shaping their environment – from deciding where to plant trees, giving rewards to residents for participation in activities, to piloting a new estate management model.

F. Building relationships with local learning providers and employers – expanding the opportunities that local areas provide by working with schools and local employers, providing training and job brokerage and encouraging local enterprise in commercial space on our estates.

G. Tailoring relationships with residents and communities – providing tailored support for every resident, doing comprehensive needs assessments for new residents, reviewing tenancies regularly, enabling access to services for older people and continuing to develop access to services through our website.

H. Transforming estates into vibrant communities – providing for a mix of people and tenures on each estate along with a much better mix of sub-market rental opportunities.

I. Opening up London to the Peabody community – providing clear *mental maps* for residents of the wider London context in which our estates are located and strengthening those links; and opening up the Peabody community to London – making our estates more permeable to others in the local community, encouraging more movement through estates and expanding opportunities for residents locally.

J. Creating high quality public spaces for everyone to use – making the most of each courtyard, square and garden.

To bring this vision to life we have identified a pilot project at the Clapham estate at Clapham Junction, Wandsworth. These plans are at an early stage and are subject to planning approval. But in our Clapham estate we aim to deliver a truly exemplary 21st century community by

putting into action on the ground the principles we have identified. This will include doubling the density of the estate whilst at the same time providing better sized rooms for our residents and maintaining areas of open space.

The realisation

Delivering our vision and providing exemplary 21st century communities across our developments is hugely ambitious. Although we have already started to implement much of what we have learnt there are a number of critical success factors for Peabody that will determine how far we get in achieving this vision. We need to integrate this vision into everything we do, try to understand our residents and their communities better and ensure they understand Peabody. We also need to secure willing and committed partners.

Finally we cannot do it on our own; the issues we raise resonate at a local, regional and national level. To this end we need support from Government as well as our key community partners to deliver this vision. In order to remove the barriers or constraints to create 21st century communities we have considered a number of actions which we believe should be implemented by ourselves and others.

The partnerships

Government and local partners can help us deliver this vision by:

Challenging the existing model for providing affordable homes;

Continuing to support investment in existing homes;

Making our homes greener and creating a zero carbon future;

Supporting more people into employment;

Establishing sensitive lettings arrangements.

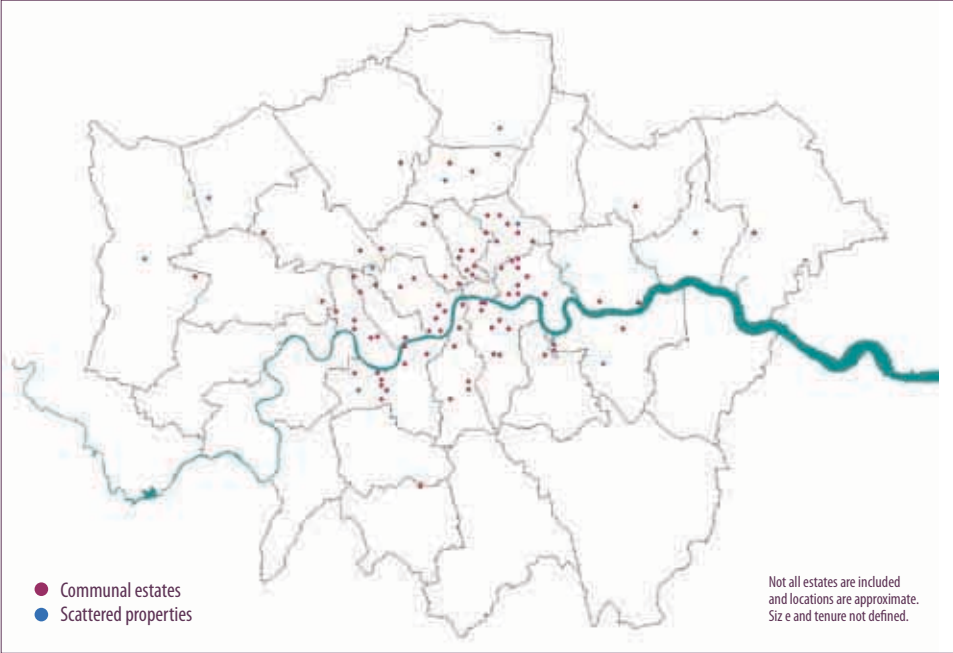
Why we began work on 21st Century Peabody

Since 1862 Peabody has made a significant impact on life, architecture and homes in London. We house 50,000 people in more than 17,500 homes (mainly in estates), 90% of which are socially rented. 99% of our residents live within six miles of Smithfield Market in central London. All our homes will meet the Decent Homes Standard by the end of 2010.

We have always maintained a special focus on helping people and neighbourhoods to develop. We have a powerful community regeneration arm

and through this spend £3million every year on community support projects. Improving access to amenities, employment, training, support and opportunity and bringing people together as part of an estate or neighbourhood has become a key part of our work across the capital. We help more than 300 people into jobs every year and around 1,500 more to take up training opportunities.

The scale and ambition of our community regeneration programmes leads the sector.



Location of principal Peabody estates throughout London

“To ameliorate the condition of the poor and needy of this great metropolis and to promote their comfort and happiness.”

The mission set out by our founder, George Peabody is as relevant now as it was in the 19th century

The mission set out by our founder, George Peabody is as relevant now as it was in the 19th century:

To ameliorate the condition of the poor and needy of this great metropolis and to promote their comfort and happiness.

However, as we approach our 150th anniversary we want to ensure that we continue to have a positive impact through the next century and beyond. Our work over the last 147 years has helped us to understand that in trying to achieve our mission, providing a home is only the first step. This experience has helped us refresh our vision and mission which is to make London a city of opportunity for all by ensuring as many people as possible have:

A good home

A place that is safe, warm, clean, light, well-maintained and evokes personal pride.

A real sense of purpose

Regular endeavour through work, learning, caring for others, personal development or volunteering, that people look forward to because it makes them feel valued.

A strong feeling of belonging

Active involvement in the neighbourhood and the spirit of togetherness and friendliness that goes with that.

The 21st Century Peabody project explores how we can do this better and how we can work, along with others, to ensure that social housing

across London and beyond is a springboard in addition to being the safety net of old; an enabling force that allows its residents to encounter and capitalise on opportunities. In this sense the project is about creating 21st century homes and building vibrant 21st century communities.

Our aim when we embarked on this was to discover how we could best navigate these steps and, through this discovery, how we could help inform the highest level of debate on shaping neighbourhoods and providing opportunities for all who belong to them.

However, we know that, as society changes over time and as the social, economic and political influences that make nations, cities, towns and communities transform from one era to the next, so too do the needs of their inhabitants.

We wanted this vision, and all our work to be underpinned with evidence-based research that would help us to understand the forces and practicalities that will shape a 21st century community. To help us with this, we commissioned a set of research from three renowned organisations; the IPPR, De Montfort University and Farrells.

The three strands of work tackled different aspects of the task and have fed into what we hope will be an evolving vision for the communities of the future.

Farrells Architects

Sir Terry Farrell on the Peabody vision



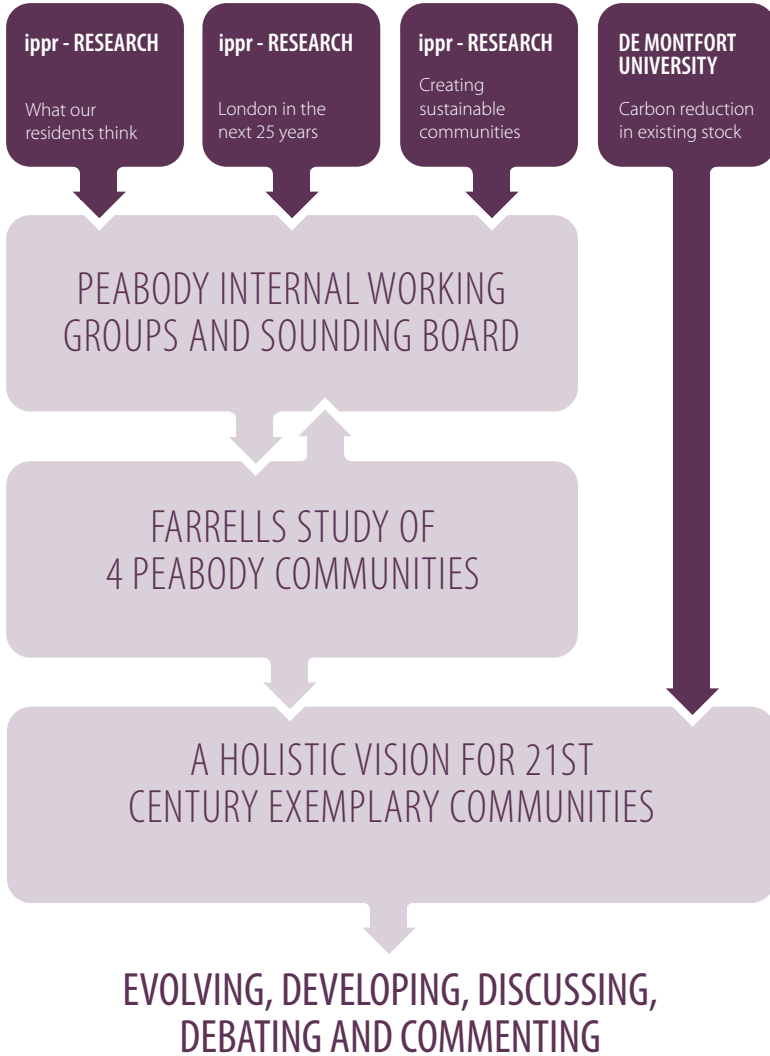
I am delighted to present this vision as part of our work for Peabody. It is a privilege to have been asked to develop a Peabody vision for the 21st century, and this is the culmination of work we have done over the last eighteen months, focusing both on the 'big picture' as well as detailed studies on individual estates in close collaboration with the Peabody team.

It has been a revelation to find out about all the important work that is being done by Peabody – much of it behind the scenes – and the importance of its role as a provider of affordable housing in London should not be underestimated.

Peabody is constantly looking at improving the way it does things. It has a well earned reputation for being at the forefront of innovation in providing homes, in sustainable design and in place-making. This vision is intended to help shape its future aspirations in what are challenging times, but its purpose is also to help Peabody in undertaking its important day to day work now.

Sir Terry Farrell
Principal
Farrells

The right foundations: what we commissioned and where it has taken us so far



Listening to residents

Predictions, facts and figures – the London we'll be living in

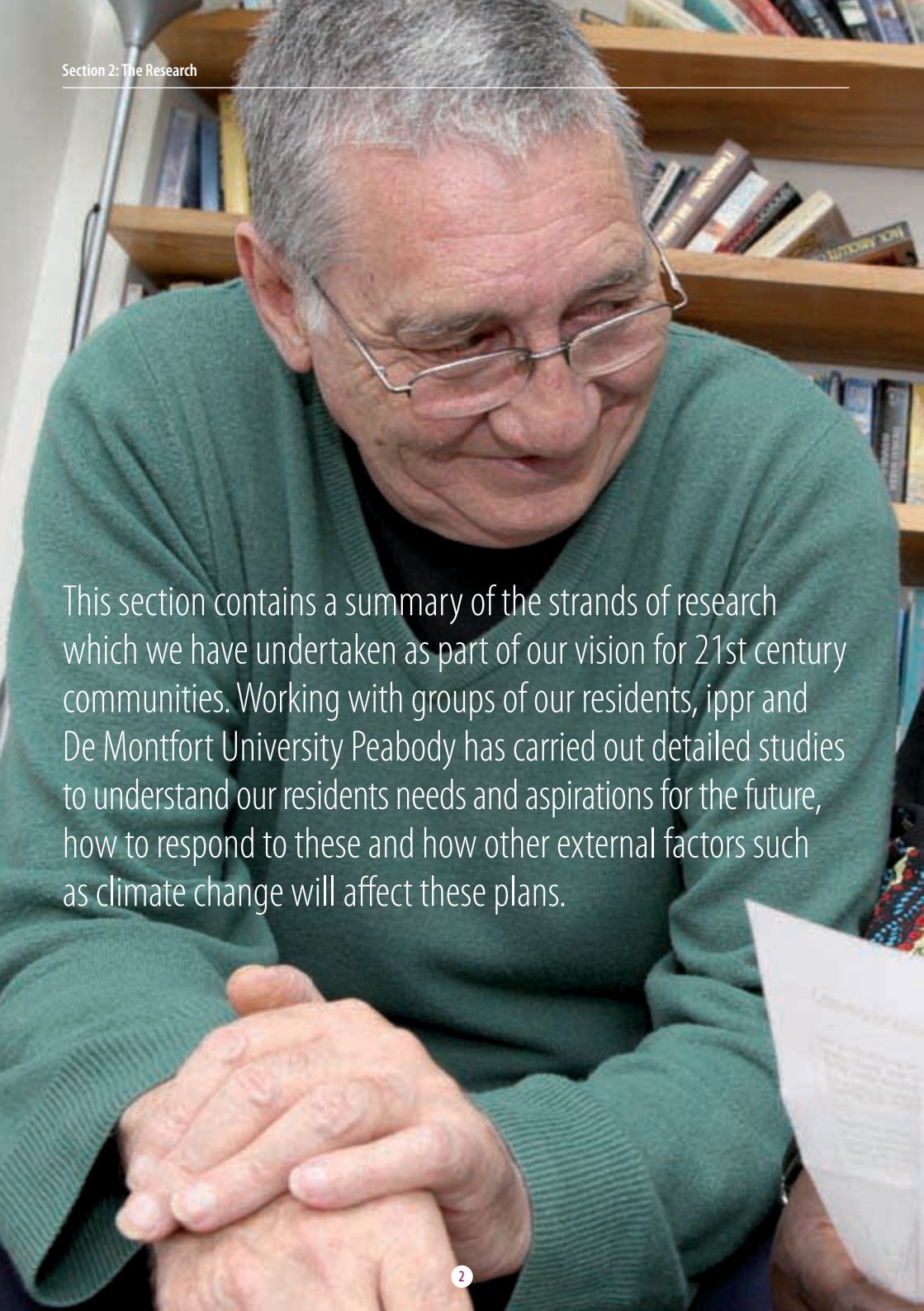
The environmental challenge

Section 2

The Research



PEABODY

An elderly man with short, grey hair and glasses is looking down at a document he is holding. He is wearing a green V-neck sweater over a black shirt. His hands are clasped together in front of him. The background shows a wooden bookshelf filled with books. The lighting is soft and indoor.

