



Social Outcomes and Needs Study for Housing Development

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Abstract

Mott MacDonald are providing advisory services for an accommodation project located in the Kingdom of Saudi Arabia (KSA). The project plan is to deliver more than 2000 housing and community facilities to teaching staff for a University in KSA. Currently subsidiaries are paid to faculty members who arrange accommodation with private proprietors. The current provision by private landlords offers limited choice with inconsistent availability of basic needs such as; security and safety, first point to healthcare, family' leisure activities, children's care, education needs, domestic cleaning and travel provision to campus, etc. The Project aims to provide high quality living conditions to education professionals via quality housing options, and to foster team and community spirit among the teaching staff. Mott MacDonald have prepared a Social Outcomes Study as this project has an opportunity to provide services to a range of end users from different ages, marital status and different backgrounds. Mott MacDonald understands that social objectives can be achieved fully by developing an equitable living environment. Believing that simple changes can make a big impact on individuals' lives, we help our clients to achieve accessible, safe and connected environments. We believe in the power of sustainable and equitable urban designs, in which people are at the core of activities. We have collected best practice approaches from across the globe and conducted surveys with end users to create a transparent process and choice of preferred living opportunities. More than 5 goals of the United Nations (UN) and Social Development Goals (SDG) are integrated within the project's social objectives. It is planned to have sustainable and nature protected solutions.

Keywords: Public Private Partnership ; Social Housing; Social Outcomes; United Nations Social Development Goals.

1 Introduction

As part of broader objectives of becoming an economic incubator for the region and significantly improving the level of educational provision for local, national, and international students, one of the prominent public universities in KSA plans to provide a housing development for educational staff within their campus (on a land of over area of 1,000,000.00 sqm). The current accommodation provided by private proprietors offers limited choice and a lack of basic services. Private housing options presents challenges such as-lack of large housing, security and safety, uncontrolled environment of living, unfavourable leisure and active daily life, and unfavourable travel conditions impacting the duration to campus, etc. Private housing for faculty members also makes allowances

(provided by the university) and budget spending dependent on the market thereby increasing the uncertainty.

Mott MacDonald have provided their technical advisory services for:

- i) Needs assessment,
- ii) Scope and Services structuring, and
- iii) Social Outcomes Study.

2 Social Outcomes

Our unique way of exploring social outcomes helps us to ask right questions to deliver a project specific action plan to achieve accessible, inclusive and resilient living spaces.

