

# SOCIAL SUSTAINABILITY: PROCESS, PLACE, PEOPLE

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# SOCIAL SUSTAINABILITY: PROCESS, PLACE, PEOPLE



JTP Cities is a strategic placemaking consultancy offering advice, research and design services to clients undertaking urban developments worldwide.

JTP Cities is a part of John Thompson & Partners, an award-winning practice of urbanists and architects based in London, Edinburgh and Shanghai.



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# THE SOCIAL CHALLENGE

In the fields of regeneration and placemaking, the social dimension of sustainability has long been the poor relation – with a general lack of joined-up policy and guidance in place to help shape neighbourhood strategies.

There are a number reasons for this: social sustainability is a complex issue, with no universally accepted definition; it is influenced by a wide range of factors that are not under the control of any single agency; and, unlike environmental or economic sustainability, it is a soft concept that is difficult to measure in any holistic way, making it hard to place a value on individual initiatives.

## **What is Social Sustainability?**

At its heart, social sustainability is about quality of life as well as individual and collective well-being. For this to be achieved, resources must be in place to meet the everyday needs of residents and neighbourhoods. Communities need the capacity and the resilience to deal with problems, as well as the ability to adapt to changing circumstances over time.

The Young Foundation, which has a track record spanning over 50 years of studying the dynamics of communities, offers this useful working definition for social sustainability in their recent publication on the subject:

*“A process for creating sustainable, successful places that promote wellbeing, by understanding what people need from the places they live and work in. Social sustainability combines design of the physical realm with design of the social world – infrastructure to support social and cultural life, social amenities, systems for citizen engagement and space for people and places to evolve.”*

***Design for Social Sustainability (2012)***

## **Housebuilder or Community builder?**

Since the mid-1990s, there has been a fundamental shift in what is expected of residential developers in order to obtain planning consent. In the not too distant past, a 'housebuilder' could concentrate on building homes around simple infrastructure (roads, utilities and landscaping) and make some financial contribution towards education or health provisions.

Today, development is different. With the introduction of *The Code for Sustainable Homes*, the responsibility for achieving environmental sustainability has passed to the development industry. Contending with this new legislation has brought about a steep learning curve, with business models adjusting to take account of new forms of construction, materials, and even the provision of energy supplies. By comparison, the social side to sustainability has some catching up to do.

There is now, however, a similar shift occurring in terms of social sustainability, with many new requirements for affordable homes and community consultation introduced over the last decade.

Unlike The Code for Sustainable Homes, these changes have been more piecemeal in nature, with little guidance given on how a traditional 'housebuilder' could make the transition to become a 'community builder' in the way that the planning system increasingly seems to want. Created against a backdrop of *Localism* – a political philosophy advocating local control rather than regional or national government – the introduction of the *National Planning Policy Framework (NPPF)* looks set to intensify the need for developing a skill set that can be deployed in the development process for nurturing new communities.

The simplified documentation of the NPPF is intended to speed up the planning process, and is based on 'a presumption in favour of sustainable development'. At present, the definition of what constitutes 'sustainable development' is open to discussion, but it is probably safe to assume that demonstrating the social sustainability of a planning proposal is likely to become as important as complying with the environmental requirements of The Code for Sustainable Homes.

## The Task Ahead

Besides helping negotiate the vagaries of emerging planning policy, there is a second imperative for putting in place a framework for ensuring social sustainability in the creation of new neighbourhoods that is primarily driven by the state of the housing market.

With the current financial crisis causing house building rates to languish at their lowest levels since the 1920s, due to constraints on mortgages and development finance, England is facing a chronic housing shortage.

Rising demand for homes is being caused by a number of factors including net inward migration, rising divorce rates, rising birth rates, increased life expectancy and changing lifestyles. The number of households is forecast to increase by 5.8 million (27%) in the period 2008-2033 across England, which means an additional 232,000 homes are needed per annum for the next 25 years.

Without this level of provision, the UK faces decades of rising house prices, increased rents and overcrowding, and this is set against official figures already revealing that over 3 million people aged 20-34 are currently living with their parents – a more than 20% increase on the number in 1997.



### Using the right approach

Creating 232,000 homes per year is a mammoth task. Even at the peak of the boom in 2007, only 175,000 new properties were being built per annum – more than 30% below the required target.

The worrying fact is that the last time this country achieved a similar intensity of development was in the 1960s-1970s, mainly in the form of now discredited mass public housing projects. These often produced adverse effects on social sustainability and continue to blight many towns and cities across the UK.

Although it may be difficult to place a value on the positive aspects of social sustainability, it is easy to calculate the costs of its absence within society, through indicators such as anti-social behaviour – witness the over £200 million cost of rioting in London in 2011, and the mental health impact of poor living conditions, which cost the NHS £3.3 billion to treat cases of depression in 2008.

In all likelihood, the next major phase of home building in England will be family housing, built at medium densities in walkable neighbourhoods. It is vital for the to be equipped with appropriate strategies to ensure these new places are more socially successful than in the past, and can deliver a better quality of life for residents.

With this in mind, what follows is an evaluation of the community engagement approaches developed over the last decade by John Thompson & Partners.

We consider the impact of the design techniques and community management strategies we have used to achieve higher levels of social sustainability in new places and neighbourhoods we have been asked to design.

This reassessment focuses in particular on the award-winning Village at Caterham, a mixed-use project designed by JTP for private developer Linden Homes. This project has been singled out as an exemplary approach to holistic neighbourhood design by bodies as diverse as the Royal Town Planning Institute (RTPI), the former Office for the Deputy Prime Minister (ODPM), and the European Council of Town Planners (ECTP); it has also been chosen as a best practice case study by The Joseph Rowntree Foundation, Cambridge Horizons, and the former regional development agency SEEDA.

We also reflect here on new data drawn from post-occupancy research carried out with local residents and a number of key community organisations.

We conclude with some lessons learned for addressing social sustainability in the future.



# SETTING THE SCENE

Before considering how the design of new neighbourhoods can better support social sustainability, it is worth reflecting on the concept of community and how this has changed over time.

What has caused neighbourliness to decline over the past 50 years, what has this left people wanting from community today, and what might be done to stimulate greater involvement in local life?



# WHAT IS COMMUNITY TODAY?

In recent times there have been many pronouncements on the death of community in the western world, but it is probably more sensible to accept that given the radical changes of the last 50 years, the idea of community would inevitably evolve into a concept more appropriate to the way we lead our lives today.

There is still a certain nostalgia for that strong community spirit that people experienced in the past, so it is important to understand exactly what this was, why it has changed, and why a return to this previous state is no longer feasible. People are now looking for something different from their communities, and this means that social sustainability initiatives need to be directed towards more appropriate ends.

In his book *Bowling Alone: The Collapse and Revival of American Community* (2000), theorist Robert Putnam set out to investigate whether people's sense of social decline had any basis in reality. Through detailed research across a wide range of indicators including volunteering, civic involvement, church-going, and membership of clubs and societies (sporting, cultural, hobbies) Putnam establishes without doubt that social connectivity has indeed fallen dramatically since the golden age of community in the early 1950s. He attributes this to the following factors that are just as relevant to the UK experience as that of his native United States:

## The Pressures of Work

In the 1950s most households were heavily gendered, with men going to work and women staying at home to look after the family. As gender equality increased over the ensuing decades, more women went out to work to raise their standard of living; but this was at a cost, as previously women had played a key organisational role in the life of local communities, and were the main conduit for social connectedness.

## Suburban Sprawl

The suburbanisation of the urban environment affected community life in a number of ways. The flight from city centres increased commuting time, eating into leisure time previously available for social engagement. Also, these new residential developments were built out using large plot sizes, yielding low population densities, which could support few local community facilities and were reachable only by car.

## Generational Change

In his research, Putnam attributes the largest shift in community engagement to generational change. He hails the parents of the baby boom generation as being exceptionally civic due to their life experience, which included the Great Depression and WWII. In direct contrast, their children (the baby boomers) are often characterised as being anti-authority, privileging the individual over the collective, and embracing consumption as a leisure form.

## Electronic Entertainment

Putnam identifies the beginning of the decline in social connectedness with the advent of television – a technology that effectively privatised leisure time. Today, adults in the UK watch on average 30 hours of television per week, which previously might have been spent on more communal activities. The rise of computer gaming and the explosion of the Internet have since added further pressure on face-to-face communal leisure time.

It is probably important to also add increasing affluence to Putnam's list of factors influencing the decline in social connectedness.

In Michael Young and Peter Willmott's famous study of working-class communities, *Family and Kinship in East London* (1957), the authors found an environment rich in social relations, networks of dependence and mutual support providing the resilience required to overcome the problems of low paid employment. Today we are far less likely to trade favours (which cost us personal time), preferring instead to pay for services like home improvements, babysitting and care for older people.

So if our sense of community that was borne of conversations over the garden fence has eroded, what has this left people looking for from their neighbours?