This section contains a summary of the strands of research which we have undertaken as part of our vision for 21st century communities. Working with groups of our residents, ippr and De Montfort University Peabody has carried out detailed studies to understand our residents needs and aspirations for the future, how to respond to these and how other external factors such as climate change will affect these plans.



Strand One

Listening to residents

We asked the ippr, a progressive and independent think tank, to examine the current resident experience on Peabody estates and investigate residents' wants and aspirations for the future, for themselves and their families and for the services that Peabody provides.



Wild Street, Westminster



West Silvertown, Newham



Pembury, Hackney



Rosendale & Peabody Hill, Lambeth

To help the ippr place this work into the context of an estate and how it functions within its local community Peabody and ippr selected four estates to use as case studies. We deliberately picked as broad a cross-section of the physical, social and economic profile of our estates as possible.

The four estates chosen were:

Wild Street, Westminster

A small but 'typical' Victorian courtyard estate that houses a very diverse community within a particularly non-residential neighbourhood.

Britannia Village, Newham

A modern estate built in 1996 in the Royal Docks area. Peabody own 81 of the homes with the remainder owned by East Thames Housing Associations and Wimpey Homes. This is an area of major regeneration where isolation is slowly being eroded by surrounding development.

Pembury, Hackney

A very large estate of more than 1,000 homes, this part of central Hackney is very ethnically diverse, has high levels of unemployment and the estate has suffered from a poor local reputation.

Rosendale & Peabody Hill, Lambeth

Two adjacent estates in the Herne Hill area, which are physically very different, but share a number of community services.

A crucial aspect of the ippr's work was direct contact and discussion with our residents. To achieve this, the fieldwork contained a number of different elements:

- Two workshops involving a wide selection of more than 80 residents from across 71 Peabody estates. A representative sample of residents was selected and invited to take part by letter.
- More than 200 detailed face-to-face interviews with residents from the four case study estates. Ipsos Mori was subcontracted to carry these out.
- 16 focus groups across the four estates including harder to reach groups (for a full list of groups see Appendix I).
- 20 interviews with key local stakeholders living or working around the four study estates and closely involved in local community activities.

In total, the ippr engaged around 450 Peabody residents in this research.

The ippr also carried out a detailed desk review to inform their eventual proposals on London in the future – demographic, social, economic, technological and environmental trends.

The aim of the ippr's final report was to detail the research findings from the combined work with residents and future trend analysis, to outline a range of key issues that would help us to formulate our exemplary 21st century community.

ippr Findings

What our residents told us

Our residents are at the centre of our work and we wanted our vision to reflect and meet their aspirations for the future. In particular, we wanted to find out what was common about the experience of living in a Peabody home.

Residents told us that:

Community is important

51% of residents feel part of the community of their estate. However, there is a consensus that community spirit is declining and this was felt to be due to social trends around working hours, the increasing diversity of the population and changes to the physical and social structure of estates.

A clear majority of residents want to feel part of a community and believe that community spirit could be increased by a greater focus on community spaces like play areas, indoor facilities and green spaces.

It was felt that community centres needed to be managed well to be used to their full potential although it was acknowledged that Peabody do already run some good activities and projects in these spaces.

Community services and activities for residents are highly valued

86% think it is a good idea that Peabody offers additional services, such as skills and employment training and health and well-being initiatives. Of those surveyed residents who had used these services, 67% say they had a positive effect on their confidence and improved their career prospects. People saw community services as a route to increasing pride in estates, creating greater respect for estates physically, and also a source of community cohesion.

Overall people said they wanted more services for young people and the three main reasons given were because they:

Provide opportunities to enhance skills, development and, ultimately, life chances.

Help reduce opportunities for anti-social behaviour.

Increase the sense of community by giving young people a sense of ownership and pride.

“Many residents remained unaware of the scale and scope of the services Peabody offers to its communities and further work needs to be undertaken by Peabody to raise awareness.”

51%

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While none of this is surprising, it is interesting to note that the young people the ippr engaged appreciated these benefits as well and saw these services as creating safe and constructive places where they would not be accused of causing trouble.

Successful activities, services and spaces are the ones co-designed in partnerships between Peabody, its residents and the relevant delivery partner.

This leads to:

- a greater feeling of resident ownership
- higher take-up
- sustainability

Many residents remained unaware of the scale and scope of the services Peabody offers to its communities and further work needs to be undertaken by Peabody to raise awareness and to ensure that those services funded by specific government and charitable programmes are available to Peabody communities despite targets which make this difficult.

86%

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More say in running their estates

Although residents said they wanted more say only 10% were prepared to join an estate committee. Instead, ippr found that many residents still had positive memories of the days of residential caretakers. Residents felt they helped to instil pride in the estates and had an impact on anti-social behaviour as well as the estate's appearance. Older residents, in particular, liked the idea of having someone to turn to when necessary. Peabody had to move away from residential staff for a number of reasons including the cost, consistency of service, and due to constraints imposed by the working time directive.

There is a balance to be found between delivering the 24/7 personalised service that residents want and delivering a cost-effective service that Peabody can maintain. Turning expressions of interest from those who would like more say into a strong and long-term commitment can be challenging despite the benefits for residents. However, an exemplary community will have residents centre stage and fully-involved in the decisions that affect their

“Many view themselves as residents of a local place first and of London second. Their attachments to particular localities mean that, if they have to move, they want to stay in the same area.”

30%

30% said that location is the most important feature of a home, followed by security of tenure (16%) and then the right amount of space (13%)

day-to-day living environment. We must find the correct mechanisms to allow this to happen.

Surroundings and security are key

30% said that location is the most important feature of a home, followed by security of tenure (16%) and then the right amount of space (13%). Many view themselves as residents of a local place first and of London second. Their attachments to particular localities mean that, if they have to move, most want to stay in the same area.

Estates in more established residential areas tend to build up stronger community networks, while those in more isolated positions unsurprisingly left residents, and particularly older or more vulnerable people, feeling less able to access services, shops and facilities.

A safe and secure environment is the most frequently cited feature of residents' ideal estate and positively, 84% of residents feel safe in their homes and 71% in their local environment. The research also found that the relative affluence of the surrounding area had a clear effect on residents' aspirations. In Covent Garden

93%

93% recognise the importance of Peabody making its homes more energy efficient

our young residents were positive about their educational and life prospects, while in Hackney our young residents expected to fail.

Green issues are important but money is too

93% recognise the importance of Peabody making its homes more energy efficient, with 56% viewing reduced rent and energy bills as the main driver. However, only 37% would be prepared to pay more rent to achieve energy efficiency improvements and this is only if we could guarantee that any rent increases would be cancelled out by savings in energy bills.

Residents need space to grow

42% believe their home to be too small. Homes with insufficient space for younger people to study or relax can negatively impact educational and employment outcomes. The biggest frustration was the frequent perception that there were larger homes available. Whilst partly about communicating the re-letting rules we operate under, this also highlights that associations are unable to satisfy many existing residents' needs due to requirements to offer a majority of homes for local authority nomination

42%

believe their home to be too small. Homes with insufficient space for younger people to study or relax can negatively impact educational and employment outcomes

47%

of residents felt that Peabody could offer financial assistance to move and a third suggested we should help with mortgage or other financial advice

to meet pressing local needs, despite over-crowding amongst existing Peabody residents. It demonstrates the importance of providing opportunities for residents to move into homes that fit their needs without losing their community ties and so depleting the social capital of our neighbourhoods.

It can be hard to think about the future

Similar to other research, many residents seem to think little about the future in this context. Residents' responses to what would make an exemplary estate were grounded in the present and, in general, suggested that they want Peabody to do what we do now but better. The clear areas of consensus in what would make an exemplary estate (in no given order) were:

- Security and safety
- Accommodation that *works*
- Well maintained estates
- Well functioning community spaces and external areas
- Cleanliness
- Face-to-face contact with staff
- Activities and support for residents
- Good communication between Peabody

and its residents

When asked to look further ahead ippr found that over the next five years 16% want to find a new or better-paid job, 15% want to improve their health and 12% aspire to buy a property. Most residents felt constrained by their finances and other barriers cited included health problems, lack of skills and access to childcare. It was felt that Peabody could provide family support (e.g. childcare, homework clubs), help residents to acquire new skills and help provide homes for other family members to enable them to give additional support to relatives.

Despite the barriers, aspirations towards home ownership are strong

44% want to be living in their own home in 10 years time, whilst 37% want to be in their current home. 81% wanted their children or grandchildren to own their own home. 47% of residents felt that Peabody could offer financial assistance to move and a third suggested we should help with mortgage or other financial advice.

Findings

What does this research tell us?

There is a sense here that perhaps day-to-day difficulties have reduced people's ambitions and aspirations to fit their current circumstances. They no longer have big dreams for what Peabody can do for them; most just want things to be *a bit better*.

However, we do not believe that a 21st century social landlord should content itself with simply doing the basics well. With our long history of fighting poverty, doing the basics well only takes us halfway to delivering an exemplary community. The other half is about creating opportunities for people to improve their lives and to feel they have a real sense of purpose. We should be trying to provide more services, projects and initiatives that look to re-ignite personal aspiration, raise expectations and generate confidence, belief and pride.

An exemplary community in the 21st century cannot be one that simply manages deprivation. It has to overcome deprivation and provide an environment

that no longer feels poor, economically or socially. Our aim must be to help our residents expand their horizons again and feel that more is achievable.

We have heard that residents enjoy and benefit from the community activities we currently provide and that there is a demand for a great deal more; however, we need to come up with sustainable funding regimes to support these initiatives and perhaps a way of broadening and promoting their appeal. Using funds raised externally we are already working with partners to deliver a wide range of activities for our residents. Activate London is a just one of Peabody's key community programmes.

Case Study: Activate London

In July 2007 Peabody launched Activate London, an ambitious initiative aimed at boosting mental and physical wellbeing and promoting healthy eating among social housing communities across the capital.

Activate consists of a series of small, community-based projects that engage with residents living unhealthy lifestyles and encourages them to change their habits for the better.

Using a £4.68m Big Lottery Fund grant for the first four years the initiative is run by Peabody with its housing association partners including CBHA our subsidiary, Circle Anglia, Southern, Metropolitan, Family Mosaic and Broomleigh. Examples of Activate London projects include:

Coping with Life

This project focuses on the mental wellbeing of socially excluded residents. It is run in partnership with Broomleigh Housing and Bromley PCT and involves a series of courses covering anger and anxiety management and assertiveness training.

Back in Action

These are gentle exercise sessions run by Peabody for elderly and disabled people.

Eat Wise, Eat Well

This series of half day sessions based in community centres and tenants halls teaches the basics of healthy food preparation and nutrition. They are run by Peabody, Southern and Metropolitan.

Since its inception two years ago over 14,000 people have participated in Activate London's 68 projects and there is at least one initiative in every London borough.

One aim is that current participants will become project leaders and volunteers, ensuring that Activate London will continue when the funding runs out.

Andrea Purslow, Activate London Project Manager at Peabody explains Activate London's objectives: *"Whether it's a cooking school for older residents or a scheme that matches role models from minority communities with children who at risk from drug use, Activate London's aim is to promote healthy living for the long-term benefit of London's communities. The projects also play a significant social role and this can be crucial in terms of improving the mental and physical health of participants."*

Another particular focus of ours has been on young people not in employment, education or training (NEET). We use informal and taster activities as a first step toward reintegration into mainstream education or employment. We also work to empower young people to participate fully in their communities.



Focus on getting young people into employment – success story

In July 2009 John left school and, a month later, attended the Gateway, one of Peabody's neighbourhood learning centres, to ask whether we could help him. During his induction process it was established that John would enjoy working in a manual job but we felt that as he was a school leaver, employers would not be interested in offering him a position.