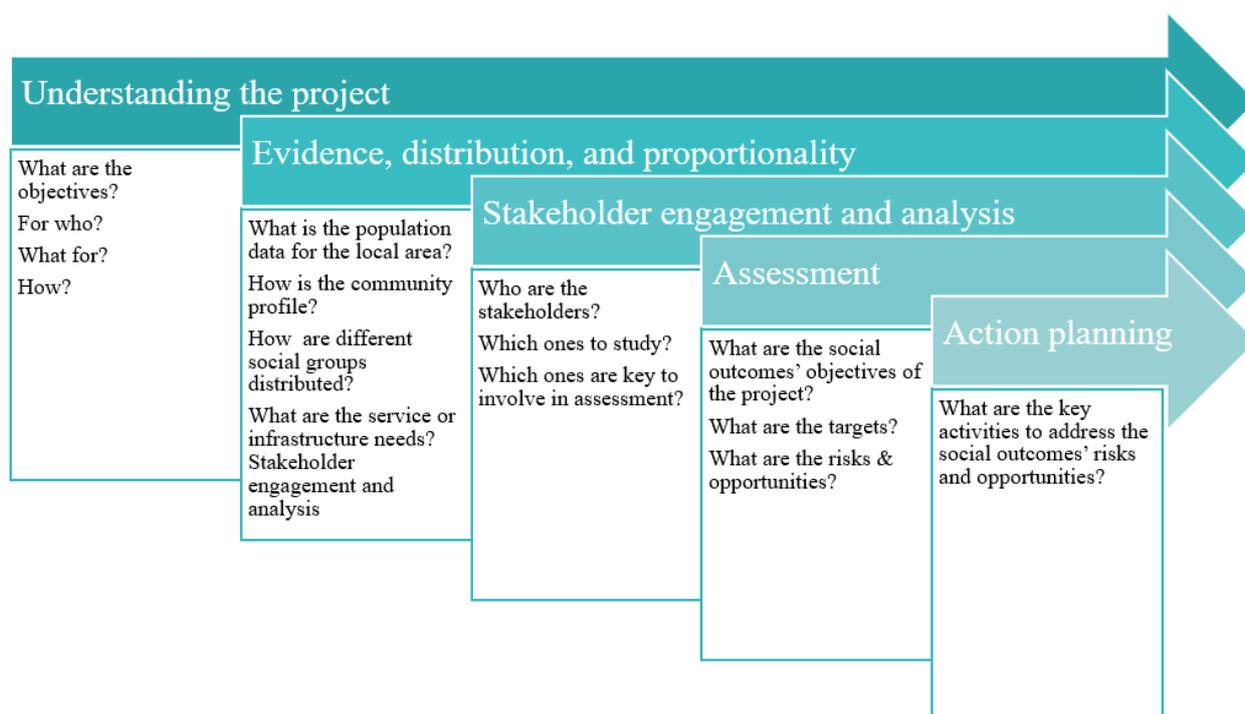


Fig. 1: Social Outcomes Study (Mott MacDonald, 2022)

3 Understanding the Project

We have first studied the alignment of the university's objectives against the over-arching objectives of KSA Vision 2030 (Kingdom of Saudi Arabia, Council of Economic and Development Affairs, 2016). By the nature of this development, it is important to capture the long-term vision of KSA during the project inception stage. Vision 2030 has been adopted as the roadmap for economic development in the Kingdom and is built around **three basic pillars, being a vibrant society, a thriving economy, and an ambitious nation. Vision 2030 plans to build these pillars via a number of Vision Realization Programs (VRPs, Kingdom of Saudi Arabia, Council of Economic and Development Affairs, 2017).**

Mott MacDonald have led discussions with key stakeholders to explore options to realise the Vision 2030 objectives and have provided guidance on the project's alignment. Key objectives and goals of the project are summarised in the table below:

Table 1: Vision 2030 – Vision realization programs, goals and action plan

Vision Realization Programs	Vision Goals	Project Objectives
 <p>Quality of life program</p>	<ol style="list-style-type: none"> 1. Improving the individual and families' quality of life by the environment to develop and support new liveable and lifestyle options. 2. Participation of citizens, residents, and visitors in cultural, entertainment, sports, tourism, and urban activities, and other activities that nurture their quality of life. 3. Diversifying economic activity, and consequently boost Saudi cities' ranking amongst the world's top liveable cities. 	<p>The Project is expected to improve the quality of life and secure high living standards for the faculty members.</p> <p>The role of the private sector investments in this Project ensures continuous development and sustainability of the faculty housing facility.</p>
 <p>Housing Program</p>	<ol style="list-style-type: none"> 1. Housing solutions that enable families to own and benefit from suitable houses. 2. Improve housing conditions for current and future generations through the provision of suitable and guaranteed financing solutions. Supply of housing units at reasonable prices within record time. 	<p>The Project will stimulate supply in the housing sector for the new campus, specifically through effective partnerships with the private sector.</p>
 <p>National Transformation Program</p>	<ol style="list-style-type: none"> 1. Governmental operational excellence, 2. Enabling the private sector, 3. Developing economic partnerships, and promoting social development, 4. Ensuring the sustainability of vital resources. 	<p>The Project is expected to significantly improve living standards & safety at faculty while ensuring the sustainability of vital resources and enabling the private sector investment.</p>
 <p>Privatization Program</p>	<ol style="list-style-type: none"> 1. Enhance the role of the private sector in providing services and making government assets available. 2. Improving the quality of services provided and contribute to the reduction of costs. 3. Encouraging economic diversity and development and boosting competitiveness to face regional and international competition. 	<p>The Project is proposed to be developed under a private partnership approach, which incorporates a framework for defining public and private sector partnership to enhance the quality and efficiency of public services, and support contributions to economic development.</p>