## The Spectrum of Neighbouring

Neighbours are essentially *communities of proximity* – social relations that are the product of geography – occurring as a direct result of living alongside other people.

This is different from relationships borne of *communities of shared interest*, where friendships are forged through personal interests or shared values around religion, volunteerism, political activism, charity, sport, music, hobbies or a myriad of other causes and pastimes.

Kevin Harris (2006) perceives *neighbouring* as a spectrum of six potential states of being (see overleaf), which at one extreme casts people as 'Intrusive, nosey' and at the other as 'Proactively negative'.

In Harris' view, neighbouring can take a variety of forms from 'Interactive and supportive', through 'Passively supportive' and 'Passively positive', down to 'Passively negative', each with its own set of characteristics. His findings suggest that people now typically appear ambivalent to neighbouring – locating their preference between 'Passively positive' and 'Passively negative' – that is to say a *weak* sense of community. This state of mind maintains the potential for shared social experiences, while reserving the right to opt out.



Photo: Hulton Archive

## A spectrum of neighbouring

### Intrusive, 'nosey'

(proactive interference –perceived or real – excessive inquisitiveness, lack of sensitivity, disturbs norms of privacy)



### Interactive and supportive

(expression of interest, readiness to help and support in time of need is made clear, balanced with sensitivity to personal privacy)



*To be a vibrant community, people would sit here on the spectrum*

### Passively supportive

(recognition, hesitant inquiry, minimum conversation, possible readiness to help in time of need, not clarified)



### Passively positive

(non-committal acknowledgement, accentuates privacy, 'keep meself-to-meself')



*Most people sit here on the spectrum*

### Passively negative

(no acknowledgement, maybe deliberate avoidance, non-social, may imply isolation)



### Provocatively negative

(antisocial, disturbs norms of privacy)





This ambivalence towards the potentially nose-y side of neighbourliness was expressed by one resident during post-occupancy research carried out by John Thompson & Partners at the Village at Caterham:

*'We have really lovely neighbours in our little cul-de-sac. They're fantastic, and we all help each other out. But it's a bit like the Stepford Wives though, they all know my whereabouts, where I've been, or if I've not come home at night.'*

A recent study by Co-operatives UK found that people in the UK are half as neighbourly as they were three decades ago. While in 1982 the majority of people spoke to their neighbours at least once a day, by 2010 this had fallen to less than once a week – yet, in the same research, there appeared to be no discernable shift in the perception that our neighbours are generally sociable, caring and friendly.

Should we just accept this state of affairs and acknowledge that 'communities of proximity' have gradually become weaker? Or are there approaches we could take in the creation of new neighbourhoods that could encourage greater commitment and nurture a stronger sense of community?

### Could something be done?

In this respect it is interesting to return to one of Puttnam's main culprits in the perceived erosion of community life - technology. Whereas the television effectively privatised leisure time and pushed people apart, contemporary technology such as mobile phones, laptops, blogs, social networks and Twitter are doing the opposite, and acting as the connective medium for creating and maintaining 'communities of shared interest'.

What's more, the use of these technologies is now affecting local communities - as demonstrated by the rise of *collaborative consumption*, a movement including such diverse initiatives as car clubs, Freecycle, and tool sharing programmes.

If advances in technology can begin to turn this situation around, why can't the same be true for the design of new neighbourhoods? If the way we initiated, designed and managed our new communities (both suburban and mass social housing projects) over the last 50 years has alienated us from each other, what are the techniques and approaches we can use to reverse this trend and get people to re-engage?

John Thompson & Partners' involvement in shaping the Village at Caterham is seen as a pioneering attempt to address these questions and provide a development framework for improving social sustainability.





# THE CATERHAM STORY

In 1995 the army vacated Caterham Barracks in Surrey, leaving both an economic and social void to be filled.

This is the story of a pioneering approach to neighbourhood design - the first time a private developer involved local people in the delivery of a new community.

This story, running from 1998 to 2006, has three distinct elements:

## PROCESS

How a Vision was created through the 1998 community engagement.

## PLACE

How the design of a place was conceived to nurture social interaction.

## PEOPLE

How a new place is run by local people through the use of an on-going Community Development Trust.



## CATERHAM CAMARADERIE

Caterham Barracks was built in 1877 as home to Her Majesty's Foot Guards and became the largest army depot of the Victorian age. Historic photographs of its orderly living quarters, kitchens, mess halls, chapel, gymnasium and parade grounds bear testament to an environment designed to nurture the close-knit community structure of army life.

But life in the services had not always been this way.

Before 1850, soldiers were often stationed in overcrowded accommodation more akin to Victorian prisons or workhouses, until official research revealed the shocking fact that soldiers based in the UK had a life expectancy roughly half that of their civilian contemporaries.

With reformers such as Florence Nightingale already demanding healthier living conditions, better sanitation and healthcare, decent food, and moral and physical education, the Army was forced to act, and after the Crimean War of 1853-6, the design of barracks began to change.

The impact of this could be seen at Caterham Barracks in a number of ways. The quality of living quarters was greatly improved – with more space, higher ceilings, better light and ventilation – and separate accommodation was provided for married people and families.

Separate halls and kitchens were created for communal dining, and careful thought went into the provision of facilities that serviced both the soldiers' health with provision of a hospital, gymnasium and swimming pool, and also wellbeing, with a chapel, library, skittle alley, bar and a cinema.

In short, at Caterham Barracks the British Army could be said to be addressing social sustainability and using design and community facilities to improve quality of life and nurture a sense of camaraderie – the collective spirit that action in the field of conflict depended upon.

The reinvention of Caterham Barracks as a civilian residential community required the same innovation and ingenuity.



Photo courtesy of Nashphoto



PROCESS

PLACE

PEOPLE

- ① LOBBY TOLL 2
- ② PARK
- ③ LOCATION OF A JUSTO
- ④ A PARTIAL POND
- ⑤ POND STRUCTURE

THESE ARE THE PROPOSED PLANS FOR THE PROJECT. THE CLIENT IS INTERESTED IN THE PROPOSAL.

## COLLABORATIVE PLANNING

**At John Thompson & Partners we believe the first stage in achieving social sustainability is getting local people involved in the design of their own neighbourhoods through a facilitated Collaborative Planning process.**

With the army gone and Caterham Barracks standing empty, Tandridge District Council consulted local residents on the future of the 57 acre site. The 400 responses received revealed a strong attachment to the robust Victorian architecture and mature landscape of the barracks, and a desire for any redevelopment to provide a wide range of facilities for the local community.

As a result, a new Conservation Area was created by the local authority and a Development Brief drafted for the barracks, requiring retention of most existing buildings, and a 50/50 split between commercial and community uses. But with only 110 homes designated for the site, 92 in the converted barracks and 18 new build homes elsewhere, it was difficult to see how this could be a viable proposition.

The site was purchased by Linden Homes in January 1998, who recognised that an innovative approach to development was needed, and commissioned John Thompson & Partners to create a masterplan using a participatory process involving local people.

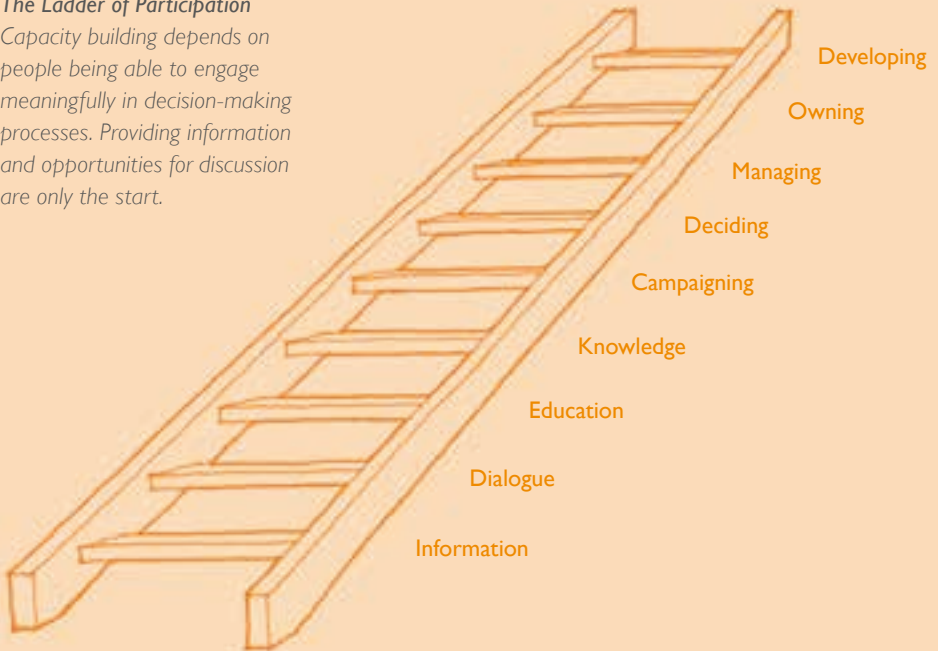
The community engagement techniques used at Caterham Barracks were pioneered during the Community Architecture movement of the early 1980s, when a team led by John Thompson was commissioned to carry out repairs at Lea View House, a run down council block in the London Borough of Hackney, which was suffering from high rates of crime and unacceptable levels of anti-social behaviour.