We spent several one to one sessions with him and John attended interview training in both face to face and telephone techniques. We researched into apprenticeships in carpentry as he had a keen interest in making things. John was invited for an interview for one of the positions that he applied for and he successfully started work on 1 September as an apprentice carpenter. John remains in contact with the centre and is enjoying this position.

In Tower Hamlets and Southwark Council we deliver innovative services for older people funded by their respective local authorities. In both areas we are connecting elderly residents with services available in the wider community, ensuring that they become part of the neighbourhood and do not feel isolated on their estates. We believe that it is important to work with existing agencies and providers in and around our neighbourhoods, helping to join up services and make the best use of local resources.

Much can be achieved through improving and expanding community services; however, we know that when it comes to providing good homes and shaping exemplary communities, the physical and spatial aspects of estates cannot be ignored. The realities of living on an estate can be significantly shaped by designs and layouts first conceived in a different era for people with very different needs.

This leads us to a number of questions:

How can we maximise effective use of space in existing homes to deliver social and economic benefits to residents?

How can we help re-ignite personal aspiration and confidence, belief and pride amongst our residents?

How do we encourage sustained social and economic improvements in local areas, not just among our own residents?

With the help of Farrells we have come up with preliminary solutions to some of these questions in Section Four.

We also feel that some of the issues that have come out of this research need to be the subject of wider debate and discussion.

Residents want more say in managing their homes, they want more personal contact from their landlord – these are givens. But we need to work out a way in which we can establish sustainable, effective and cost-efficient relationships.

It is also clear that there is a conflict between our residents' desires for a flexible, transparent lettings policy and what we, as a landlord, can provide. In Section Five we have outlined why current local nomination agreements place restrictions on our ability to create balanced and sustainable communities – we need a more flexible, transparent system that meets current residents' demands while still supporting wider local needs.

Strand Two

Predictions, facts and figures – the London we'll be living in

This chapter summarises the ippr's findings from desk-top research into how London might change over the next 25 years.

The aim of this review was to help place Peabody's thinking about how to respond to residents needs within the context of the type of city which they will be living in the years to come. In other words, we needed to think practically about whether residents' experiences and aspirations would be affected by the changing environment around them. *Whilst this work was completed before the current economic recession took hold fully, we believe that these long term trends are still relevant.*

A bigger, more diverse population

- The population of London is expected to increase from today's 7.56 million to 8.15 million people by 2016.
- The capital's population will continue to grow younger... and older. It is estimated that by 2031, 23% of the population will be over 65.
- In other words, London is set to face a hollowing out of its population, stretched between an increasing youth and elderly population.
- London has at least 54 communities of foreign nationals with more than 5,000 members and there are more than 300 languages spoken in its schools.

A more flexible, changeable workforce

- It is estimated that the number of jobs will increase from 4.49 million in 2006 to 5.50 million in 2026 with the service sector expected to grow most significantly.
- By 2018 it is estimated that the number of working women will exceed the number of men and by 2011, approximately 30% of employees will work part-time.
- A more dynamic economy has driven out 'jobs for life' in most sectors and young people today have had an average of four jobs by the age of 25, twice as many as their counterparts 20 years ago.
- There are likely to be one million fewer 16-25 year-olds in the workforce in 2020, a drop from 16% to 11%, due to the increasing number of young people not in education, employment or training (NEET).



Living alone, in mixed communities

- The number of households is set to increase by 570,000 by 2026 and the vast majority of these will be one-person households. As the number of married households is set to decline, an increase in cohabiting couples will be matched by a rise in the number of lone parent households.
- The capital scores the highest of any region in terms of those believing that people of all cultural backgrounds get on well together in the local area. The Citizenship Survey reported that 78% of Londoners have friends from different ethnic groups versus approximately 50% for England and Wales as a whole.

Environmental and sustainable best practice

- London is currently responsible for approximately 8% of the UK's total carbon emissions (excluding aviation) and based on demographic and economic growth forecasts, this will increase to 15% by 2025.
- Although temperature increases are only likely to be 1°C- 1.5°C in the next 20-30 years, the increased frequency of extreme weather events will present an immediate threat to London's communities.
- Heat waves will become more common as a result of the 'Urban Heat Island effect', affecting water resources and demand.
- Higher temperatures and increased risk of flooding, due to rising water levels and potential increased incidence of storms, will also impact upon infrastructure and construction.

Findings

What does this research tell us?

These findings make the size of the challenge ahead of us clear. A bigger, more diverse London with an ever-changing workforce and the encroaching realities of climate change define a city in which community cohesion could easily be forgotten by those who perhaps need it most.

In providing employment and skills training we will need to account for changing demographics as well as changing attitudes. We will need to overcome or manage the tendency for people to move into and out of work on a regular basis and social housing will need to play a key role in supporting those experiencing transitions. In this mobile market, supporting skills and career development will become an even more crucial part of our work. For example, in response we will be implementing our Re-connect programme early next year.

Job Club Model – Re-connect

At Peabody we aim to provide a supporting and energising environment for our residents and community members to improve their career or work prospects. From long term unemployed to those starting out on the career ladder, Peabody is committed to supporting our residents by offering long term support to those seeking to get into work whenever they need it.

The Job Club model, which we will deliver from our community learning centres across London, has two elements:

For many long term unemployed and people made redundant more recently the barriers to re-entering the job market are related as much to their confidence, self esteem and other mental well being related issues as with their skills and the availability of jobs. Consequently, one key element of the job club model is designed to address this issue.

Backed by research into the effects of unemployment and mental health, we have developed a programme that embeds the Mental Health Foundation's ten-point plan to looking after one's mental health. The ten areas include: talk





about feelings, keep active, eat well, keep in touch, ask for help, do something you are good at, take a break, care for others, drink sensibly, accept who you are. The second element focuses on offering a mixture of careers guidance, personal development opportunities, volunteering, work experience and job brokerage services for people who want to get back into work. This aspect is based on a model developed by American psychologist, Nathan Azrin, widely recognised as the father of job clubs. Individuals can access a range of structured and timetabled support services facilitated by qualified and skilled staff and trained volunteers.

Both aspects of the job club model combine to provide a mutually supportive environment and create a real sense of purpose and promote feelings of self worth and well being.

At the moment, virtually all of our funding for employment and training activities comes from a multitude of separate programmes run by different parts of government. Whilst grateful for all forms of help, we believe there is scope for more integration and effective coordination at delivery level. We are often faced with several initiatives with identical objectives and outcomes but requiring different management arrangements, varying definitions of the same client groups and different ways of determining successful delivery. This is clearly inefficient. Also, there is a real need to better combine training and skills budgets with employment programmes.

All aspects of London's increasing diversity should be used to maintain and increase social capital (the form and quality of social relationships between individuals) within communities and engender residents' pride in their neighbourhoods.

Social capital among poorer people may be positively influenced by increased mixed tenure and high quality public space and services. Parks and open spaces, as well as pubs, cafes and shops provide a focus for community life and forums for interaction.

Finally, it is necessary and urgent to prevent the causes of climate change (see next section) and the developments in technology will make monitoring emissions from individual households easier. However, the likely approach of penalising excessive emissions is problematic, particularly for those on low incomes or with little control over the maintenance and investment in their own home. Monitoring carbon emissions could potentially worsen fuel poverty for a minority and, though the Government has taken steps to mitigate this, social housing providers will need to ensure they act to prevent their residents being placed at a disadvantage.

ippr also undertook a third piece of research that feeds into our work - a desk top review into best practice in creating and developing sustainable communities. Looking at examples from the UK and several other countries across the world this review allowed us to understand the type of policy approaches that work and how best practice might be translated into the UK. We have therefore also used this research to inform and shape our approach to defining the key elements of 21st century Peabody communities. More details about this strand of research are available in Appendix II.

Strand Three

The environmental challenge

The Greater London Authority (GLA) has set an ambitious target to reduce carbon emissions and make our homes greener.

The social housing sector will be expected to take a lead. We wanted to understand the scale of the challenge for Peabody and the sector as a whole. Cutting carbon emissions is vital if social housing communities are to be sustainable, thriving places to live and our low income residents are to avoid increasing fuel poverty.

The targets set:

- A 60% reduction in carbon emissions by 2025 (against 1990 baseline emission levels) as set out in the London Climate Change Action Plan (GLA).
- Applying this target to Peabody homes leads to a net target of 57% carbon reduction from 2006 emission levels. It is this figure that is used to measure Peabody's progress.

We set up a partnership with the Institute of Energy and Sustainable Development at De Montfort University to assess the challenge and understand both the level of investment required in our homes over the next 10-20 years

and how we might begin to make the necessary changes to our housing stock and estates; and, as importantly, the behaviours of our communities, their neighbours and the energy providers.

The research assumed that Peabody's current planned work to meet the Decent Homes Standard is achieved by 2010 and goes on to continue to meet this standard. From 2011 to 2030, different approaches to refurbishment were modelled.

De Montfort investigated the impact and cost of these models across a number of different scenarios based on:

The extent to which UK society acts to mitigate climate change

The nature of fuel prices (low and stable, or high and unstable)

The conclusions indicate the extent of the challenge Peabody and others face if we are going to meet the targets.

60%

reduction in carbon emissions by 2025 (against 1990 baseline emission levels) as set out in the London Climate Change Action Plan (GLA).

57%

Applying this target to Peabody homes leads to a net target of 57 per cent carbon reduction from 2006 emission levels. It is this figure that is used to measure Peabody's progress.

- The targets can only be met where there is strong external action on climate change by power suppliers and Government to decarbonise the grid and by residents to constrain energy demand.
- Even if the national grid reduces its reliance on carbon energy by 50 per cent and energy demands from residents decline slightly, the estimated costs to Peabody of meeting the Greater London Authority's 2025 carbon emissions target could be between £150 and £200 million and this is assuming that income is generated through feed-in tariffs and that 20% of our homes will be retrofitted at no cost to us through area-based programmes.
- Clearly, this is over and above our existing planned expenditure on home improvements. If this is the cost for one social landlord it suggests a daunting challenge across the social housing sector and the UK's housing stock as a whole.

At Peabody we are exploring options for funding which include a combination of shared saving

models such as pay-as-you-save initiatives, a feed-in tariff for electricity-generating renewables and the renewable heat incentive for low-carbon heat from 2011.

This is a challenge that can only be met by powerful partnership working from social landlords, the Government, utilities firms and residents themselves. In Section Five we have outlined some of our initial thoughts on how this could work.

There will need to be support for residents so they can see tangible benefits in adapting their lifestyles and the long-term financial benefits in reducing their energy demand.

We are committed to doing everything we can to meet the targets. But time is of the essence, if we are to meet these targets we need to act quickly and in the case studies presented here you can see that we have already made a start. This work allows us to move the research from the global scale of our entire stock to the level of individual estates making it something very real.

Retrofit for the Future

Peabody was recently successful in two Phase One applications for 'Retrofit for the Future' – the competition launched by Gordon Brown in 2009 for innovative solutions to improve the energy efficiency and environmental performance of the UK's housing stock.

These applications will allow us complete detailed feasibility studies with our partners about how Peabody can deliver deep carbon reductions in a number of our homes at Shaftesbury Park in Wandsworth and Clyde Road in Haringey.

Awarded by the Technology Strategy Board, 'Retrofit for the Future' will deliver 100 national demonstration projects as part of a two-stage funding process. Peabody will submit feasibility studies during November with the aim of securing additional funding to get on site and realise the Peabody demonstration houses in 2010.

South Westminster Estates

Taking the work done by De Montfort University we have begun to test some of the questions posed in the report. Working with key stakeholders we are developing a feasibility study for a large-scale retrofit of our South Westminster Estates – Abbey Orchard, Horseferry and Old Pye – a total of 550 homes. This is a hugely ambitious scheme presenting the most challenging set of constraints we will face in delivering deep carbon reductions in our homes.

In doing this it is allowing us to look at some of the questions raised in the De Montfort report – What is the cost today to deliver retrofit on this scale? Technically, what are the 'best fit' measures we can make to these and other traditional Peabody homes? What will 'the offer' to residents need to be for us to deliver major refurbishment in their home? We are seeking answers to these questions to examine how we can technically and financially deliver emissions reductions of 60% (the GLA's target for 2025) and 80% (the national 2050 target).

We are not only looking at larger scale projects but also implementing smaller measures that will influence our residents' behaviour. For example, we are:

Delivering comprehensive advice in the home (through our staff) about energy efficiency, water efficiency and summer overheating

Piloting a programme for unemployed residents to be energy advisors and to provide face-to-face support to residents on issues such as energy and water efficiency and summer overheating

Setting up local energy and carbon clubs that help residents understand their energy use and incentivising reductions in energy use

Providing residents with Real Time Displays to support a reduction in electricity consumption ahead of the introduction of smart metering

Working on proposals to give subsidised A-rated energy efficient white goods to residents

We see a big opportunity to make a genuine difference to energy efficiency in our local communities and we, as a social landlord, have a vital role to play in making our future energy demands sustainable.