The housing project has strong and direct links with the National Vision and Objectives (VRPs, Kingdom of Saudi Arabia, Council of Economic and Development Affairs, 2017) as illustrated in the figures below:

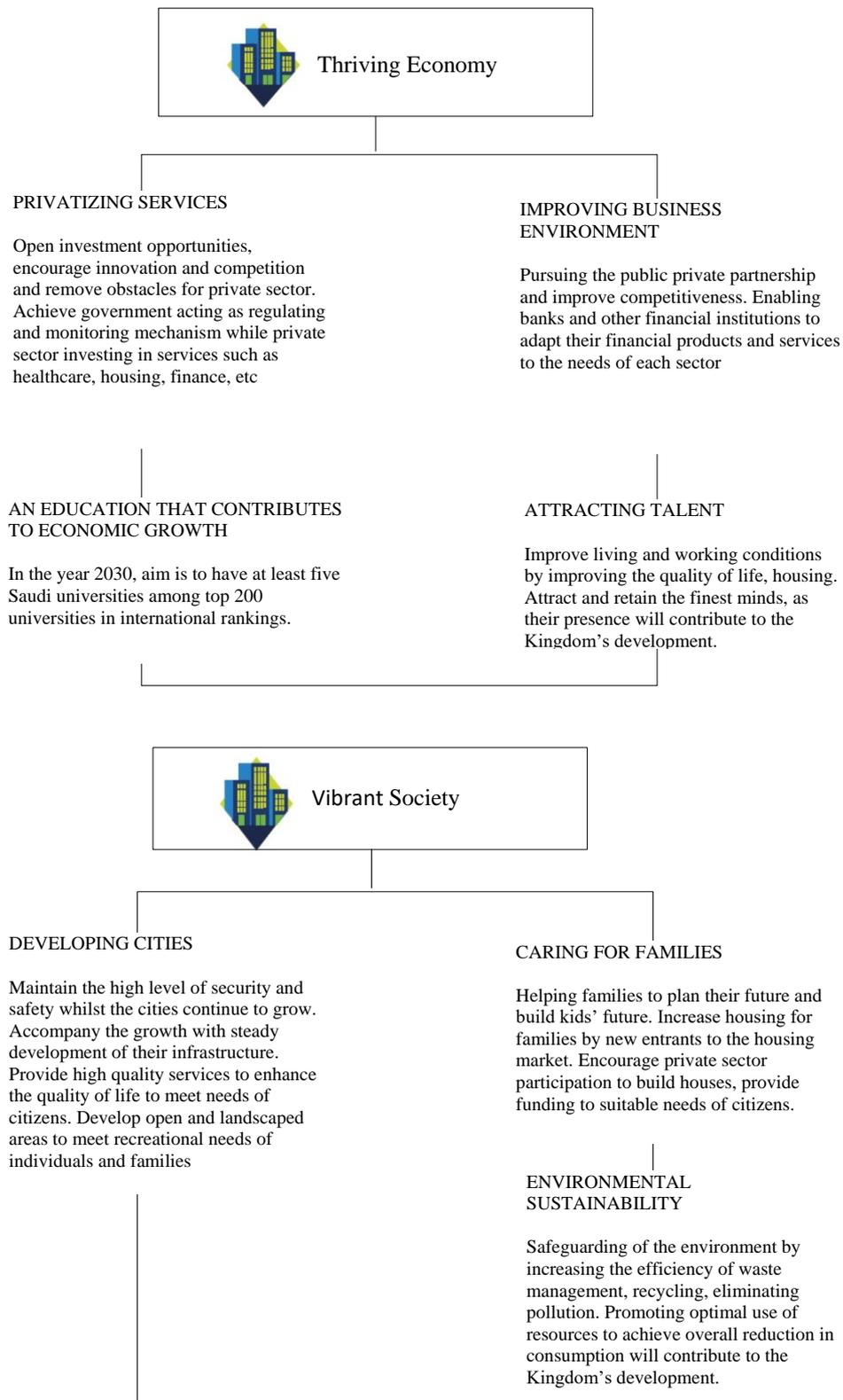


Fig. 2: National Vision and Objectives

After finalisation of the objectives alignment study, key social objectives for the project are as listed below:

- Affordable, safe, and quality housing options
 - Increasing level of innovation and efficiencies in design.
 - Security, privacy, and promoting the community's lifestyle.

- Full recovery of travel time and cost to campus.
- Stimulation of intellectual development
 - Easy interaction with fellow peers in development.
 - Attraction for strategic hiring.
 - Fostering team and communal spirit among teaching staff.
- Establishment of guidelines in the university
 - Structure for compatible and cooperative living.
 - Adequate care and maintenance of the facilities as per the university’s requirements and monitoring structure.

4 Evidence, Distrubution and Proportionality

The next step for the needs study was to identify the key features and components of the development. Firstly, we conducted desktop research to understand the total estimate relating to the number of occupants and their demographic to capture essential need requirements. The below graph summarises the overall estimated living, demographic and dedicated housing types.

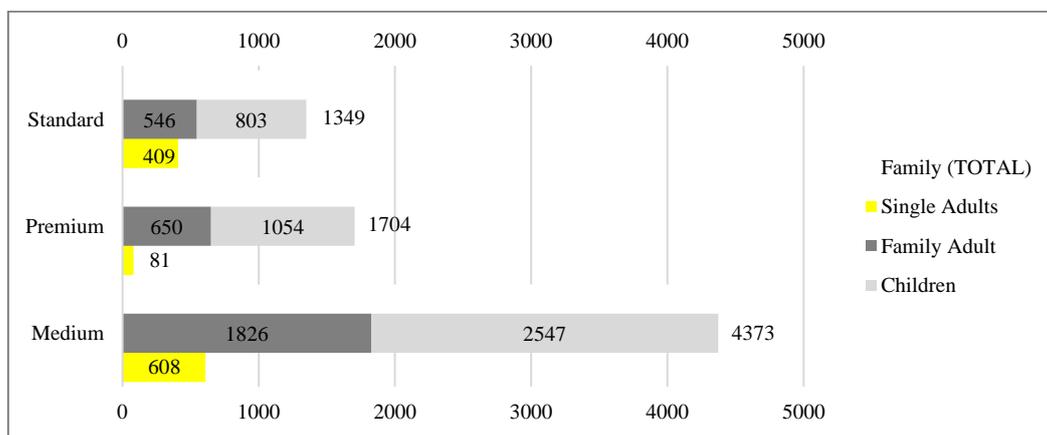


Fig. 3: Assessment of Overall Demographics vs Housing Type

Assumptions on demographics: We conducted studies to estimate the overall population within the housing project. To note, this will also support decision making on the selection of supporting facilities and sizes. Based on the statistics published by General Authority of Statistics (Population by Age Groups, and Gender mid-year 2020’,GASTAT, 2020) the family population chosen conservatively suggests that the younger population (until 19 years of age) tends to take up a higher proportion of overall population.

The development will have approximately 2600 housing units (varies types) and residents of families and single adults.

5 Stakeholder Engagement and Analysis

At this stage, capturing the user’s expectations (as key stakeholders) is highly important especially for such a long-term project. We have given higher attention to their needs as this development will be their livelihood, provided, they continue to be staffed at the university. One of the keys to enhance and improve the learning environment for a university is to attract the individuals who are among the best in their profession and offer them and their families a high-quality living environment.