Talking to the residents at the start of the project, the project team quickly realised that the problems they faced were not due to poor maintenance, but rather a number of fundamental design flaws in the layout of the building and surrounding public space; these appeared to be inhibiting good neighbourliness, allowing anti-social behaviour by a minority to go unchecked, and detrimentally affecting everyday life.

Using radical new approaches to facilitation, Thompson and his team enabled Lea View residents to help redesign their own neighbourhood, which not only overcame its physical shortcomings, but also helped to build a stronger sense of community, and to engender a growing sense of pride in place amongst local people.

### **The Ladder of Participation**

Capacity building depends on people being able to engage meaningfully in decision-making processes. Providing information and opportunities for discussion are only the start.



Post-occupancy evaluation of the Lea View House project revealed fascinating results. Beyond the obvious benefits brought by refurbishing the building fabric, the reorganisation of the building undertaken in collaboration with residents had led to a dramatic drop in crime levels and anti-social behaviour (to almost zero), and significant improvements in community cohesion and personal wellbeing.

John Thompson attributes much of the success of Lea View House and subsequent Collaborative Planning processes to the careful management of what he terms '**The Ladder of Participation**'.

This represents the successive stages that people need to move through to reach the point where they feel truly identified with and in control of neighbourhood decision-making.



# THE CATERHAM EVENT

The techniques pioneered at Lea View House in the 1980s were further developed by John Thompson & Partners throughout the 1990s and applied at a much larger scale to evolve masterplanning scenarios across the UK and in Europe.

In most cases, these community engagement processes were commissioned by city councils, local authorities or community groups, primarily influencing those involved in policy and planning rather than directly affecting the shape of a development.

The Caterham Barracks project marked the first time a large-scale Collaborative Planning process had been promoted in the UK by a private developer.

The Caterham Barracks Community Planning Weekend took place in February 1998, and drew in more than 1000 participants including local residents, businesses, schools, the planning authority and various interest groups. Its success was underpinned by background research, expert facilitation, and clear communication, just as much as by creativity and innovative design.

The following timeline outlines the range of techniques and approaches used by John Thompson & Partners to achieve consensus between local authorities, local communities and private developers and produce a win-win-win outcome.





### ▶ Animation

The importance of encouraging a local community to engage with a collaborative process cannot be underestimated, and needs to go far beyond mailshots and posters.

Animation at Caterham Barracks literally entailed 'putting the word on the street' with the team talking to residents' associations, local interest groups, arts and cultural associations, youth clubs, business forums and schools, and impressing upon them how they could make a difference by getting involved.

A Launch Event was also used to focus media coverage - as community animation works best when it blends the visibility of a marketing campaign with the credibility of word-of-mouth communication.

*People have had a belly-full of developers in Caterham and are very wary of what will happen at the barracks.*

COMMUNITY PLANNING  
WEEKEND PARTICIPANT, 1998



## ► Organisation

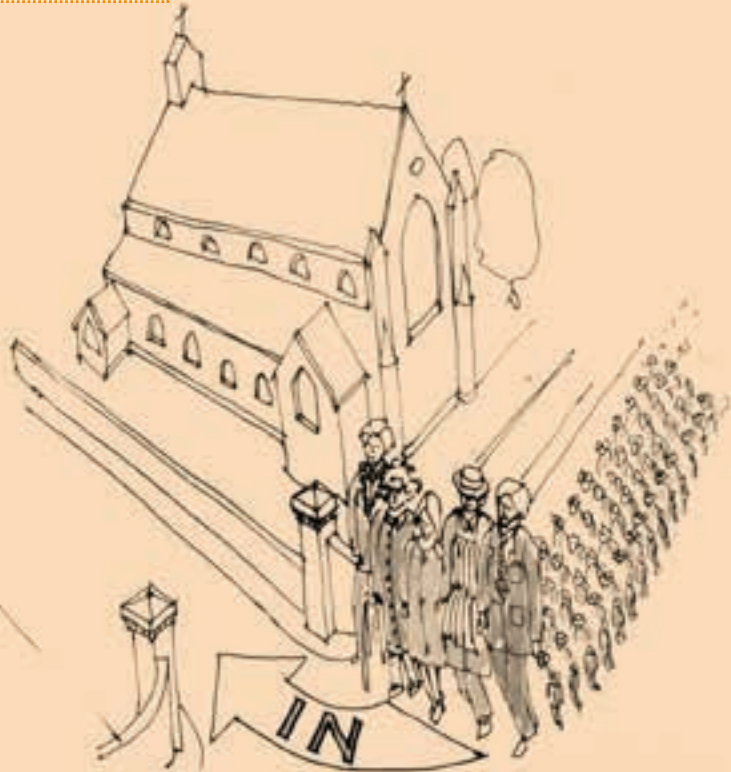
Collaborative Planning events are about getting local people involved in shaping their own future – so they need to be designed around everyday life.

At Caterham Barracks the event was held on the site so local people could just drop by, and also experience the buildings and spaces of the Barracks which had been off-limits for many years.

Workshops were organised at times so everyone could attend – weekday afternoons for school children, stay-at-home parents and retired people, evenings for local business people, weekends for busy local residents.

*The community planning weekend has been used before but rarely in our opinion in a way that enabled that process to be continued during the whole development.*

ROYAL INSTITUTE OF TOWN  
PLANNERS AWARD ASSESSMENT



# COMMUNITY PLANNING WEEKEND

## ▶ i. Briefing

A multi-disciplinary consultant team, with a range of skills and experience specific to the Caterham Barracks project was assembled, including community planning experts, designers highly skilled in facilitation, and a range of specialist collaborators including architects, urban designers, civil and traffic engineers, heritage experts, and landscape designers.

The day before the public workshops, the professional team familiarised itself with the Barracks site and local area and received background briefings from the local authority, resident groups, business associations and interest groups.

*It's not just about bricks and mortar - it's about people's lives and building a community that gets on well together.*

COMMUNITY PLANNING  
WEEKEND PARTICIPANT



## ii. Topic Workshops

The initial public sessions helped scope the project, by exploring specific local issues such as housing, education, health, business, young people, green issues, recreation and transport.

Experienced facilitators drew out local knowledge, aspirations and potential approaches from participants using three dialogue processes:

*Issues* - critical stock-taking in which negativity was drawn out and local people were allowed to 'get things off their chest'.

*Dreams* - people were asked to use their imagination and focus on how they would like things to be in the future.

*Solutions* - probed how these aspirations might be achieved, who should pursue them, and where the funding might come from.





*The professionals learned what the local people needed and the community began to understand commercial realities.*

COMMUNITY PLANNING  
WEEKEND PARTICIPANT



### ▶ iii. Hands-on Planning

In these workshops participants were split into small groups and teamed up with architects, landscape designers and transport planners who helped give physical shape to their ideas, and develop specific proposals for the site.

More intimate than the Topic Workshops, these sessions served as informal learning moments for participants – who through dialogue with development professionals began to resolve community aspirations against an increased understanding of commercial reality.

#### iv. Walkabouts

These are powerful techniques in which local people literally 'lead the way', taking design professionals to areas of particular concern or interest where data was collected on maps, through photographs or recorded conversations.

Walkabouts are highly experiential affairs and frequently gather up participants as they progress and engage with people where they feel most comfortable – in their own neighbourhood.





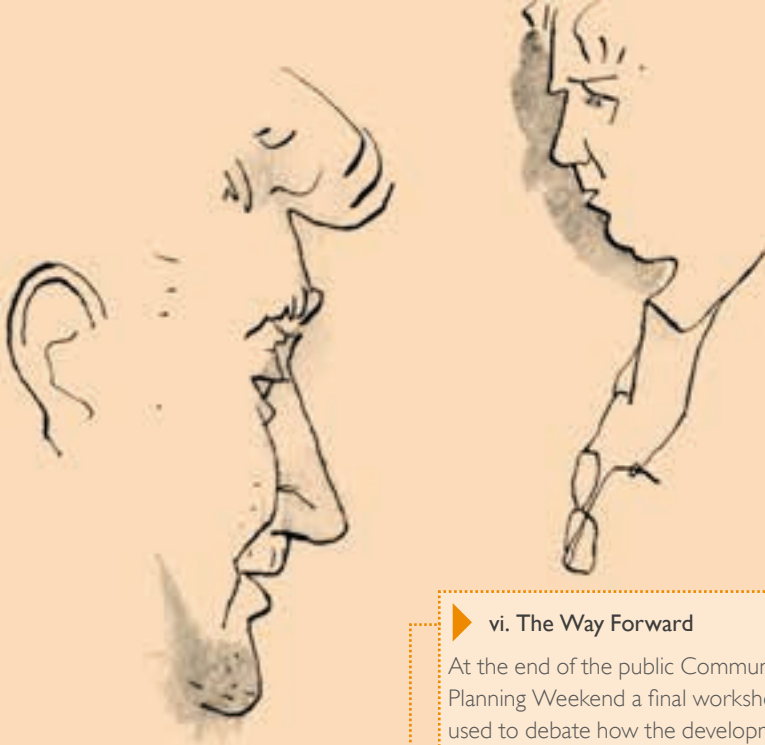
#### v. Plenary Sessions

Summaries of the Hands-on Planning workshops, Walkabouts and other activities were given by local people rather than members of the development team.

