



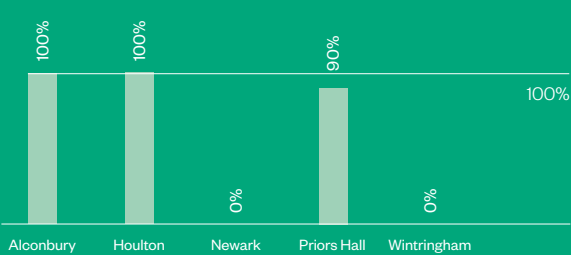
# Social

**Objective:**  
Vibrant communities

**Why it matters**

We believe communities at home or at work are the building blocks of a lively, interconnected network of services and relationships that enable places to thrive. As Master Developers, our ability to create self-sustaining communities and to nurture a culture of community citizenship is an indicator of success which we believe is as important as reducing our environmental footprint.

**Action Area 1 – Placemaking: Green space**



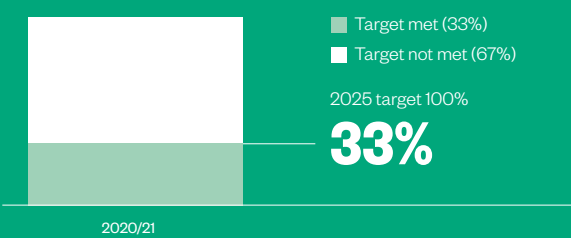
Graph showing the percentage of residents living within 300m linear distance (five minutes' walk) from a publicly accessible green and blue space, of a minimum size 2 hectares

**Action Area 2 – Community investment:**  
Being a good neighbour

	2018/19	2019/20	2020/21
2025 target	40	40	40
Reported	43.0	42.6	38.3
Rolling average	39.0	40.4	39.5

Table showing rolling average and reported CCS site scores for the last four years

**Action Area 3 – Engagement and consultation**



Graph showing the percentage of sites that have a live post-planning written consultation and engagement strategy informed by local socio-demographics and agreed with key local stakeholders

**What we are doing**

To achieve this objective, we have identified three action areas to provide a strategic focus for our efforts and commitments. The early delivery and management of placemaking is our first action area and will gear our efforts towards delivering high-quality development sites, with a particular focus on access to quality green and blue space. We take community investment as our second action area, reinforcing our support for communities and working with our contractors to ensure maximum positive impact. Finally, we have defined engagement and consultation as the third action area, focusing on our work with local stakeholders to understand key local issues in the communities we are developing so that we can respond accordingly.

**Action Area 1: Placemaking**  
Minimum standard metric

2019/20 reporting metric: A minimum of 40 per cent of total site area is dedicated to green space by 2025.

2020/21 revised 2025 target: All residents living on our sites have a home within 300m linear distance (five minutes' walk) of a publicly accessible green and blue space which is at least 2 hectares in size.

One of the ways that sustainable development creates value is by providing high-quality places and spaces where communities can flourish. We can play our role in helping to achieve this by planning and delivering projects in ways that make the most of the combined physical, cultural and social attributes of our sites.

One well-established principle of our approach is to foster a sense of place and belonging by providing sufficient green spaces early in the development process where people can meet, socialise and exercise. The connection between green and blue space and health and wellbeing is strong, which is why we are highlighting it as one of our three universal challenges.

In 2019/20, our metric focused on the percentage of total site area dedicated to open space, and our calculations indicated an achievement of over 65 per cent – considerably above our target of 40 per cent. Although this was expected to even out towards our target as house numbers grew, our aspiration was to ensure that no site fell below this target in its lifetime.

During 2020/21, we revised the metric, recognising the impact of the pandemic, lockdowns and the importance of accessibility to open space. Against a target of 100 per cent, 95 per cent of new homes constructed on our three sites that have publicly accessible green and blue space of at least 2 hectares in size were built within 300m, or five minutes' walk, from it. Two of those sites, Alconbury and Houlton, this year met the target. The third, Priors Park, achieved 90 per cent with the new zones being designed so that this target can be met. Newark, Wintringham and Waterbeach currently do not have publicly accessible green and blue space that is at least 2 hectares in size at their stage of development but are designed to meet this requirement when the space is completed. The revised metric reflects that while the provision of good quality and accessible open space in large areas is crucial in placemaking, focusing on access to nature within that space sets an ever higher and more sustainable bar. This not only aligns with our vision, it reflects the universal challenges around health and wellbeing, aligns with policy such as Natural England's Accessible Natural Greenspace Standard and reflects research from the World Health Organization, examining the positive connections between urban green spaces and health.

In 2020/21, on our three sites where publicly accessible green and blue space of at least 2 hectares is available, 95 per cent of dwellings built were constructed within a five-minute walk.