The full report, including the detailed methodology and findings can be found online at www.peabody.org.uk

The seven core principles

Section 3

Creating exemplary communities



PEABODY



The Peabody Village

A place of opportunity, where people have a good home, a real sense of purpose and a strong feeling of belonging

The seven core principles

The research outlined in section two is an incredibly rich source of information upon which we can base our proposals for the communities of the future. There are clearly some over-arching themes as well as sensitive and intricate nuances that we must get right.

We set up internal working groups to use the findings to define the different elements that would make up an exemplary 21st century community.

At the same time, we commissioned world renowned architectural practice Farrells to work alongside these groups and explore how the research could be practically applied to our four study estates and to imagine how these estates might look in years to come.

Through this work we identified seven core principles that we feel embody the communities of the future.

The Seven Core Principles of Exemplary 21st Century Communities

1. An exemplary community is one where people feel they belong
2. It is a place where people have homes that meet their needs and are suitable for the changing circumstances of life
3. It is a place where the landlord's service is tailored to the individual
4. It is place where no child is living in poverty
5. It is a place where all residents are supported in their daily lives and in their longer-term aspirations
6. An exemplary community feels part of the wider, local area
7. An exemplary community has a sustainable environment

“We commissioned Farrells to bring the Peabody Village to life on our estates in a physical and spatial way.”

What became clear is that we needed a holistic vision that would form the basis of the next stage of our work and encapsulate these seven principles

We created the *Peabody Village* concept; a place of opportunity, where people have good homes, a real sense of purpose and a strong feeling of belonging. Not the closed and sometimes isolated village of the English countryside but a new, urban concept growing out of the roots of Peabody's history and tradition. Peabody's Victorian estates were designed to be inward facing as a defence against the crime-ridden slums surrounding them, acting as beacons of security and opportunity

Our concept of the *Peabody Village* is made up of one or more estates plus other homes within a defined geographical area and is much wider and more inclusive than the physical Peabody estate. We will ensure that it has a clear physical heart and that people are able to connect to each other and to the wider local environment.

The wider community will benefit from being part of the *Peabody Village* and encouraged to use, where they wish, the facilities that we offer for training and social interaction.

Peabody Villages will be places of opportunity, where people have a chance to achieve their life goals and make a social contribution. The *Peabody Village* will be a springboard to a good quality of life.

With this in mind we asked Farrells to bring this concept to life on our estates in a physical and spatial way. Farrells' work, along with our own proposed way forward, is set out in the next two sections.



The wider community
will benefit from being part
of the *Peabody Village*

The key elements of our vision

Section 4

The Peabody Vision



PEABODY



Our mission

A good home, a real sense of purpose and a strong feeling of belonging



Introducing the vision

The research, studies and findings in Section Two and the development of these into the *Peabody Village* concept in Section Three has allowed us to look to the future of Peabody with fresh thinking and to define how we would like Peabody's 21st century communities to be.

This section sets out our work with Farrells and illustrates the elements of our vision and how we can apply practically the research findings to existing and future Peabody communities.

To demonstrate our commitment to this vision we have also set out our aspirations for a major redevelopment of our Clapham estate in Wandsworth.

We face a huge challenge in delivering the exemplary 21st century home physically. In an ideal world you would start with a blank sheet of paper and apply the principles we have learnt from our research from day one. But we must face reality and work with the buildings and estates that we already have in delivering this vision.

We have to adapt existing homes and estates but also apply our learning to our new projects and developments. We are not prescribing a fixed model, but a set of principles, which can be adapted and incorporated into communities across London and beyond.

In creating 21st century homes and vibrant communities the elements which can be dealt with partly by non-physical means are highlighted through this work.

This section forms the platform for an overarching Peabody vision – a visual representation of the key elements of 21st Century Peabody. The purpose of this piece of work is to guide Peabody's future strategic direction and engage key stakeholders to join us in achieving this vision, explore funding opportunities and to influence potential policy developments and future partnerships.

The vision is focused around the three elements of Peabody's mission - a good home; a real sense of purpose and a strong feeling of belonging.

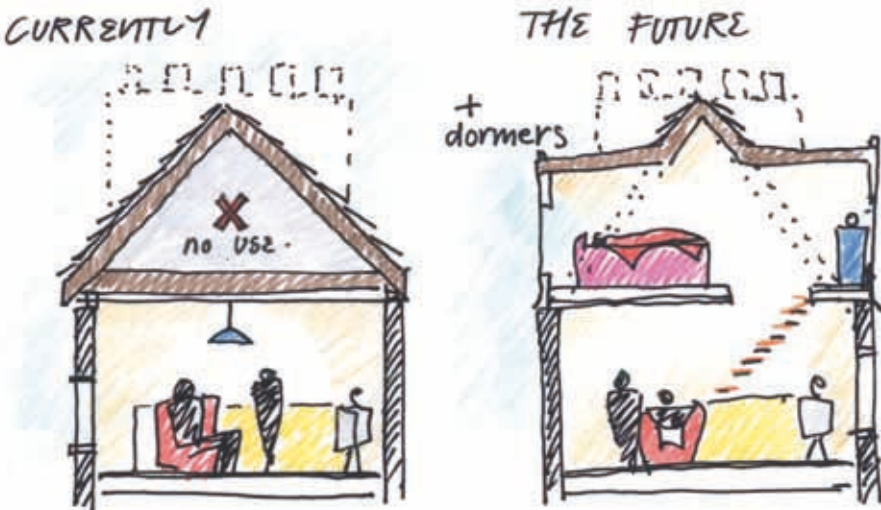
The key elements of our long term vision are presented in this section.



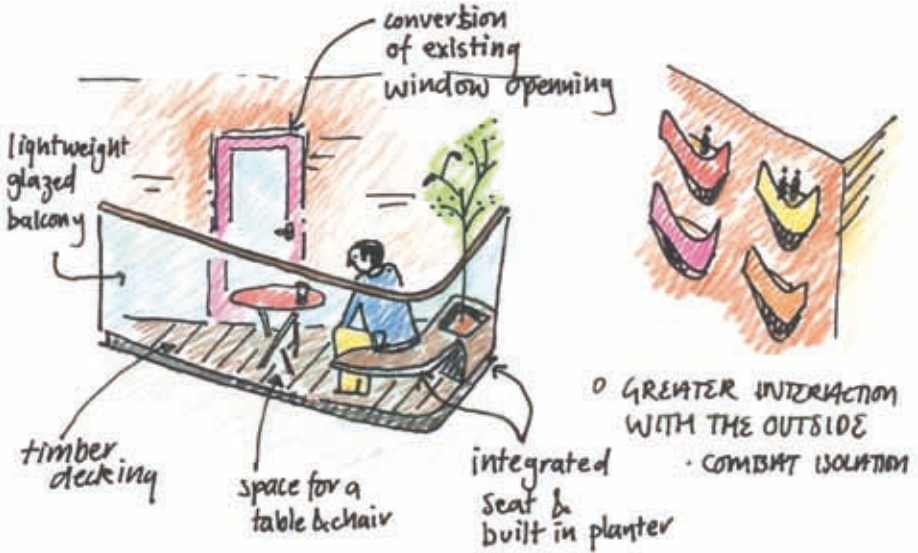
A. Improving the quality of life in existing buildings

We need to make our homes work so that they meet residents' changing needs as they progress through their lives. This means not only making homes physically accessible but optimising private space. We have identified three ways in which we might be able to achieve this:

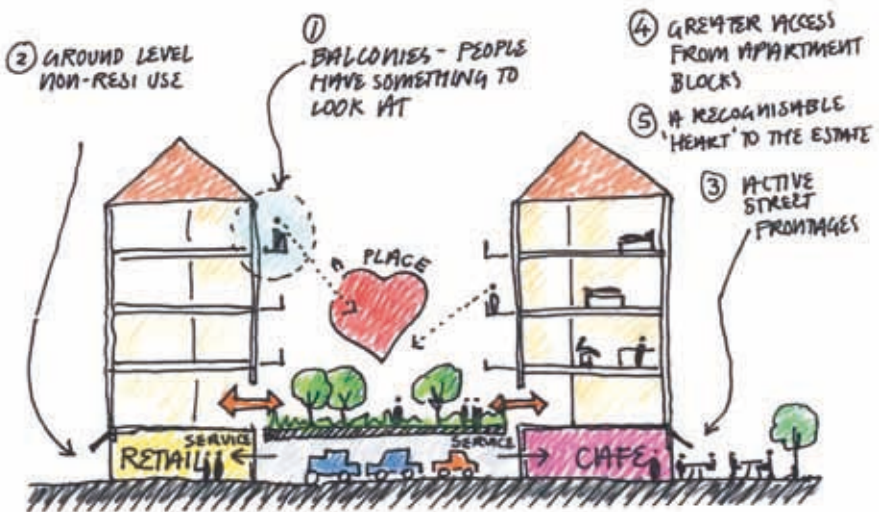
- 1 Making the most of unused space such as unused attic space to generate extra living, sleeping or work / study space wherever possible.



- 2 Giving residents access to their own private outside space through lightweight Peabody balconies.

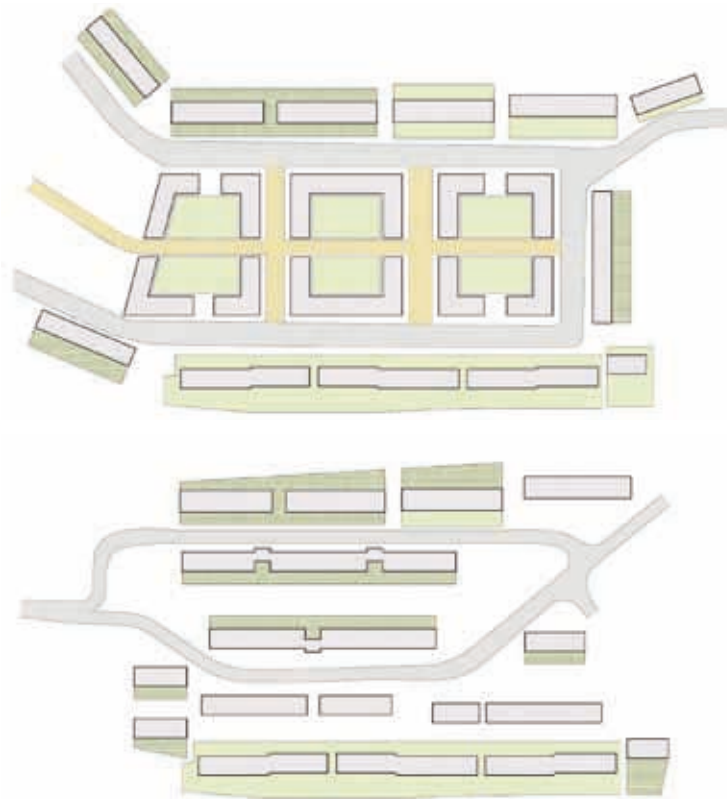


- 3 Creating communal roof top gardens and terraces providing opportunities for people to interact informally, use to grow food or generate energy.



B. Maximising the opportunities in our current estates

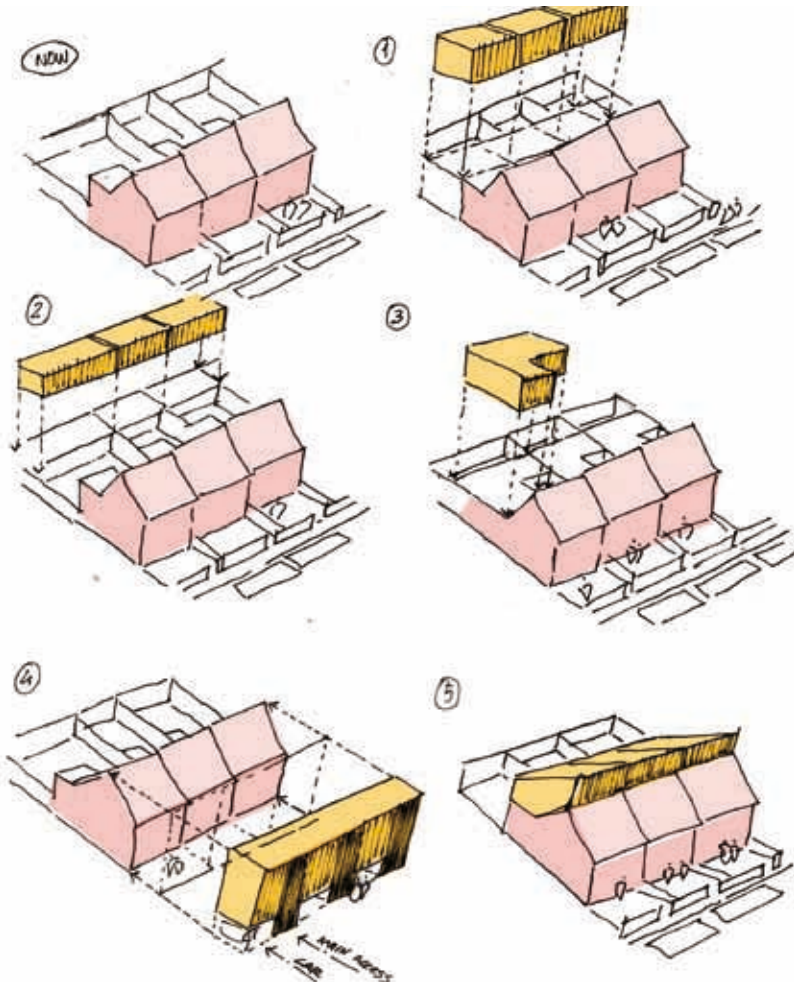
We need to make the most of the space available to us. Our current stock and site locations represent an opportunity to provide homes for more people than we do currently, and we need to maximise use of our land to make sure that no space is underused.