This is critical to the success of every collaborative process, as these short presentations mark the point local people begin to take ownership, with discussions determining whether proposals are just the viewpoint of a few individuals or represent broader points of consensus within the community.







#### ▶ vi. The Way Forward

At the end of the public Community Planning Weekend a final workshop was used to debate how the development process could be taken forward.

For community involvement to be successful, it is vital to maintain momentum and ensure an on-going role for the energy, enthusiasm and sense of common ownership built up over the course of a participatory event.



### ► Consensus Vision

At the end of the public sessions the task of assimilating the information and formulating a Consensus Vision began.

In addition to the material created in public workshops, other team members carried out in-depth historical research, urban design/landscape studies, and economic assessments of the local area.

Over the following days the design team analysed and evaluated the output from the public sessions, and put together a viable/deliverable 'Vision' for the the Caterham Barracks site that also met with the aspirations of the local community.





### Report Back

The Vision was presented back to the community within a week of the Community Planning Event to maintain momentum, and differentiates the John Thompson & Partners approach from other more drawn-out community consultation processes they had experienced that lacked outcomes.

The presentation included archive research findings to demonstrate the team's deep understanding of a local area and its specific issues, and recounted the process people had undertaken. Images of participation, the actual drawings created, and verbatim quotes from local people were used to illustrate the major points of consensus, and explain design decision-making.

Finally, a conceptual masterplan and artist's sketches showed how the new neighbourhood at the Barracks could be in the future – if the community could work towards a common goal – with delivery mechanisms explained using appropriate metaphors, and illustrated with cartoons rather than abstract diagrams.

An associated exhibition ensured discussions extended late into the evening, and the team also produced an illustrated broadsheet for people to take away, which summarised the Vision and provided key data and illustrations for the local media.



### Outcomes

Over the course of the weekend, a consensus emerged in favour of creating a balanced population on the site, with a mix of business and community uses benefitting both new and existing residents in the local area.

Through the facilitated workshops, local people developed the capacity to engage in a meaningful debate about the future of the Caterham Barracks site, and came to accept that in order to secure the level of benefits they desired, an additional 300+ residential units of enabling development would be required to make the scheme viable.

*With regard to community involvement, the degree of consultation in both the pre-and post-planning stages was exceptional and continues to exert a strong influence on the day to day running of the development.*

OFFICE FOR THE DEPUTY PRIME  
MINISTER AWARD ASSESSMENT FOR  
THE VILLAGE AT CATERHAM

### Community Forums

Having found the Collaborative Planning Event a positive experience, participants asked for the process to be continued. A new steering committee, The Caterham Barracks Local Group, was formed in April 1998, and a number of special interest focus groups formed.

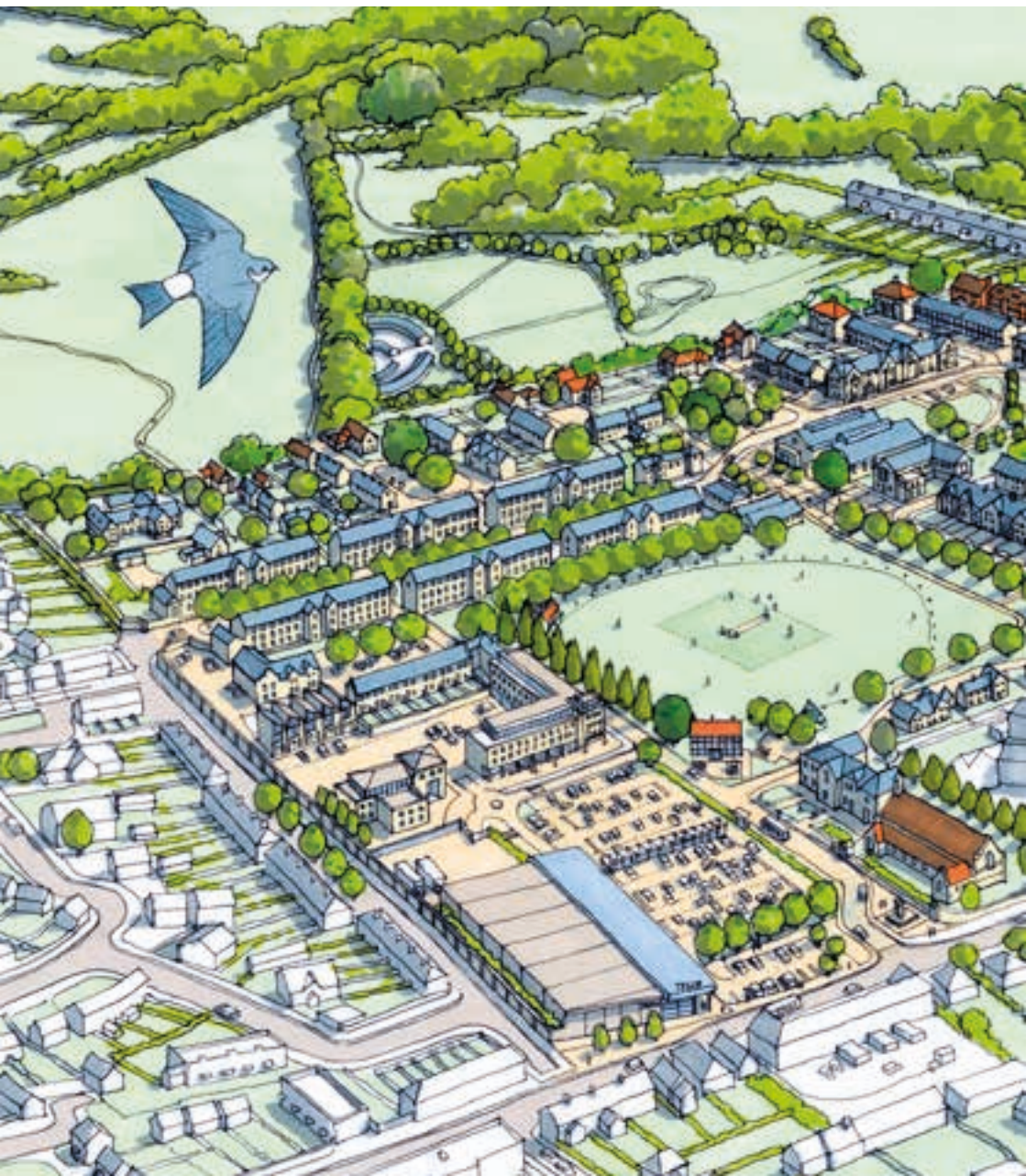
During the masterplanning period, more than 50 focus group meetings were facilitated by the development team,

involving over 100 local people - which addressed specific issues such as culture, heritage, education, sustainability and local business.

These meetings fed ideas directly into the masterplanning process and ensured that when the proposals were finally submitted for planning, local stakeholders felt a strong collective sense of ownership.



# THE CATERHAM VISION





The Village at Caterham delivered:

33

### Identity

- Retained historic buildings*
- Village Green*
- Community Square*
- Retained mature landscape*
- Tree-lined boulevard*
- Residential squares*
- Public Art Gateway*

### Balanced Community

- 361 new houses/flats*
- 236 private homes*
- 101 affordable homes*
- 24 sheltered homes*
- 60 bed Nursing Home*
- Disabled dwellinghouse*

### Planned Movement

- New bus route*
- New public pathways*
- New cycle paths*
- Car ownership controls*

### Mixing Uses

- Linden Homes HQ*
- Officers' Mess Workspaces*
- 5 Live/work units*
- The Arc (Cafe, restaurant, soft play, flexible class & events space)*
- Skaterham*
- Crèche*
- Radio Station*
- Ladybird Public House*
- Tesco Supermarket*
- Animal Hospital*
- Medical Centre*
- Pharmacy*
- Health & Fitness Club*
- Children's Playspace*
- Sports Pitches*



PROCESS

PLACE

PEOPLE



# THE ROLE OF DESIGN

**At John Thompson & Partners we believe that the second stage in achieving social sustainability involves the design of places that encourage social interaction and support everyday life.**

Ill-fated experiments in residential development in the 1960s and 70s demonstrated that badly designed homes and neighbourhoods can have a detrimental impact on local inhabitants – and contribute to family breakdown, crime and anti-social behaviour.