User surveys conducted in the planning stage will improve the project’s scope and its social viability. We have developed key questions (total 25) to i) assess current living conditions and ii) identify their preferences. Some of the results are presented below:

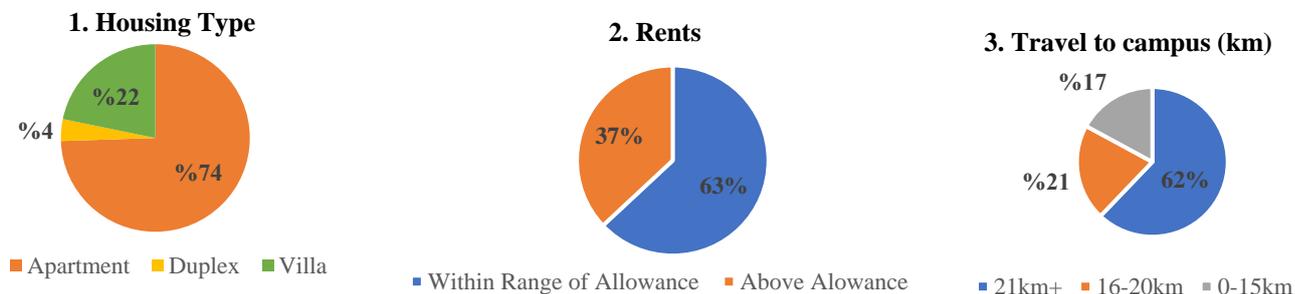


Fig. 4: i) Current living conditions (Users Survey – Source: Confidential)

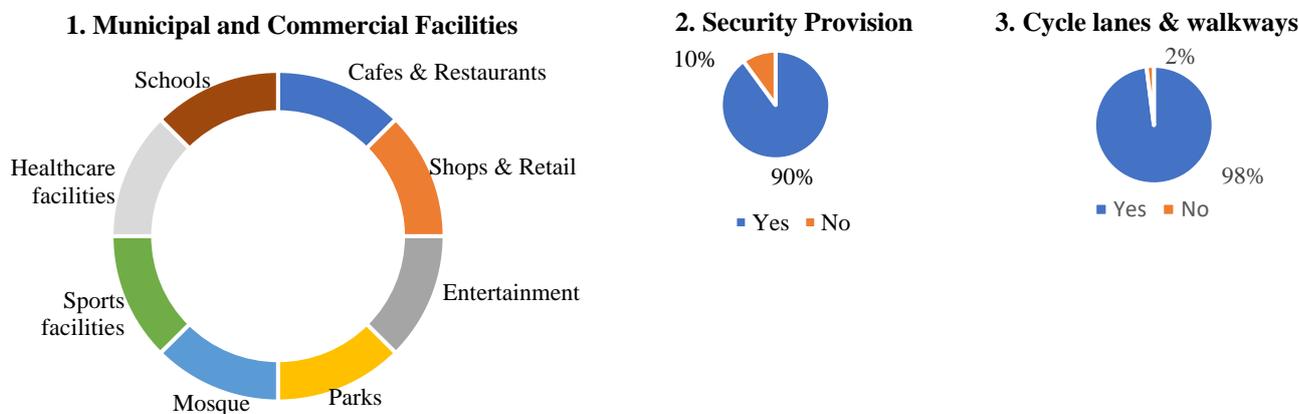


Fig. 5: ii) Future preferences (Users Survey – Source: Confidential)

6 Masterplan for the Project

We have then proceeded to define the key features of the development based on the i) global precedents, ii) stakeholder feedback and iii) user preference. The range of recommended housing options, based on preferences, professional degree in the university, and marital status is set out below:

Table 2: Recommended Housing Types

Housing Type	Layout	
	Size (m2)	Features
Premium	250 to 300	4 bedrooms, Live-in maid/laundry facilities, Large open areas of green space or Roof terraces.
Medium	200 to 250	3 to 4 bedrooms, Shared green amenity space, Live-in maid/laundry facilities.
Standard	100 to 150	2 to 3 bedrooms, Terrace balcony.