Selective demolition and infill

In addition to redevelopment opportunities, such as our Clapham estate, we estimate that up to 300 additional homes can be created on Peabody's existing land through the adaptation of existing estates. This could include adding an extra floor to some blocks, which are currently just three or four floors and already surrounded by taller buildings.

As well as improving the quality of our estates this will also help us do our part in meeting London's huge housing need.



Infill and adaptation

C. Making our climate change strategy part of everything we do

Peabody will adopt a holistic climate change strategy and play a leading role in London's response to climate change.

To create the 21st century community we must acknowledge the role we play in reducing climate change and how our homes – the way we build and use them – can impact upon this. This will include an improvement programme for individual homes making small changes, which collectively have a big impact. From the light bulbs that are used, the materials we build with and the provision of facilities for residents, such as recycling or roof gardens – our choices and decisions will be focused on our climate change strategy.

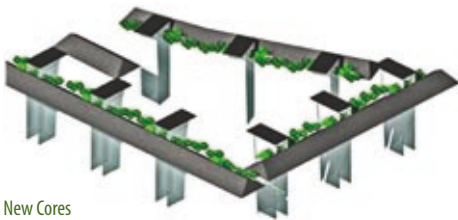
Peabody will encourage residents to reduce their demand for energy and we will engage in

educational programmes to help embed sustainable behaviours in their lives and support them to get the most out of the features in their homes. Resident champions will promote these efforts.

We will continue our efforts to reduce car usage by minimising car-parking space, providing car club spaces and promoting greener forms of transport.

We will also adopt the highest standards for major estate refurbishment and new construction projects, ensuring that these support our climate change strategy through the use of the latest technologies and materials.

Adapting existing buildings...

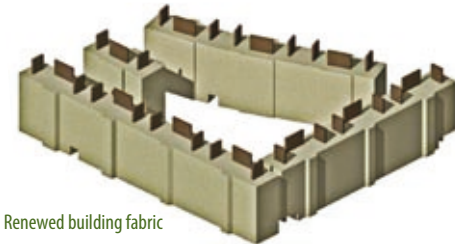


New Cores



Improved efficient facades

A holistic climate change strategy



Renewed building fabric



Re-designed public realm

D. Prioritising design – Inside and out

We want to encourage residents to personalise their homes inside and out. This will ensure that our homes are unique and reflect the personalities and aspirations of the residents that live in them and make up the community.

In addition we are committed to maintaining our reputation for architectural quality, commissioning good design, as we have throughout our history, in both our new developments and also when adapting and modifying our current estates.





E. Involving residents in shaping their environment

Our residents want a say in how their local places are managed. From deciding what is planted in the communal areas to the design of play areas and spaces which provide opportunities for people to meet and a community to be created and strengthened.

Allowing people to have a say in the way their local places are managed and communicating with them regularly is a key part of Peabody's relationship building with residents.

There is also the chance to apply this philosophy in setting up different estate management models, enabling residents to have a real say in neighbourhood and community affairs, setting standards and rewarding residents who take a positive lead and make positive contributions.

We are beginning a pilot of a new estate management model that gives residents the opportunity to self-govern and set a clear direction for their estate and community. This will help to bring residents together with a common purpose – a real customer-focused management service for their home and community. This new arrangement will be supported by a resident-enforced compact, defined and developed by residents for residents. It will also present opportunities for participation in community life and will define local service standards.

This new arrangement would also include a reward scheme for all residents which would act as an incentive for residents to take on responsibilities

within their community. This would not be like the individual schemes that have been set up which reward people for timely rent payments or not creating a nuisance. Instead, it will foster a greater sense of ownership and involvement among our residents, focusing on the positive contribution that an individual resident is making to life in their community.

Rewards may be accumulated through membership of a local residents' association; organising and attending local events; volunteering; being a good neighbour and monitoring the extent to which local standards are met.

Rewards will support Peabody's mission and include discounts on:

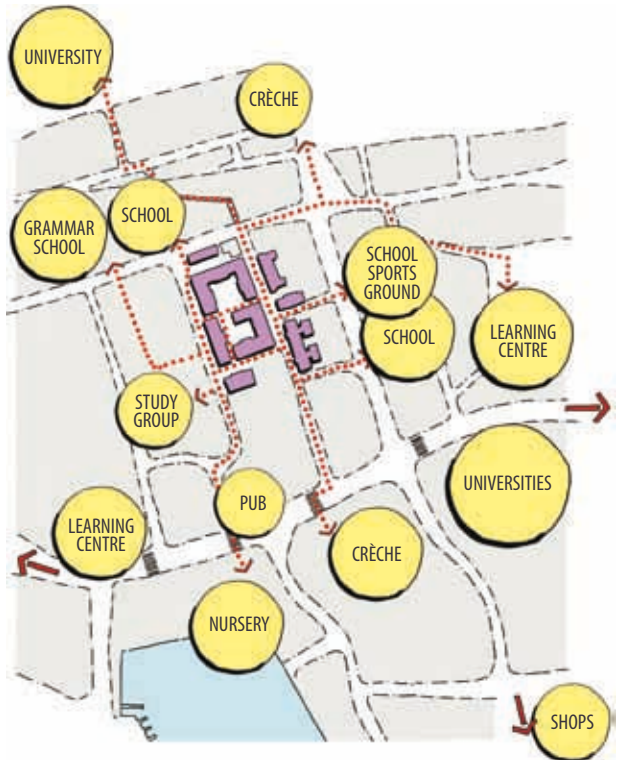
- Healthy food – to support our aspirations around healthy living
- Clothing, books and other educational products for children
- Tools and home supplies to enable residents to make low-cost improvements to their homes
- Access to local leisure facilities

Rewards could also be pooled for neighbourhood benefit.



F. Building relationships with local learning providers and employers

Peabody's ambition is to ensure that residents are fully exposed to the opportunities that local areas provide. This will promote a culture of endeavour amongst young people at an early age and help older people to develop a sense of their continuing value to the community.



Links to local learning facilities

Facilitating sustainable job creation and skill development has long been a key part of Peabody's work and we will:

Work with local primary and secondary schools – offering homework clubs, mentoring, work placements, trips and events

Provide training and job brokerage

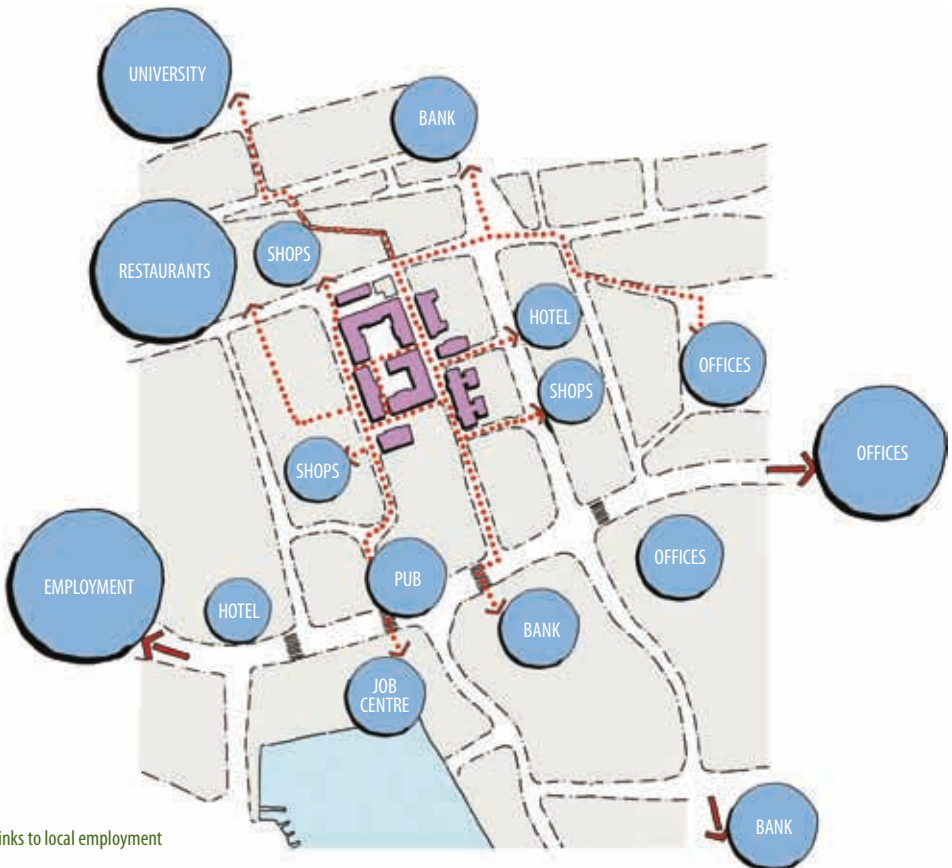
Expand links with local employers and apprenticeship opportunities

Support our residents in making the transition from unemployment to work

Engage more excluded learners through outreach support

Facilitate access to local learning opportunities through quality information, advice, guidance and building strong referral networks

Where possible we will also encourage local enterprise by providing commercial space on our estates.



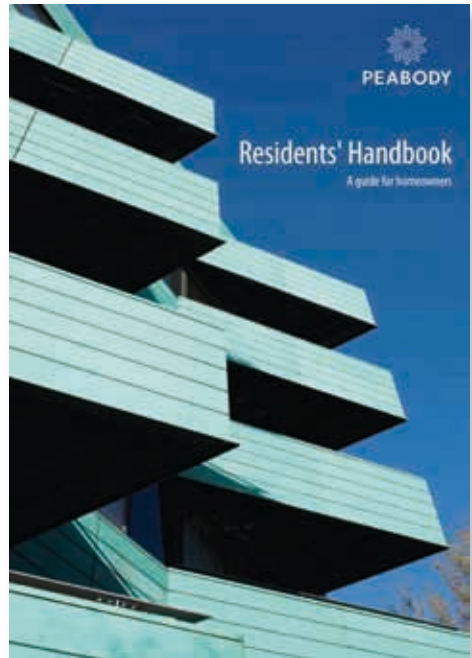
G. Tailoring relationships with residents and communities

Every resident should feel part of a community. Through a varied events programme, one-to-one learning opportunities and health and well being programmes, Peabody will continue to provide support to its residents, involving and integrating with the wider London community.

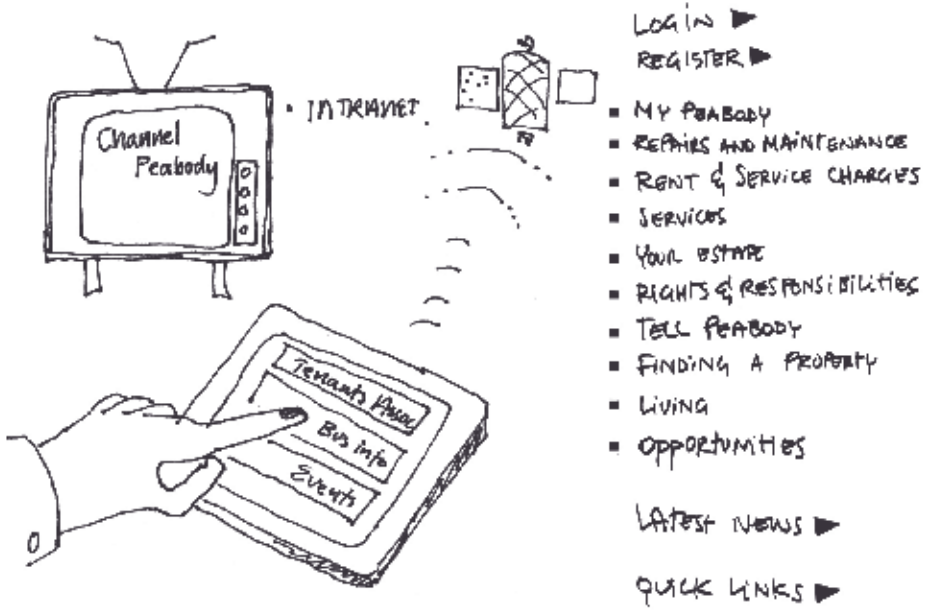
We will provide tailored support for every resident who wants it across a range of areas including employment and training, benefits advice and specialist support. This could include a comprehensive needs assessment for new residents and regular tenancy reviews that will enable us to signpost local services and amenities and help our residents make the most of opportunities available to them.

We will continue to provide comprehensive support to older residents including a varied menu of social, leisure and health activities. We will also enable them to connect to services via the internet, helping them to access tele-care and remain independent for as long as possible.

We will also continue to develop *MyPeabody* (this is the section of our website devoted to each individual resident with access protected by their own password), allowing tailored information to reach residents, such as providing energy advice or alerting them to local events. Community interaction, both face-to-face and through IT connectivity is an increasingly vital glue for 21st century communities.