Design approaches at John Thompson & Partners use a range of techniques that seek to nurture community formation:

## **Creating Identity**

It can be difficult to imagine people forming any sense of collective attachment to the kind of standard suburban developments that lack a sense of identity due to their repetitive house types and road or landscape treatment.

Making places that are locally distinctive engenders a much greater sense of belonging and community pride, and can be achieved by a careful blending of local heritage, existing mature landscaping, public open space, characterful architecture, varied landscape treatments, and public art approaches that draw on local culture.

## **Balancing Community**

Healthy communities consist of people of all ages, and from a range of backgrounds. These can only form if the right mix of homes is created in terms of location, design, size, typology and tenure. Critics often label attempts to create balanced communities as 'social engineering' but it is difficult to imagine how the logic of the market could address social sustainability in a more effective way.

## **Facilitating Movement**

Planned movement, especially public transport provision, is important for social sustainability to ensure access to jobs and social infrastructure. It can also help social interaction. Taming the car allows children to play in the street, and well located footpaths and cycleways integrate surrounding neighbourhoods, increase activity on the street and focus footfall to make local facilities more viable.

## **Mixing Uses**

Places need to include a mix of uses that encourage habitual usage, such as workplaces, shops, schools, and health facilities. These support everyday life and provide a focus for activity in a community. *Third places* – spaces of relaxation away from work and the home such as cafes, bars, pubs and community halls – are especially important for the development of friendships through shared experiences.

## CREATING IDENTITY

*"Caterham Barracks is a pioneering example of how heritage buildings and new build elements can be integrated to form the basis of a brand new village community."*

BRITISH URBAN  
REGENERATION  
ASSOCIATION  
CATERHAM BARRACKS  
AWARDS ASSESSMENT



### Heritage

Without even realising it, people ascribe meaning to buildings and landscapes in their neighbourhood, which may only surface when an environment is under threat or about to be transformed.

At Caterham Barracks, people expressed a strong sense of attachment to the entire environment, even though the Chapel was the only listed building.

The aim therefore was to build on this rich heritage, and draw on the robust architecture and mature landscape of the existing Barracks as a starting point

for the masterplan, only incorporating new aspects that responded well in terms of scale, character and use of materials.

This design approach integrated new and old, making it easy to achieve a sense of local distinctiveness, and give the new neighbourhood a strong identity.

### Urban structure

The structure of the urban environment plays a major role in placemaking and has been shown to be a determining factor in social behaviour and community formation.

At the Village at Caterham, a variety of streets and public spaces have been used across the site to create different character areas, aid wayfinding and engender a sense of identity among its residents.

Buildings and landscape elements are placed to create enclosure and provide 'eyes on the street' – the natural surveillance from overlooking buildings that provides a community with a sense of security. A clear distinction is also made between public and private space – demonstrating ownership and effectively setting the rules for use of each part of the neighbourhood.

In some circumstances, for example where new neighbourhoods are built on sites without heritage, new architectural character is important to the formation of community identity. But at the Village at Caterham, new homes are designed to harmonise with the existing buildings and lend a consistency to the place.

### Public Art

The use of public art, especially art that is rooted in local history or social themes, can play an important role in constructing neighbourhood identity.

At the Village at Caterham, the Guards Memorial sculpture by Paula Haughney, winner of a invited competition, forms the gateway into the site.

Local historian Geoff Hare, author of *The Guards & Caterham* was also responsible for the design of a heritage trail around the site, with text by RSM Ron Melvin providing an in-situ account of the barracks in its past life.



## Public Spaces

Hierarchies of public space, each with different landscape approaches, were developed around the site to help create a sense of place and also provide the setting for different forms of interaction.

The Village Green is designed to provide a focal point for the local community but scaled to encourage a sense of ownership in the wider area.

The Green offers opportunities for large-scale organised community events such as the local fête and cricket matches, and also more informal everyday uses like sunbathing, dog walking, jogging, picnicking and children's games.

Elsewhere on the site, hard-landscaped public spaces are used to create places between community facilities to encourage outdoor activity. Similarly, small green spaces are used in residential areas to provide identity at a smaller scale to facilitate play and conversations.





## BALANCING COMMUNITY

*"At Caterham Barracks affordable housing was provided in clusters... within, and physically indistinguishable from market housing. A technique that worked well."*

**BALANCED & MIXED COMMUNITIES, CAMBRIDGE HORIZONS**

### Stability

Building large amounts of one and two bedroom flats encourages Buy-to-Let purchases or monocultures of young professional people. These often generate transient communities, where people are only resident for short periods of time and show little commitment to the life of a neighbourhood.

Stable, close-knit communities are much more mixed – in terms of age and social background – and these should be encouraged through a variety of housing types and tenures.

Variety also helps long-term stability by providing the opportunity for people to stay within the local area despite changing life circumstances – for example leaving home, the birth of a child, divorce, family illness or a desire to downsize. This allows people to continue relationships with schools and health providers, and importantly maintain friendships.

### Housing Types

The Village at Caterham offers a large variety in housing typologies – not only a split between houses and apartments, but also a choice between the convenience of a new build property, or the character of a converted home in one of the barrack blocks – which attracts different kinds of residents.

Properties are provided in a range of sizes, with or without gardens, from very large detached or semi-detached houses for families, to terraced starter homes or flats for first time buyers.

Ideally, new housing should be built to be flexible and allow modification to meet changing needs. However, both the current planning system (with its need for certainty on overlooking and densities), and the structure of the housebuilding market (and its need to maximise returns for shareholders), can make this difficult to achieve.

### Mixed Tenure

A high proportion (28%) of the housing at the Village at Caterham is affordable – built and managed by The Guinness Trust.

Although home ownership is the dream of most people in the UK, it is not achievable for many, especially those in low paid service jobs vital to the smooth running of our communities. At the Village at Caterham, these homes are ‘tenure-blind’ – built to the same designs and specification as the private houses, and distributed around the site in small pockets of three to five, thereby avoiding ghettoisation while allowing easy management.

Affordability takes a number of forms, including homes for rent, shared equity, and single person move-on units for the Surrey Community Development Trust.

### Older People

Retirement can mean having more time for leisure pursuits and being more involved in a local community, but equally growing older can also mean having to depend on other people more – family, friends, or care providers.

At the Village at Caterham, both Sheltered Housing and a Nursing Home are provided in the residential mix. Post-occupancy research revealed families in the development moving their ageing parents into these facilities so they were close but could remain independent.

The proximity of health and community facilities, shopping, public transport, open spaces and paths to the countryside are also key factors in making the neighbourhood an ideal location for retirement.

### Family Life

Attracting young families into new neighbourhoods is important for social sustainability. It is during this life stage that people tend to invest more energy into community life, with friendships between adults often based on shared experiences around schooling and childcare.

The Village at Caterham succeeds because it provides not only a range of suitable housing, but also an environment that facilitates family life – including nursery provision, children’s playgrounds, youth and community facilities, and easy access to green space.



# FACILITATING MOVEMENT



## Public Transport

One of the key aspirations of the Community Planning Weekend was improved public transport in the local area, to bridge the divide between the communities around the barracks on 'The Hill' and those below in 'The Valley'.

The creation of a new bus service, *The Village Flyer*, was an important early win for the project. This not only connected the new neighbourhood to the existing retail, community and High Street services, but also to Caterham train station and the London job market.

As part of the aim to discourage car ownership and usage, the developer not only agreed to subsidise the bus service for a number of years, but also offered new residents £200 in transport vouchers to encourage a shift in behaviour.





### Taming the Car

The social life of both new and traditional neighbourhoods often suffers from the impact of the car.

In the design of the Village at Caterham, roads have not been allowed to dominate the layout, and are configured to limit vehicle speeds to 20 mph. This encourages more cycling and walking and also makes the new neighbourhood safer for older people, and children playing outside.

High levels of parking can significantly reduce the amount of land available for public open space and the social interaction this facilitates. At the Village at Caterham, space for parking was limited through the provision of shared bays, and the use of covenants on properties limiting car ownership.

As a result, residents benefit from very high levels of open space, from the Village Green, down to small green areas in pockets of housing, that create identity and provide safe doorstep play areas.

### Pathways

Connectivity is critical to the social success of new neighbourhoods, and at the Village at Caterham the bounded nature of the army barracks needed to be relaxed to allow integration with the surrounding community, and to provide access to the countryside.

A new entrance gateway was created between the re-utilised listed chapel (Skaterham) and the new supermarket, with views through to the Village Green to encourage people into the site. A number of other entrances to the Village were made through the walls to improve access for pedestrians and cyclists.

Designing neighbourhoods around a logical network of paths is important for social sustainability as it increases animation of the street and provides a sense of security. It also generates the footfall needed to make local shops and facilities viable.

## MIXING USES

*"The skillful mix of old and new, particularly in the earlier part of the scheme, and the variety of residential tenures, employment and recreation opportunities are exemplary."*

**CABE EVALUATION  
OF THE VILLAGE  
AT CATERHAM**



### **Working**

Creating jobs is an important aspect of social sustainability. Working communities bring vitality to an area during weekdays. Linden Homes were pioneers in this respect at Caterham Barracks, building a new headquarters for themselves on the site. This not only established a working population, but also signalled their long-term commitment to the local community.