Furthermore, to enhance the day-to-day experience in the development; below services are also included:

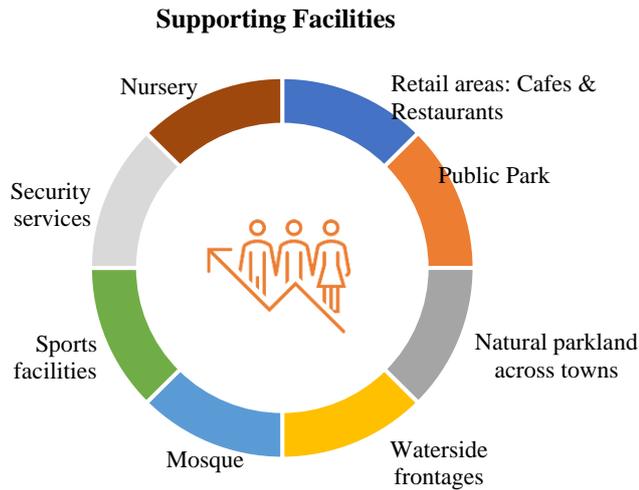


Fig. 6: Supporting facilities

7 Social Outcomes and Benefits Assessment

Lastly, we have explored the new social outcomes associated with the project, and further explored other potential activities and opportunities that can be added.

Sustainable Development Goals (SDGs) are an internationally recognised framework for delivering sustainable development for all countries, supported by the United Nations (UN). There are 17 SDGs, covering global challenges ranging from the elimination of poverty (SDG 1) and delivery of clean, safe drinking water (SDG 6) to sustainable economic growth (SDG 8) and taking action on climate change (SDG 13).

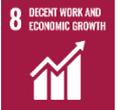


Fig. 3: Sustainable Development Goals (United Nations Department of Global Communications, 2020)

The United Nations Social Development Goals are used as a key reference for the study; therefore, we have listed **specific outcomes that can be aligned to the project**. These outcomes are then linked to the related SDGs.

Table 3: Project Social Framework and UN SDG Alignment

Outcomes	UN SDGs	Success factors and opportunities for SDG alignment
Accessibility, safety and security		<ul style="list-style-type: none"> Establishing non-motorized vehicles zones. Vehicular hierarchal network Pedestrian-friendly interface. Easy access to recreational spine. Connecting each building to nearby amenities and transit stops. Connections between major roads to enhance connectivity. Connectivity between housing urban spaces and recreational and services area.

<p>Suitable living conditions</p>	  	<p>Open spaces spatial concept.</p> <p>Different housing types, forms and densities hence consideration of the human scale comfort vision.</p> <p>Smart living; an ecosystem of innovation; greener community; reduced operational costs.</p> <p>Plantation of trees to increase green cover, reduced GHG emissions by replacing conventional vehicles with electric vehicles & charging facilities.</p>
<p>Equitable living and social interaction</p>	 	<p>Roads designed to promote safe and secure mobility, having gender, age and disability responsive features; i.e., waiting rooms, lighting, pedestrian and disable friendly design elements.</p> <p>Inclusive access to community services and retails.</p>
<p>Connected places of work and opportunity</p>		<p>Generation of employment opportunities.</p> <p>FM staff to be accommodated in the housing areas; skills development.</p> <p>Employment creation, income generation, inclusive economic growth.</p>
<p>Partnership</p>		<p>Minimizing upfront costs through private partnership, value for money through controlled operation and maintenance of housing, high quality of services under the university's oversight.</p> <p>Stable payment mechanism hence better control on the budget.</p>

8 Conclusion

Delivering social outcomes is about making a positive difference within the communities. Embedding social outcomes in projects involves **consciously thinking about users, communities and local people**. This needs to happen throughout the whole project, from inception and design stage, right through to construction, operation and decommissioning. Identifying the opportunities to deliver projects is the first step to enable positive outcomes. Focus and attention to identify opportunities from the outset, will considerably increase chances of success. When we first developed our action plan, we placed users and the local community at the heart of our due diligence process.

By spotting and developing social, environmental and economic opportunities, we believe the project can yield value far beyond its immediate benefits.

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