The Peabody compact



Customise My Peabody



Car clubs



Health and wellbeing for all



One to one learning



Getting involved

H. Transforming estates into vibrant communities

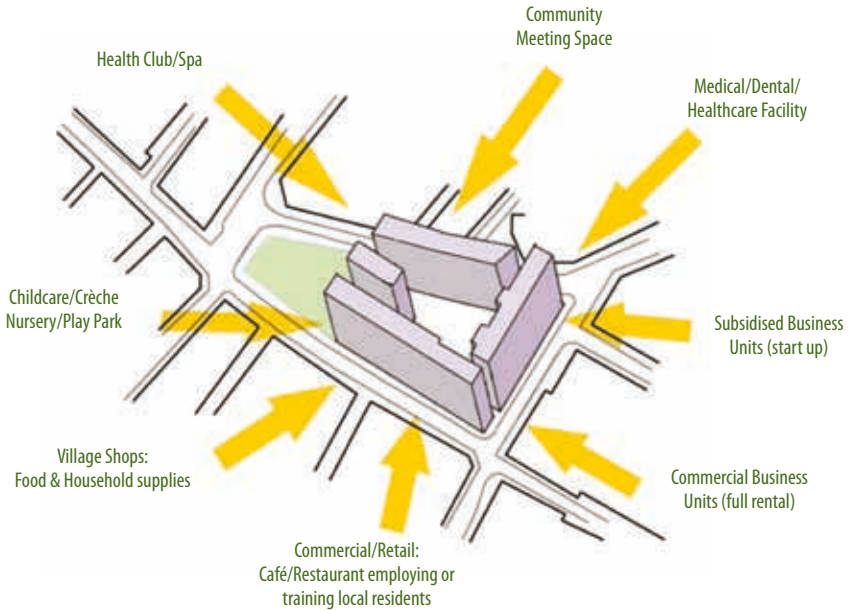
A vibrant 21st century community is one that reflects the richness and diversity of life in central London. Peabody has always understood that to create vibrant communities you need to provide more than just homes.

A mix of people and a mix of tenures on each estate is a recipe for an economically and socially balanced, sustainable community. Getting this balance right can increase aspiration and opportunity and ensure that deprivation does not become entrenched.

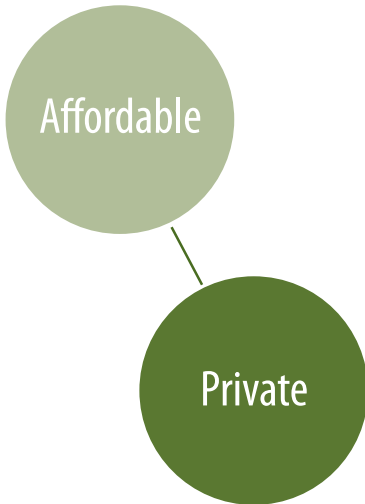
London needs a much better mix of sub-market rental opportunities, the gap between social rent, private rental and the purchase market is too great. The divide contributes to people feeling they can neither move up nor move out and is part of the disincentive to work. A model that makes it easier for people on low wages to rent a good home or have one on shared ownership arrangements is needed.

The combination of a greater tenure mix and sub-market rent mix would encourage a wider cross-section of people into social housing communities, supporting local economic life. It would start to bridge the gap between the social and market sectors, allowing people to 'move up' more easily without losing their community ties.

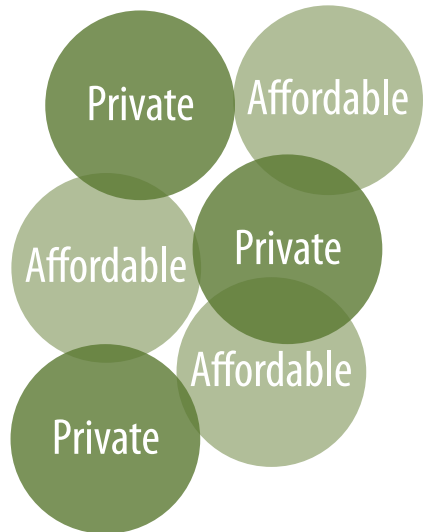
A community includes all the things that residents need to live their lives



BEFORE



AFTER



I. Opening up the Peabody community to London

21st century communities go beyond the boundary of the estate and we want to make this more permeable to others in the local community, encouraging people to move between the two areas, integrating Peabody with the local surroundings and breaking down the invisible but significant line that exists between them. It also means that Peabody can start shaping the look and feel of local places as part of our responsibility to develop strong local communities.

We need to invite the wider community to be part of what we are creating within our estates. Rather than cold facades, invisible signage and the fortress-style estates of the past, we need to open them up and make them welcoming for people to use in their day to day lives.

Increasing legibility will encourage engagement between Peabody residents and the wider local community. Estate streets will be used by more people creating additional surveillance and fewer dark corners, and lighting and door entry systems will be robust.

Peabody already runs projects aimed at many different groups within Peabody communities. These support residents both young and old and will be opened up to involve the wider London community as a means of integrating Peabody developments with surrounding neighbourhoods.

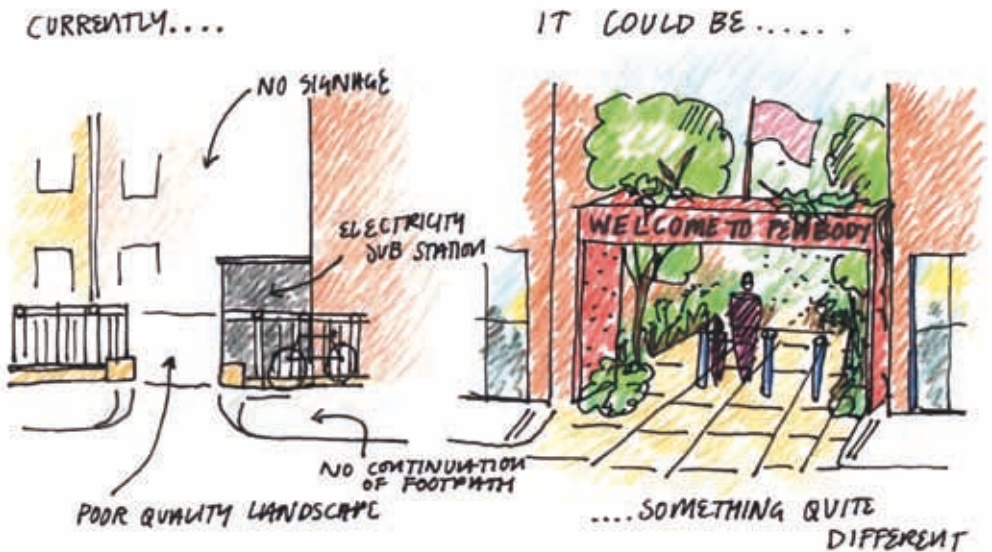
As well as the employment and learning opportunities that we have already described we will expand opportunities for residents to volunteer locally and develop a system where volunteers can bank their time and earn rewards, such as discounts in local shops.

Opening up London to the Peabody community

Many of our developments are in great locations in central London. We want to encourage our residents to make the most of this and to be part of the wider communities around the development as well as being part of the community we create within the estate.

In addition to building bridges with local learning providers and employers, Peabody wants to reveal social and cultural opportunities that its communities could benefit from locally.

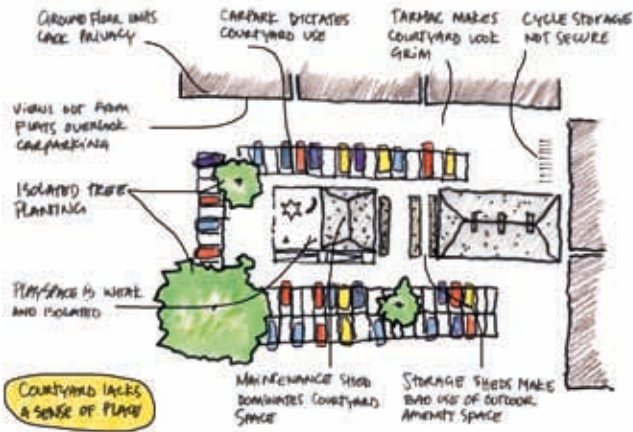
We will therefore provide clear *mental maps* – physically on the developments as well as virtually – that showcase local neighbourhood facilities and amenities that could improve our residents' quality of life.



J. Creating high quality public spaces for everyone to use

The quality of the spaces in and around all of our buildings is an important part of the vibrant 21st century community.

Currently...



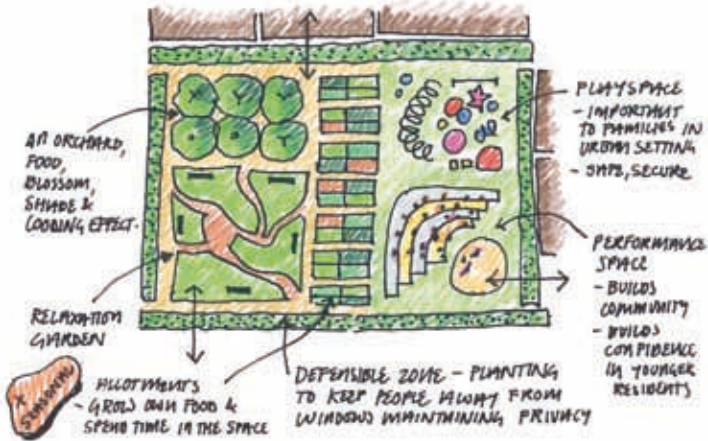
Peabody has a reputation for high quality landscape and this can be developed further to ensure that the most is made of each courtyard, square and garden. This will encourage interaction between people using these spaces and will transform spaces that are currently dominated by cars into places primarily for people.

developments – linking them either side with the wider communities. Making developments pedestrian friendly places that are easy and safe to use will encourage positive neighbourhood interaction between developments and surrounding neighbourhoods.

It is important that these spaces, together with the buildings they are formed around, should be permeable and easy to navigate. This means encouraging thoroughfares through the

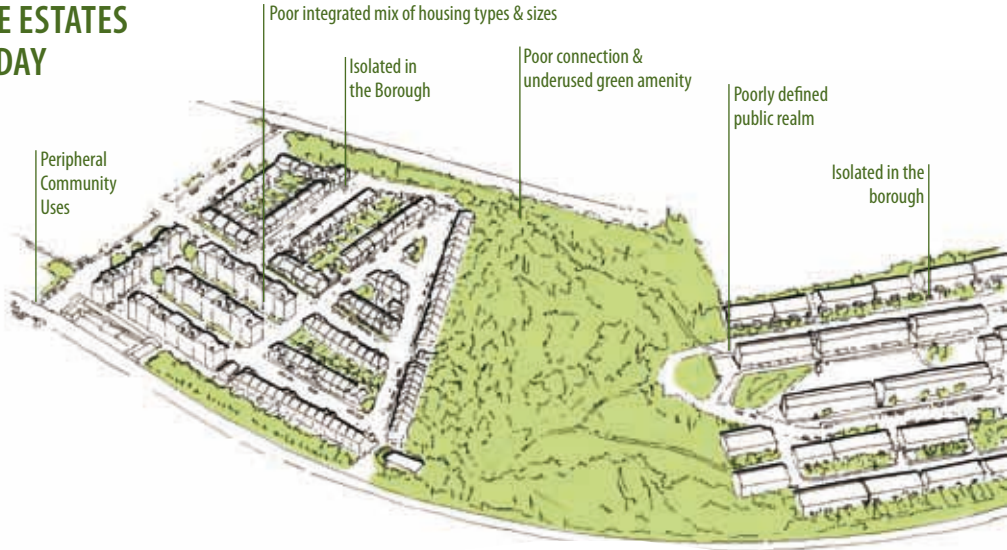
Active street frontages and ground floor uses in the form of cafes, shops or public spaces will also encourage people outside of the estate to use the developments more in their day to day movement.

It could be...