Elsewhere on the site, 6,000ft<sup>2</sup> of serviced office space for local businesses was created by Caterham Barracks Community Trust in The Officers' Mess, offering 19 small offices, each accommodating one to seven people. By offering flexible 'easy in-easy out' terms, as well as meeting/seminar/training rooms for hire, the Trust is committed to supporting local enterprise.

Employment was also generated on site by the Animal Hospital. Located in the converted Sergeants' Mess Hall, the hospital illustrates a fringe benefit of Collaborative Planning. Originally intending to leave the Caterham area to expand his practice, local vet Malcolm Weetman attended the Community Planning Weekend, and struck a deal to locate his new facility on site.

### Social Infrastructure

The proximity of good health and education facilities are important to many people in choosing where to live – especially older people and young families.

The Townhill Medical Practice, with a catchment area covering Caterham and nearby Chaldon, provides new facilities for a large practice that has been in the local area for 30 years, and serves the new residents alongside an adjoining pharmacy.

In the old NAAFI building the family-run 'Little Treasures' Nursery offers 98 Ofsted registered places to local children, and utilises the adjacent Village Green for outdoor activities. Section 106 payments to the Local Authority also assisted with enhanced primary and secondary education provision in existing facilities in the surrounding area.

### Third Places

Quality of life in a community is immeasurably improved by the presence of *Third Places* – the bars, cafes and other informal spaces where people can meet and relax away from work and domestic life.

At Caterham, The Arc is the flagship community facility run by the Trust, which includes a café/restaurant, soft children's play area and flexible spaces for classes and performances, providing the lifeblood of the community.

Similarly, The Ladybird, a new family-friendly pub located on the edge of the Village Green, has quickly established itself as a local 'watering hole', holding regular organised events and promotions that bring people together.

### Shopping

Many suburban residential neighbourhoods lack local shops, and require a car to obtain everyday essentials like bread, milk or a newspaper.

At Caterham, a new Tesco supermarket was secured for the site, which not only serves the new residents, but also draws people into the new neighbourhood on a daily basis from the surrounding area, increasing habitual usage of the site and its facilities.



## Active Lives

One of the most ambitious projects in the new neighbourhood is the CR3 Community Youth Project. Set up after a 1999 youth conference to find out what the young people of Caterham wanted, the project manages 'Skaterham'. This is an indoor skate park with over 6,000 active members, which started off as a 'Meanwhile Use' in the former gymnasium until transferring to the Grade II Listed Chapel.

Following the Community Planning Weekend, local people also formed the Caterham Pumas Youth Football Club, which now operates 21 teams on the three sports pitches on the edge of the site – all owned by the Caterham Barracks Community Trust.

Finally the Village Health Club (including Beauty Spa) consists of a gym and pool complete with therapists, fitness trainers and exercise classes.





## MEASURING SOCIAL SUSTAINABILITY

Architects and developers rarely get the opportunity to re-visit a site and find out what it's like to live there. When Marcus Adams, Managing Partner of John Thompson & Partners, was interviewed in 2007 for a Masters thesis focused on the success of social sustainability at The Village at Caterham, the practice was curious to see what the author, Ambrose Tsui, learned from the residents he spoke to.

Using a mixture of quantitative and qualitative methods, Ambrose took Caterham Barracks as his mixed-use case study because it was an award-winning urban village that actively adopted strategies to help foster a true sense of community. His aim was to discover how residents used the spaces and facilities that were provided, and to gauge current levels of social interaction among residents.

By means of questionnaires and interviews, the study measured the impact of key design principles using the assessment criteria set out in the *Sustainable Communities Plan 2003*, and also utilised the *Sense of Community Index* developed by psychologist David Chavis. Four dimensions of community experience were drawn out of the diverse study group: (1) the neighbourhood's ability to fulfil local needs, (2) residents' sense of membership, (3) perceived degree of influence over the neighbourhood, and (4) perceived level of shared emotional connection.

Some interesting results emerged: social housing residents considered themselves to have more friends locally than the owner occupiers, while owner occupiers found the place to be more 'neighbourly'. Most respondents claimed to walk around the neighbourhood regularly, and a large proportion used the bus service.

Nearly all respondents (90%) felt that the four main design elements, namely facilities, general amenity, architecture, and public space contributed significantly to the feeling of community in the Village, and that these aspects effectively blurred the divide that might otherwise be apparent between housing association residents and owner occupiers.

Statistical analysis revealed an overall 'neutral' sense of community among residents at the Village at Caterham, which is typical of a traditional development that has mixed tenure and is neither gated nor caters to a single socio-economic group. Busy lifestyles were often cited as the reason for low levels of community participation, rather than a lack of will or motivation towards what is on offer nearby. That said, almost all the interviewees made use of local facilities, especially the supermarket and the Village Green.

Younger residents reported higher levels of sense of community, which is to be expected given the target age group of some of the key amenities. The social diversity of the Village at Caterham met with some criticism from residents, but this had also precipitated some positive outcomes, such as a Residents' Committee being formed to resolve conflicts and provide an additional channel of communication among residents. The cost of access to some facilities was considered too high for some residents, and for others lack of time meant they could not make use of them. The self-contained nature of the Village emerged as a major contributing factor towards the creation of a strong sense of comfort, security and quality of life for all.

There are obvious trade-offs to be made in striving for community atmosphere and economic viability - forcing too much interaction can lead to a *Truman Show*-type atmosphere. Nevertheless, setting out to create a place with multiple opportunities for people to meet, share, bond and interact, was recognised by many as what set the Village at Caterham apart from other similar residential projects. Resolving social tensions and conflicting spatial demands is part of urban life and so long as there is a platform and a means for effecting a solution, a community is working well.

What Ambrose's study demonstrated most clearly is that a socially sustainable community is always a 'work in progress'.

## ACTIONS

This study has convinced us that:

- More post-occupancy evaluations need to be completed.
- Ideally these evaluations should be undertaken using the same methodology, in order to build up comparative long-term profiles of community behaviours, views and benefits.
- In particular, these studies should connect the physical and social infrastructure and consider their impact on the resulting sense of community.
- These studies should inform future urban and rural design strategies which take into account changing attitudes to neighbourliness and conviviality as well as changing economic circumstances.
- To ensure the mistakes of the 1960s and 70s that led to conditions of social exclusion are not repeated, designers and the housebuilding industry must take the findings of these studies on board as they attempt to tackle the growing need for new homes.

# PROCESS PLACE PEOPLE





## LOCAL GOVERNANCE

**At John Thompson & Partners we believe the final stage in achieving social sustainability involves governance.**

When a new neighbourhood starts to be occupied, it is important that effective management structures are set up which involve local residents to engender a sense of ownership, and ensure long term success. At the Village at Caterham, two vehicles were created to create a transition to local governance.

The first of these is The Village Association - formed to oversee management of the new neighbourhood - which employs a company to collect residents' service charges and to ensure overall maintenance.

The second vehicle created by Linden Homes is a Community Development Trust. These can be created to safeguard community interests and stimulate local engagement in the running of a place. As the National Development Trusts Association points out however, no two Trusts are alike, and need to be tailored to specific circumstances.

Mark Pratchatt of MPCT, who helped create the business plan for the Caterham Barracks Community Trust, believes these governance structures play a critical role in bridging the gap between the social and management dimensions of a place.

Overseen by Chief Executive Dick Moran, the Caterham Barracks Community Trust is an independent organisation, which holds and manages the public assets transferred by Linden Homes. These currently include The NAAFI building (housing Little Treasures Nursery, Ridge Radio and Sabre), The Arc (the arts and recreation facility), and the cricket pitch and playing fields (home of the Surrey Pumas football club).

In addition, the Trust raised money to purchase The Officers' Mess, which it operates as a serviced office facility for local business. The Trust was also given an option to acquire The Chapel, home of the Skaterham project - but this has remained in the ownership of Linden Homes, who lease it on a rent-free basis, with Skaterham funding any required maintenance.

Over the following pages, the important contribution made by a number of these community-managed facilities to the social sustainability of The Village is outlined.

*"The Caterham Barracks Community Trust now plays a major role in the co-production of a higher quality of life, not only in its own neighbourhood but also in the surrounding area."*

JOSEPH ROWNTREE FOUNDATION

# MIXED USE & COMMUNITY FACILITIES

## THE VILLAGE HEALTH CLUB

(see pages 62-65)

As one of the longstanding providers, the Village Health Centre continues to serve the needs of the local community with regular classes while attracting a wider audience with its spa services.

## RIDGE RADIO (see pages 70-73)

Although the radio station is one of the most recent additions, it has quickly become an active hub for the local area. The station intends to build on its first year's success and become a new focal point for Caterham.