## **Action Area 2: Community investment** **Minimum standard metric**

2019/20 reporting metric: All contractors employed by Urban&Civic achieve a minimum Considerate Constructors Scheme (CCS) score of 40 out of 50 by 2025.

2020/21 revised 2025 target: All contractors employed by Urban&Civic are members of the Considerate Constructors Scheme (CCS) and achieve a minimum score of 40 out of 50.

When it comes to supporting our communities, we believe in working with our contractors to achieve the most positive impact possible. Contractors are a critical part of the Urban&Civic family, and how they go about delivering our developments is critical to the achievement of our sustainability ambitions. Minimising disruption to the local area is one important area of focus, and we are now placing even more emphasis on this.

Under the CCS, participants register to abide by the Code of Considerate Practice which covers three areas: the general public, the workforce and the environment.

Back in 2017 we made membership of the CCS a contractual requirement for all our commercial projects above a particular contract sum, expanding this to cover similar infrastructure contracts in 2020.

We set a 2025 target benchmark of 40 points, equivalent to an "Excellent" rating, and last year our average CCS site score stood above target at almost 43 points, though from a reduced data set that we acknowledged would be challenging to maintain in future years.

Looking at the last four years, the average CCS score is 39.5, meaning that we came very close to our 2025 target of 40 points. During 2020/21, the average score across all developments was 38.3 which again is close to target.

**In 2020/21, the average CCS score across all developments was 38.3, which is down on last year but close to our target of 40 points and from a far increased database.**

## **Action Area 3: Engagement and consultation** **Minimum standard metric**

2019/20 reporting metric: A minimum of 80 per cent of our staff being either satisfied or very satisfied with the internal communications of the Group by 2025.

2020/21 new 2025 target: All sites will have a live post-planning written consultation and engagement strategy informed by local socio-demographics and agreed with key local stakeholders.

We believe in giving our employees a voice in our business, and in last year's Annual Report we highlighted the percentage of Urban&Civic colleagues satisfied or very satisfied with the Group's internal communications, gathering data from Company-wide reviews carried out in 2018/19 and 2019/20.

Against a target of 80 per cent, we recorded a 71 per cent score last year which increased to 97 per cent in the pandemic. It goes without saying that continuing to inform and engage our colleagues remains essential for the achievement of our sustainability goals and our success as a business and employer of choice. Our internal survey of staff this year achieved 93 per cent coverage and an overall engagement score of 91 per cent. (Read more on our human capital targets on pages 46 and 47.)

Given this strong performance and that stakeholder engagement is critical to establishing a mutual understanding of people's needs and aspirations and creating mutually beneficial outcomes, this year we introduced a new target that reflects the important work we need to do to engage with community stakeholders in the areas we are developing. We are therefore seeking to ensure that all our sites have a post-planning written consultation and engagement strategy agreed with key local stakeholders by 2025.

Our aim is to incorporate key information received into our plans from the outset, and as they develop over the delivery period, to create a sense of community ownership and collective responsibility.

Nobody knows an area better than the people already living there. We want to tap into this knowledge, along with the knowledge of other local stakeholders and people moving into new homes as they are developed, to better understand critical issues so that we can create genuine value.

In 2020/21, two of our six Strategic Sites in delivery, Alconbury and Waterbeach, achieved the new target, representing 33 per cent attainment. This was because these sites were the only sites to experience an engagement pilot scheme aligned with this new target, so we can expect achievements to rise across our sites as we roll out engagement schemes across our multiple sites. We intend that consultation and engagement strategies to be introduced on other sites next year and findings from the pilots will inform the next stage of this initiative. Extensive consultation in engagement, however, occurred across all sites.

**In 2020/21, a written consultation and engagement strategy was introduced at two Strategic Sites in a pilot initiative. This will inform the rollout of similar strategies to more sites next year to meet our target by 2025.**

## Case studies – Social



## Forging social connections through play

Establishing high-quality play areas for the first families moving into a new community provides a focal point for them to meet and begin forging friendships.

At Wintringham in Cambridgeshire, two new play areas have opened, encouraging active play and active minds by inspiring children and their guardians to get close to nature.

Bret Park sets towers among tall, newly planted pine trees to give tree-top views of the development. Surrounded by swaying ornamental grasses, the play area also has seating areas with space for pushchairs to encourage social connection.

Ripple Park uses a series of mounds and logs to encourage imaginative play and help youngsters expend their energy positively. Picnic benches and seating overlook the active landscape, whilst naturalistic planting areas and larger trees wrap around the edges creating separation from the roadside.

The next major play destination will replicate an Iron Age Fort structure, engaging families in the heritage around them as they play.

As well as the social benefits, the bespoke play equipment also reflects Urban&Civic's commitment to delivering high-quality places for all ages to enjoy.