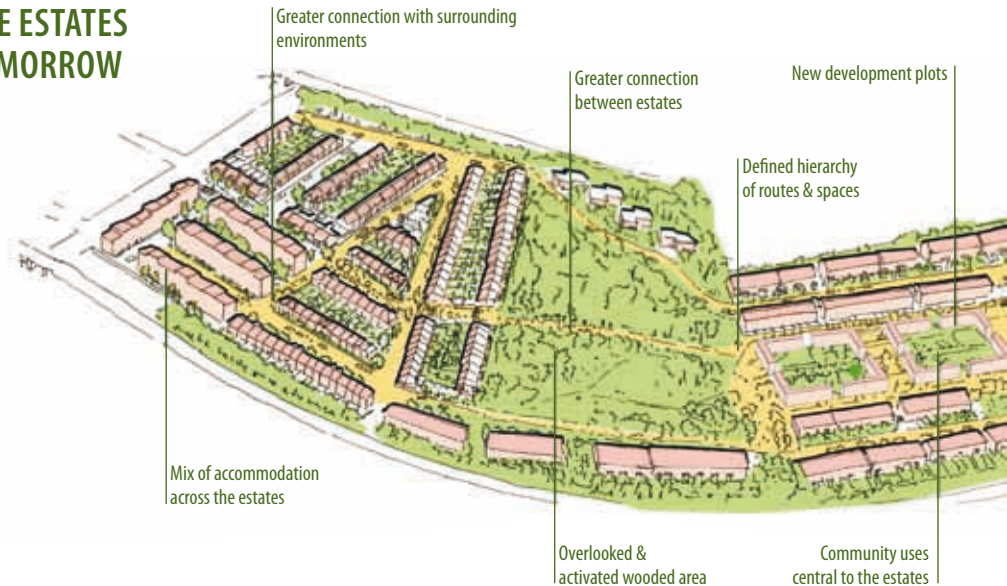


Legible places

THE ESTATES TODAY



THE ESTATES TOMORROW

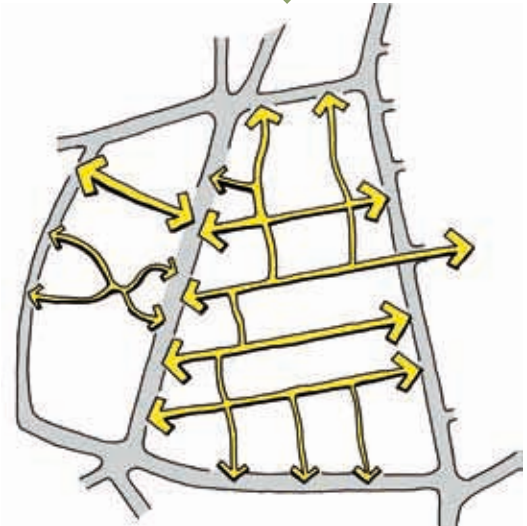


Permeable places

CURRENTLY...



IT COULD BE...



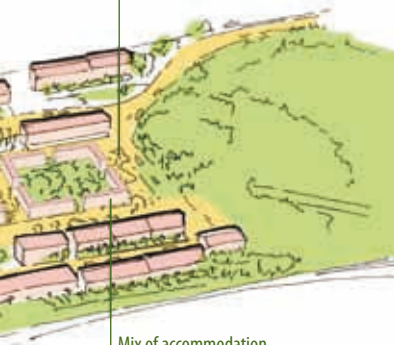
Poor integrated mix of housing types & sizes

Peripheral community uses



More flexible accommodation

Mix of accommodation across the estates



How we bring the vision to life – Clapham Pilot Study

The Clapham estate in Wandsworth is the first of our existing developments where we want to try and implement the principles learnt and apply them on the ground to create a truly exemplary 21st century community.

The estate was built in 1936 and our plan at Clapham is to replace the 351 homes with 650 new homes to provide a superb, modern living experience for residents.

We intend to double the density of the site, provide better room sizes in the new homes, and increase by more than 30% the number of three bedroom or larger affordable homes. Our designs will ensure that we do not reduce the amount of open space across the estate.

Working closely with the London Borough of Wandsworth and our residents, we are addressing each of the three elements in our mission through physical changes and practical applications.

Although these plans are still at an early stage and are subject to planning approval we do hope to be able to deliver this project in the near future.



Specifically in Clapham we aim to:

<p>A good home</p>	<ul style="list-style-type: none"> • Provide a balcony or garden with every home and better room sizes within each home • Build every home as a life time home – both market and affordable homes • Install the latest communications technology for use by every resident in their home • Explore the feasibility of offering residents a finishing package to personalise their home • Create allotments as part of maximising the open space available to residents • Make the scheme as environmentally sustainable as possible with research carried out into how the scheme could exceed the 'Code For Sustainable Homes' Level 4 • Encourage informal interaction in the communal spaces we provide on site from the courtyards to the shops and training centres
<p>A real sense of purpose</p>	<ul style="list-style-type: none"> • Work with local schools to link our youth provision with their education provision • Establish links with Lambeth and South Thames College to create better referral routes for adult learners • Provide employment and training activities in the commercial space on the estate and on other local developments • Support the provision of homework clubs and other structured programmes including sports, healthy living etc. • Support the youth council to become the key advocate for local youth services • Make commercial spaces available on flexible affordable terms to encourage start ups and give priority to residents, possibly working with Wandsworth Youth Enterprise Centre to provide training, support, mentoring and finance • Link local volunteering initiatives with other local, regional and national initiatives
<p>A strong feeling of belonging</p>	<ul style="list-style-type: none"> • Establish a new estate management model giving residents the opportunity to self govern, set a clear direction for their estate and community and bring together residents with a common purpose • Provide 24/7/365 tailored services specific to different localities and lifestyles • Introduce a reward scheme for responsible residents taking on additional responsibilities within their community • Achieve a more mixed and balanced community with an equal split between affordable and market homes with consistent design across all • Offer a varied menu of social, leisure and health activities and services delivered by key partners to older residents • Consult residents as to whether the estate could offer a front counter police facility within the estate

This is just a flavour of the work we have identified to deliver a 21st century community. It is early days still at Clapham but already it is hugely encouraging to see how far we can push the boundaries of what we have learnt and apply it practically to make the 21st Century Peabody project a reality.

We want to keep pushing these boundaries. Therefore we have started thinking beyond this work to see where, in a perfect world, a 21st century community could take us. In the next section we outline our own commitments to taking this forward and examine the opportunities for others to help us deliver this vision.

Critical success factors

How government and local partners can help

Appendices

Section 5

How we and our partners will deliver the Peabody Vision



PEABODY



Our pledge

We are working to ensure that the 21st century community becomes a reality



Delivering the vision

The final part of our report focuses on how we will deliver the Peabody Vision. This involves our own pledges and commitments to achieving the vision as well as our requests for support and action from a range of partners – at a local, regional and national level.

Delivering our vision and an exemplary 21st century community is hugely ambitious. Although we are just one organisation we believe that we can go a long way down the road to achieve this vision.

Our work at Clapham shows how we can apply our thinking and work so far, but has also allowed us to think beyond this and see how we could push it even further (if supported appropriately) and by working together with a range of partners to overcome certain barriers.

We are already therefore working to ensure that the 21st century community becomes a reality. There are a number of critical success factors for Peabody in achieving this vision.

Instilling this vision throughout our work

We must continue to consult with our residents on the implementation of our plans. This will have an impact on Peabody staff who have been heavily involved in the work to date and who will remain our ambassadors as the project moves forward.

We have committed ourselves to carrying out regular reviews of our progress towards the exemplary 21st century Peabody community.

Ultimately this vision will become the overarching context in which we set and deliver our business plan over the next decade and more.

Understanding our residents and their communities better and ensuring they understand Peabody

Without a mutual dialogue we cannot expect residents to understand what we are trying to achieve on their behalf.

To ensure that we properly target the services and offers we need to go beyond traditional social housing customer information services and tailor what we provide.

It is also crucial that we communicate with all of our residents in a way that works for them – individually – rather than take a blanket approach.

Securing willing and committed partners

Delivering the exemplary 21st century Peabody community is not something we can do on our own, any more than any other single organisation could. We will need to enlist the support and help of many partners, local authorities and key London organisations at a range of different levels and to varying degrees.

We already deliver employment and training programmes directly and in partnership with employers, service delivery organisations and other housing associations, but we have a number of new initiatives such as jobclubs and Peabody hubs that will require extensive partnership working.

From local employers to volunteering bodies, education establishments to housing providers, throughout this report we have shown the various types of partners that we need to build relationships with, to understand exactly what service provision is already available locally and to avoid duplicating services in order to deliver this vision and new opportunities.

We are also aware that what we are proposing will require significant extra funding on an ongoing basis; however we understand that in certain areas it will be a matter of small steps over time. Creating a self-sustaining funding mechanism to finance our vision is therefore a challenge we want to address.

How Government and local partners can help us deliver this vision

Our vision will not only impact on the physical, social and economic shape of our neighbourhoods and how we relate to our residents, but it will also offer a contribution to the national debate about the future roles of housing associations and social housing generally.

This is a challenging agenda for Peabody. Continuing to improve our homes, communities and the opportunities for our residents will need careful planning, not least in trying to ensure that we have sufficient financial resources and skills to tackle the challenges.

A number of organisations and people can help us achieve our objectives. This need for co-operation and help starts with the community organisations nearest to our residents. We will do all we can to establish these effective relationships with schools, health services, community organisations, employers and London boroughs to develop effective partnerships.



Towards a new model for providing housing

It is important, even in these challenging times, to continue to increase the supply of new affordable homes to avoid the shortage of appropriate housing which contributes to tensions within our communities.

To achieve this at a time when public investment is likely to be constrained and the cross subsidy from open market sales options limited, we need the model for providing housing to be adapted. We believe the model needs to change from one which focuses predominantly on a low rent option for life (and for succession too) to a system that offers more choice at different rents and shared ownership proportions. It should enable us to provide rented and shared ownership housing for people on low incomes at a level that is related to what they can afford. Residents should have a secure escalator into an intermediate rent or ownership option if they can afford it. This should be supported by the opportunity for residents to have a route back into a lower rent if their circumstances change adversely.

Offering this richer menu of housing options would bring more money into the system and allow public investment to go further, as well as giving more choice and help to a wider range of people. This would enable the creation of a fairer housing system.

There is currently a significant gap between the rents charged for low cost, affordable housing and market rents, particularly in central London. To create more opportunities for people who earn too much to qualify for low cost housing, but not enough to take advantage of market options, we need flexible funding structures. We also need less prescriptive tenure requirements to be stipulated at the local authority planning stage of new developments to enable us to be more flexible in delivering a broader range of housing options.

We ask Government to consider a wide review of the system of rents, subsidy and personal benefits to ensure that the objective of providing sufficient homes of appropriate quality is met into the future without creating inescapable disincentives to work. The benefits system also needs to support people during the transition period between work and employment.

Investment in Existing Homes

Ensuring our existing homes continue to meet the needs of future generations is a major challenge. Peabody has a responsibility to manage this as far as we are able. We do, however, need the support of Government to achieve this. The lessons of the Decent Homes programme need to be learned. The fact that we were neither able to increase rents to pay for the works, nor receive public finance, forced a sales programme. It has been a hard lesson. Investment in existing homes needs to be considered alongside the need for new homes. Making the most of our nation's housing stock should be an important priority. Our views on the establishment of a fairer rents system would help us raise the money to make these improvements.

Making our homes greener and creating a zero carbon future

Support is needed to make our homes greener and create a zero carbon future. Housing associations cannot meet targets for a carbon neutral future without funding from Government and powerful partnership working between central and local government, energy suppliers, housing associations and residents. This is about putting a viable funding mechanism in place which includes a package of measures to fund deep carbon reduction and protect our residents from future price increases. This package might include pay-as-you-save initiatives, a feed-in tariff or a viable Renewable Heat Incentive. It could also include soft loans which offer lower rates of interest and more flexibility to make refurbishment economically viable for householders and landlords.

An early roll-out of smart-metering for social housing residents, as they stand to benefit the most, and the introduction of a 5% VAT rate on retrofit and energy efficient products should also be considered. We also need a planning system that enables sensitive fabric improvements and renewables and fundamentally supports us to deliver our carbon reduction and affordable warmth targets.

Finally, the abolition of VAT on residential refurbishment projects would naturally support the financial viability of projects that deliver improved sustainability on developments. This would ensure we are able to provide more modern homes, better facilities and improve the provision of services through the savings we are able to make.



Supporting more people into employment

In terms of our employment, training and social activities, we need a change in the way that we are viewed by funding bodies. We have the expertise and experience to make a real difference in improving the job opportunities of the poorest and most disadvantaged people. We can help them enhance their quality of life and make a real contribution to London. This can be done without additional public funding, it just needs a redirection of part of the existing funding.

We need greater recognition of the success and impact of our work in helping unemployed people who face multiple barriers and are furthest from the labour market. We know from working with thousands of unemployed people over the last twelve years that the drop out rate from training and employment activities is affected by both the type and location of support activities. We believe that for the 10–20% of the hardest to help, our core client group, delivering training and job support works most effectively when it is provided in small group settings, located in communities and using more informal means than typical mainstream provision.

Our community-based training programmes have been particularly successful, and we have significant delivery capacity. We need funders to work with us to combine or streamline funding sources and improve strategies so that housing associations are more central to programmes that are targeting long term unemployed people. Getting people into work is a key element of the strategy to reduce child poverty, backed up by affordable access to childcare.

Sensitive lettings arrangements

Ensuring there is stability in our communities is important. We want the ability to have sensitive lettings arrangements which allow us to create sustainable and cohesive communities so new residents can be supported and so do not have an adverse effect on existing residents.

To achieve this, we would like to see a fundamental review, wider than the current consultation exercise the Government is undertaking, on how the nominations process works. The system needs to enable us to house the most vulnerable people alongside others in a more balanced and sustainable community.

More needs to be made of the contribution of all sectors – local authorities, the private sector and housing associations – to allow more balanced lettings for all partners.

Working together to deliver

Creating 21st century communities are key to the future of housing in London. Peabody's mission is to ensure that every resident gets the home they deserve as well as the services and facilities they need to live in London and make it a city of opportunity for all.