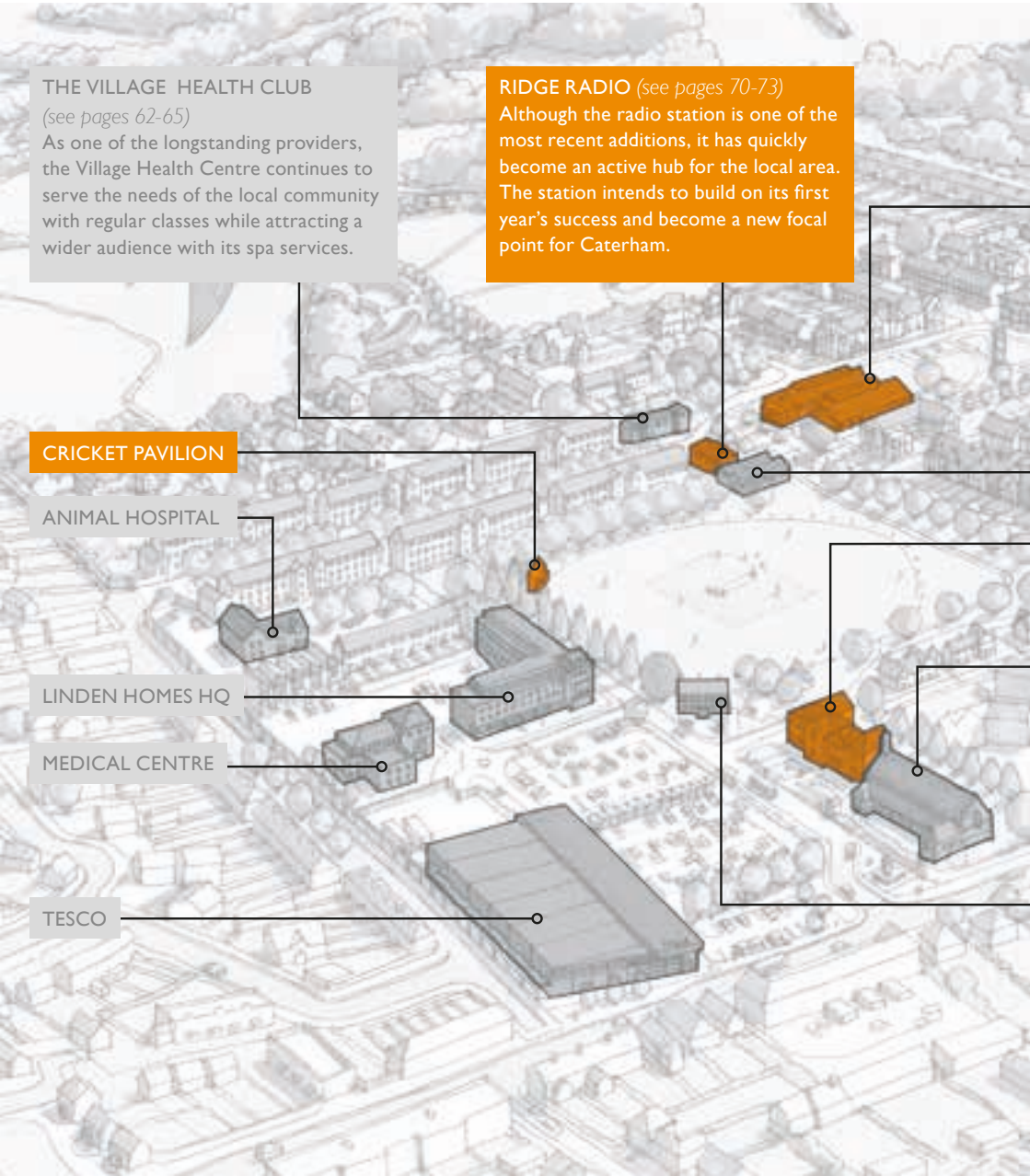
## CRICKET PAVILION

## ANIMAL HOSPITAL

## LINDEN HOMES HQ

## MEDICAL CENTRE

## TESCO



## Community Uses, The Village at Caterham:

The Village's ability to flourish as a socially sustainable community has relied on the efforts of both the private sector, shown in grey, as well as the community, shown in orange, which has been enabled by The Caterham Barracks Community Trust.

Given that these facilities are fundamental to the social sustainability of the Village at Caterham, we offer here snapshots of five of them, representing both the private sector and local community initiatives.

These profiles not only look at the programming on offer, but also consider the impact these facilities are having on individuals, the Village at Caterham, and the wider community.

### THE ARC *(see pages 54-57)*

The Arc, located in the barracks' impressive former gymnasium, is embedded in the Caterham community. Its focus is to provide programming that is built around the arts and sees its role as a 'place that gives people a voice.'

### CRÈCHE

### THE OFFICERS' MESS

### SKATERHAM *(see pages 58-61)*

Skaterham describes itself as a community project that is 'primarily run as a Skatepark'. It was one of the earliest community facilities identified for the development.

### THE LADYBIRD *(see pages 66-69)*

The Ladybird, a Marston's pub, sits in a prime location, right at the front entrance of the barracks site on Guards Avenue. Since 2009, the purpose-built pub has been welcoming residents and visitors alike.

Private sector

Caterham Barracks  
Community Trust



# THE ARC

From Arts & Crafts to Zumba, and everything in between, all are on offer in the barracks' former gymnasium

## Getting started

Although the team currently running The Arc have only been in place for two and half years, it is the flagship project for The Caterham Barracks Community Trust.

The Arc has ambitions both large and small, short and long term. Its goal is to upgrade the facility to make it a popular destination for the local community and for those living further afield. The Arc recently secured funding to install a new cinema system, which will include a high end projector and screen, along with a state-of-the-art sound system.

A longer term ambition for The Arc is to transform the large second gymnasium, currently unused, into a theatre space that accommodates more than 200 people. As projects like this are funding dependent, work has already started to transform the gymnasium into a flexible multi-purpose space for wider use.



Photo courtesy of The Arc

## WHY IT WORKS

### Being resourceful

The strides taken by The Arc are very much down to its team's spirit and resourcefulness. Small studio spaces host a variety of classes and performances, while The Arc's large gymnasium has been kitted out with soft play equipment purchased on eBay by Dick Moran, Chief Executive of The Caterham Barracks Community Trust.

Dick recognised that from the start, with overheads at such a high cost, people's generosity with their time and general resourcefulness would be critical to get The Arc up and running. Remarkably, it took Beth Wood, Artistic Director, and her team just six weeks over a Christmas period to get The Arc transformed and open for business.

Given the high operating costs, The Arc simply could not put on such a rich programme of activities without the support of committed people.



are local residents of the barracks



are from Caterham on the Hill



are from elsewhere

### Finding its feet

The biggest challenge for The Arc is to make it economically sustainable. The local area was once the sixth poorest ward in Surrey but with the economic success of the Village at Caterham, it has become more difficult to obtain funding since the area's demographics have shifted.

The team at The Arc continues to work to anticipate and understand its audience. A recent celebration, put on by The Arc and the Trust for the Royal Wedding, brought together 2,500 people for

a local picnic, whereas previously a Christmas Fair had virtually no attendees. In its first two years, The Arc has learned that it is critical to plan for the year as early as possible in order not to compete or conflict with other local providers.

An important goal for The Arc and the Trust is to see more Village residents using the facility. At the moment, The Arc currently attracts around 30% of the residents at the Village at Caterham. Ideally, the team would like

50% of all residents coming to The Arc on a regular basis. One of the other challenges for The Arc in the current difficult economic climate is, as a local service provider, how they pitch offers to appeal to everyone. For some, in this economy, a £10 ticket for a comedy night and a meal is excellent value, while for others "it's a bit pricey." This is a challenge for all community providers as grants and funding opportunities are becoming few and far between.

*We see the building as a space that's completely inclusive.*

BETH WOOD, ARTISTIC DIRECTOR, THE ARC





### Inclusivity

The Arc is an inclusive place in every respect – a facility which was lacking in the area before it opened. Its programming covers all age groups and serves a large special needs community in the local area, which includes four special needs schools.

The Arc could not function without the support of its volunteers. The inclusive nature of The Arc extends to welcoming 21 special needs volunteers. The Arc ensures that when a job opportunity arises, its body of volunteers get priority,

This sense of inclusivity has created an atmosphere that makes people feel safe enough to leave handbags on tables during events and not worry for the entire night - a rarity in today's public places.

In addition to providing space and activities for children, parents are equally made to feel comfortable at The Arc. Dick Moran sees The Arc as being as much for the parents as it is for the kids, by providing a regularly available adult network and support group.

### Word of mouth

Local word of mouth has been important in helping to shape The Arc, especially given its location – it does not have a visible street presence. At a small scale, doctors at the local medical practice have recommended patients go and volunteer at The Arc, while on a wider scale, social networks such as Facebook and Twitter are playing a key role in spreading the word about events and getting people inside the front door.