From the research we have conducted and the practical applications we have already put in place we are confident that this is the right approach and will form the basis for exemplary communities in the future.

But this is also only the first step. We have conducted the research, we have carried out the studies and we now need to deliver. To do this we need to ensure that we have not just the support from our key partners and Government at all levels, but a sensitive and conducive environment in which we can work.

This vision will not just impact upon individual lives but across whole communities within London and beyond. We need to create cohesive communities to provide our residents with the homes they deserve and help them realise their aspirations.

We are well aware that no one community is the same and so in applying the lessons we have learnt throughout this report it is important to remember that we need to tailor the solutions and applications for each estate, development and community. Over time, as other partners come on board we will evolve this vision to make sure it reflects new learning and our experiences.

We believe that this vision will be the future of housing and community provision in London today and looking forward.

We hope that you support our vision and if you would like more information please visit www.peabody.org.uk

Credits and acknowledgements

Peabody is very grateful for the time and contribution of all concerned with this project.

ippr

The ippr report was written by: Dalia Ben-Galim, Naomi Newman and Max Nathan with further contributions from Holly Andrew, Lucia Durante, Carey Oppenheim, Jaideep Shah, Ruth Sheldon and Kate Stanley.

De Montfort University

Dr Andrew Reeves

Farrells

At an early stage the ippr findings were discussed with our Sounding Board who challenged us to think for the future. The group's creativity and vigour in shaping the project was greatly appreciated. Please note that the individual views of members are not necessarily represented in the final report.

The Sounding Board

Peabody Board

Pam Alexander, Hattie Llewelyn Davis, Chris Strickland and Peter Doyle

External advisors

Jamie Carswell (then a Councillor, London Borough of Hackney); Professor John Hills, London School of Economics; Adam Sharples, Department for Work and Pensions; Dave Simmonds OBE, Centre for Economic and Social Inclusion; and Julia Unwin CBE, Joseph Rowntree Foundation; with additional input from Will Hutton.

We would also like to thank Simon Graham of Blue Sky for his involvement in the early stages of the work, and valuable contributions from Peabody staff and residents.

Document designed by February London.

Appendix I

ippr Fieldwork Methodology

Deliberative Workshops

We began the research process by running two deliberative workshops with residents from across Peabody's housing stock. A representative sample of residents were contacted by letter and invited to attend a workshop. We ran one workshop on a Tuesday and one on a Saturday with the aim of providing an opportunity for working residents and those with childcare commitments to attend if they wanted. Take-up for the workshops was low and required several rounds of recruitment. In total 81 people attended a workshop and we had representation from 70 Peabody estates.

Focus groups

We ran four focus groups on each of the case study estates, 16 in total. The table below outlines the groups we held:

Wild Street	<ul style="list-style-type: none"> – Older Residents – Young People – Open Group – Open Group
Britannia Village	<ul style="list-style-type: none"> – Older Residents – Residents forming Residents' Association – Young People – Parents
Pembury	<ul style="list-style-type: none"> – Digital Learning Ring – Older Residents – Nursery Group – Young People
Rosendale / Peabody Hill	<ul style="list-style-type: none"> – Parents – Older Residents – Young People – Open Group

The groups were recruited through ippr researchers having a series of informal chats with residents, stakeholders and Peabody staff to establish which groups of people would be most relevant to speak to on each estate. By building up networks on the estates our researchers were then able to ask those contacts to help them recruit residents to the groups.

Face-to-face Interviews

Ipsos Mori was subcontracted to undertake 200 face-to-face interviews using the Computer Assisted Personal Interview (CAPI) system. The interviews were designed to ask residents from the four case study estates about the core research issues.

The final breakdown of interviews per estate was:

Wild Street	46
Britannia Village	46
Pembury	53
Rosendale / Peabody Hill	69
TOTAL	214

Appendix II

Sustainable communities — international best practice

This is a summary of the ippr's findings from a desk top review into best practice in creating and developing sustainable communities.

It looks at examples from the UK and several other countries across the world. The aim of the review was to help us understand the type of policy approaches that work and how best practice might be translated into the UK social and policy environment effectively for the future. This has informed and shaped our approach to defining the key elements of 21st Century Peabody Communities.

What can we learn from other countries' approaches to the delivery of sustainable homes and communities? Whilst many national strategies are grounded in history and context, and care is required before importing ideas, we are keen to understand whether there are approaches or success factors that might translate into the UK social and policy environment and shape our vision.

The Netherlands

The Netherlands has the largest proportion of social rented housing in Europe, currently at 35% of the total housing stock, with the majority owned by housing associations (Elsinga and Wassenberg 2007). Housing associations dominate urban renewal and since 1997, have had a legal duty to *contribute to liveable neighbourhoods* and demonstrated innovation in a number of areas, including:

The Delft model of allocations, which has inspired Choice Based lettings schemes in England

'Social owner-occupation' – where the tenant can purchase the dwelling at a 25–30% discount and, on sale, must share half of any price increase (or decrease) with the housing association, and sell the property back to the housing association. This allows the resident to acquire a stake in their home while also retaining the property in the social rented sector

Client's Choice' programme, where the prospective tenant is offered a range of tenure options, including renting, owner-occupation or one or more intermediate tenures.

Dutch housing associations have been financially independent since 1995, when all debts were cancelled and government subsidies abolished.

Denmark

The social rented sector in Denmark contributes 22% of all housing, with the majority owned by housing associations. There is a strong tradition of localised management and tenant participation and since 1984 tenants have had the right to a majority of the seats on housing association and estate boards (Scanlon and Vestergaard 2007).

Caretakers are required on all estates with greater than 50 units and estate budgets are ring-fenced, which has a clear effect on estate conditions (Power 1996). The emphasis on caretaking is reflected in the fact that there are colleges dedicated to the training of caretakers.

Sweden

Sweden has a public housing sector comprising 18% of the total housing stock, with the majority controlled by Municipal Housing Companies (MHCs). Ekostaden Augustenborg in Malmö is an example of an MHC's integrated approach, with innovative initiatives around environmental sustainability, neighbourhood management and employment.

The estate comprises 1,800 homes, built between 1948 and 1952, and was renovated in the late 1990s to become one of the farthest reaching programmes of ecological development in an existing neighbourhood in Europe. The steel sheeting facade was replaced by external cellular plastic insulation, thereby improving insulation and the physical appearance of the buildings. Other improvements included solar collectors on the roof for hot water; photovoltaics for electricity; a heat extraction system from the local football pitch to fuel the district heating system; a pay-as-you-go system for domestic water and heating to curb energy consumption; and 13 on-site recycling centres. Biodiversity is sustained through the extensive system of green roofs, on-site allotments and a stormwater management system, which retains 70% of all rainwater. Residents have also formed a local car pool with ethanol hybrid cars.

The integration between the high proportion of non-Swedish residents (65%) and the Swedish population was improved through community facilities and events. 30% more residents entered employment locally, either through the grounds maintenance contractor or within the neighbourhood's industrial estate.

United States

There is a long tradition of looking to the US for public policy solutions. Mixed communities programmes in the UK, Holland and Scandinavia typically aim at attracting high-income households to low-income neighbourhoods. By contrast, US approaches tend to encourage low-income families to move into rented homes in richer areas.

The Housing Choice Voucher programme is the most subsidised housing programme in the US and involves the household contributing 30% of their income to a privately rented dwelling, the rest of which is funded by the federal government. Unlike Housing Benefit, the housing voucher is portable and not attached to a particular property. The first voucher initiative, the Chicago-based Gautreaux programme, found that moving low-income families to the suburbs increased employment chances and educational attainment (Berube 2006). Whilst subsequent initiatives have not repeated this success, there have been some isolated beneficial effects.

The more ambitious Hope VI programme involves wholesale neighbourhood transformation, mostly through demolition and rebuilding. Under the 10 year, \$5 billion programme, former housing projects are demolished and replaced with mixed financed, mixed income, mixed tenure and low density developments which include new-urbanism approaches to safety by design. The completed developments so far demonstrate improvements in crime, unemployment and, in some cases, educational attainment. However, only a proportion of the existing population was entitled to move back to the area, raising concerns as to what sort of housing conditions they are now subject to.

Singapore

In the small and densely populated city-state of Singapore the Government has since 1959 controlled the provision of public housing centrally. More than 85% of the Singaporean population live in public housing. Developments are at a very high density and the provision of recreation facilities and community living is considered an integral part of housing provision (Yuen 1995). Specific policy measures seek to promote family living and sustain family ties at the neighbourhood scale. The family institution is promoted by giving relatives a shorter waiting time and offering a larger grant to first time buyers if they move close to their family. Singapore demonstrates an innovative approach to modifying existing flats where a requirement for additional space or facilities is met through attaching a *space adding item* onto the exterior of the building.

What can we learn from other countries' approaches to the sustainable communities agenda? There seems to be a number of high-level success factors social housing landlords in the UK should take note of:

Integrated approaches – Holland and the Scandinavian countries have both benefited from a genuinely joined-up approach to place-making – linking physical, social and environmental features. At the same time, both have used housing supply as a way of supporting economic growth. In the UK, the HCA is taking this approach.

Strategic control – it is critical for policymakers to control the main policy levers. Singapore and Holland demonstrate different approaches: top-down in the former, devolved in the latter.

Building in sustainability – the Netherlands and Scandinavia lead the way in environmentally sustainable design and build approaches for new stock. The Swedish case study also demonstrates that high quality retrofitting is feasible, and need not be expensive. In this case, a 50-year old development was transformed through a mix of small-scale and larger, structural interventions. The challenge for Peabody will be in reconciling these approaches with high-density, historically sensitive pitched roof buildings which do not historically lend themselves to retrofitting.

Employment – the Augustenborg estate in Sweden also demonstrates how social landlords can create employment opportunities through redevelopment and use their institutional networks/capacity to work in partnership with others.

Neighbourhood management – Scandinavian countries are highly innovative in approaches to neighbourhood management. Denmark, in particular has developed the role of caretaker into a much wider estate manager/point of contact role.

Personalisation and choice – Holland and the US illustrate different approaches to improving tenant choice. In the US, policy is highly individualised and incentivises residents to leave problem areas, without changing tenure. By contrast, Holland offers a holistic approach, incorporating choice in both location and tenure. Elements of this approach are already in play in the UK. Social landlords could learn from more detailed analysis of the best Dutch offers.

Appendix III

Profiles of our partners

Farrells

Led by Sir Terry Farrell, Farrells are internationally recognised architects and urban designers with offices in London, Edinburgh and Hong Kong. The company is renowned for its expertise in architecture, urban design, regeneration and planning, with a portfolio of landmark building schemes and masterplans in cities worldwide.

Defining Sir Terry Farrell's approach is the importance of the public realm. He has led independently on proposals to improve our experience of our cities over many years and has played a leading role in shaping debate about the regeneration of neglected public spaces.

Sir Terry is actively involved in advocating the need for well built, well-designed homes that are affordable, sustainable and suit the needs of the whole community. He believes that housing sits within the larger picture of urban design, which is a lifelong passion. A particular focus is helping cities to rediscover their identity through respecting place and building or rebuilding communities. The practice is working on masterplans in a number of UK cities, including Newcastle, Leeds and Coventry.

In the context of the built environment, recent work includes the RIBA award winning Home Office Headquarters, a residential tower close to Regents Park at Regents Place, the Swiss Cottage masterplan, housing and leisure centre in north-west London and the residential Green Building in Manchester, which won a Civic Trust award for sustainability. A further riverside scheme is the comprehensive redevelopment proposal for Lots Road Power Station at Chelsea Creek on eight acres of land, which will provide a unique residential experience, for both affordable and market housing.

Sir Terry Farrell has undertaken a number of public roles with the RIBA, English Heritage, the Urban Design Group and is currently a Westminster Housing Commissioner.

The Institute for Public Policy Research (ippr)

The Institute for Public Policy Research is the UK's leading progressive think tank, producing cutting-edge research and innovative policy ideas for a just, democratic and sustainable world.

Since 1988, they have been at the forefront of progressive debate and policymaking in the UK. Through independent research and analysis they define new agendas for change and provide

practical solutions to challenges across the full range of public policy issues.

With offices in both London and Newcastle, ippr ensure their outlook is as broad-based as possible, while their Global Change programme extends their partnerships and influence beyond the UK, giving them a truly world-class reputation for high quality research.

**De Montfort University –
Institute of Energy and Sustainable Development**

Institute of Energy and Sustainable Development (IESD) is a multi-disciplinary independent research centre within De Montfort University.

IESD staff have undertaken research and consultancy for over 30 years to create the underlying knowledge and technologies necessary to achieve more energy-efficient and sustainable lifestyles.

The Institute employs a multi-disciplinary team of Professors, Lecturers, Fellows and Senior Fellows – supported by higher degree students – who are respected internationally for the quality of their work. Their disciplines range from mathematics and physics, through engineering, to economics and social

psychology. This enables them to lead multi-disciplinary projects that address environmental, economic and social research problems.

The Institute provides a high quality environment for doctoral study and offers an established programme of flexible taught masters courses.

The Institute is a founder member of IBPSA-England, the English regional affiliate of the International Building Performance Simulation Association.