# SKATERHAM

## From meanwhile use to one of the Village at Caterham's longest-running activity.

Skaterham offers the local community a well-used and much-loved facility, where social and cultural life has been able to take shape. The project has twice received funding from Surrey Police through the High Sheriff Youth Awards scheme, which gives grants to projects that it believes help reduce or prevent crime, and make communities stronger and safer.

### WHY IT WORKS

#### By the people, for the people

Skaterham has succeeded year in and year out because from day one, back in 2000, young people have determined what Skaterham is all about. While a skatepark isn't always at the top of every community's wish list, at Caterham it was a priority. There was a local skate community in the area but the kids had nowhere to go. From the beginning Skaterham has filled this void, firstly as a meanwhile use in the former gymnasium, and now in a permanent home in the Grade II listed chapel.

#### Space is everything

A skatepark, whether it's indoors or outdoors, needs space. Linden Homes let Skaterham set up its home in the barracks' vast chapel and have simply allowed them to get on with things. Their generosity in exempting Skaterham from paying rent has been critical for survival. Skaterham has a 10 year lease which commenced in 2009, however they must cover all of the Chapel's maintenance costs.

*"The kids have made it work."*

**MARILYN PAYNE MBE,  
PROJECT COORDINATOR,  
SKATERHAM**





### Evolving over time

Over time, the team at Skaterham has learned how to run the business and management side of things more effectively. There has always been an on-site shop but an outside body now runs it and pays rent to Skaterham, which has provided a more cost effective arrangement for the organisation.

Skaterham has also been adding new features to keep the young people excited. The most recent addition has been a foam pit to test out new stunts. There is a camera on the pit that is linked up to a video feed, which provides an instant replay of the riders on a TV screen. While it was a considerable expense to install, it has helped to bring more people to Skaterham.

As well as the video feed, the addition of scooter sessions, with their mass appeal to a wide range of ages, has made the skatepark accessible to even more users. This has included an increase in the number of girls coming to Skaterham.

The skatepark is also available for private hire sessions allowing groups of young riders the opportunity to pool their money together to enjoy a private session.





### Skating is just one part

Dan, one of the part-time staff, started running DJ sessions in a purpose-built studio space within Skaterham. He did all the soundproofing in his own time and has lent monitors to the studio space. While these sessions have been successful, the space is small and restricted to a number of participants; however, the local police has seen these sessions as very encouraging and would like to see more of them. Parents are also welcome at Skaterham to come and watch their kids.

### Beyond Skaterham

During the year, there are a number of big events that take members off-site: half-term trips to other skate parks around the country and every summer, members go to Cornwall, with half the cost subsidised by Skaterham.

### Volunteers keep it running

Marilyn, who participated at the Community Planning Weekend and has been around from the very beginning, does anything that is needed to keep Skaterham up and running. She takes care of the book-keeping and fills in as and when she is needed. Darren is the only full time member of staff and spends 24/7 at Skaterham, so when he gets a break, Marilyn is there to ensure everything runs smoothly and was acknowledged for all the effort she has put into Skaterham by being awarded an MBE in 2009.

### “We should have something like this in our community”

Skaterham has attracted visitors from across the UK and abroad, all of whom are eager to see a successful skatepark embedded in their local community.

The success of Skaterham has even brought in consultancy work for Darren, who has advised Westskates in East Sussex on its design.

### Continuing success

Now that Skaterham is an established and successful venture, it is becoming harder to attract ongoing external funding. The skate park is no longer in a deprived area and those who provide funding are keen to support other new initiatives.

Nevertheless, Skaterham continues to provide a place for a local community of interest to come together right on the front door of the Village at Caterham.



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## VILLAGE HEALTH CLUB

Keeping members happy through an evolving offer has been critical to the ongoing success of the local gym and spa

While a residents' gym is often a selling point for a new development, it may pose some big management challenges to keep the facility running and sustainable.

### This one is too big, this is too small

The Village Health Club, a privately owned facility, has been around since the early days of the Village at Caterham and one of the challenges from the outset has been its size. For a development of around 300 homes, it was too big to be a residents-only gym but not large enough to also have the kind of social space that would increase members' dwell time and sense of community.

The studios can only accommodate 10 people per class. At first there was only one studio but over the 10 years the gym has been open, it has undergone renovations to accommodate a second studio, in an area that was once used as a crèche (there is now another crèche at the development). This change to the gym was all about meeting demand as over 80% of the club's members do studio classes and have to sign up a week in advance to secure a spot.

*"Every gym must have a social centre, a hub."*

**JAMES BODSWOTH, MANAGER,  
VILLAGE HEALTH CENTRE**





### Who's it for?

There are now 800 members of the gym, with around 20% of members living in the Village at Caterham.

While most members travel from within a three mile radius, the on-site spa attracts a wider audience with people travelling up to an hour and a half to enjoy its facilities.

Women make up 60% of the membership base, while the users of the gym vary in age – with children welcomed every day for swimming classes and there are regular members who are 90 years old.

### Social space

At present, the facility has no dedicated social space for members to linger in and relax after a workout at the gym.

The Arc, which is adjacent to the Health Club, reports people coming over for a coffee after a class. The provision of a health bar or a cafe at the Club would offer the potential for more casual interactions between members and closer social ties, especially for members who don't live at the Village at Caterham.

### What is needed?

The cost versus benefit of having an attractive pool at the gym continues to present a challenge for the gym's management. While it is very attractive and helps to sell gym membership, in general, the facility is used relatively infrequently by members and the cost of its upkeep and maintenance is very high.

As such, the pool, as well as the studio space, raise a big issue about what are the right sort of facilities to have in a new community.

Nevertheless, the most resilient community providers are the ones, like the health club, that have been able to evolve and adapt their spaces over time.

the on-site spa facilities attract  
people within a travel radius of

1½ hours



# THE LADYBIRD





## THE LADYBIRD

**New management has helped the family-friendly pub on the Village Green establish itself as a focus for the community.**

When Rob Thompson took over managing The Ladybird, he faced a very tall order. The quality, service and contribution to the local community of the family pub/restaurant were simply "not good enough" and had been poor for quite a long time. In just under two years of Rob's management, The Ladybird has become a popular hub for the local community both near and far, young and old.

### WHY IT WORKS

#### Wide range of users

The variety of patrons coming to The Ladybird is impressive. According to Rob, who used to live at the barracks as a soldier, the barracks community used to be much more isolated, with a clear divide between pubs for civilians and pubs for soldiers. If they mixed, they were still separated by areas within the pubs.

When you walk into The Ladybird you see everyone, from young children, who can eat for free on weekday evenings, to older people who have come to enjoy a reasonably priced meal. A varied menu is a big draw for many, but so is the local ale – it's an attraction that has turned the pub into a destination. With its proximity to the Village Green, The Ladybird also enjoys excellent trade over the school holidays.

With over 160 seated covers, The Ladybird can provide enough room for everyone to feel at ease and regularly welcomes a range of local groups who choose to hold their weekly meetings at the pub.

*"There is now a much better relationship with the local community [compared to a few years ago]. The Ladybird is good for the whole of Caterham and the surrounding community."*

**ROB THOMPSON  
MANAGER, THE LADYBIRD**



## Embedded in the Local Community

The Ladybird feels that it is important to be part of the local community. This ranges from generously supporting local charities to having the staff warmly greet new customers, as well as taking the time to get to know The Ladybird regulars.

As manager, Rob is able to donate upwards of £900 a year in meal vouchers for local charity fundraising endeavours. It is important that outreach decisions about charity can be made at a local level rather than through corporate procedures based outside of the local community.

This sense of openness and kindness keeps bringing in customers. While pubs across the UK continue to struggle in the current economic climate, The Ladybird saw 33% growth in the last year.

Its proximity to Tesco also contributes to The Ladybird's footfall, as do event nights at The Arc.

The Ladybird works hard to support the Development Trust and the other facilities in Caterham; however, as a private company, it faces its own set of challenges, as opposed to some of the other local providers, as it needs ample time to prepare its involvement in special events, such as providing beer for a local fair.

## Proud to work at The Ladybird

The improvements to The Ladybird over the past couple of years have been very much down to its staff. There are 32 members of staff, ranging in age from 16-52. Everyone is local except for Rob. They make customers both new and old feel welcome and there is a real sense of pride in the workforce.

Staff are proud to say where they work and students coming back home over school holidays often come in and ask Rob if there are any shifts available. In the time Rob has been manager, he has had very low staff turnover. This continuity has helped to sustain a friendly atmosphere at The Ladybird.



### Word of mouth

Although The Ladybird is not on Twitter or Facebook, its email list has proved to be a remarkably useful resource for the pub to get the word out about special events. An email sent to thousands of subscribers announcing a dining special offer saw the management left with walk-in only space within 24 hours of the email going out, and last year's New Year's Eve party, also promoted by email, could have sold out 20 times over.

### More than a local

While The Ladybird attracts people from the local area, what is noteworthy is how far people will travel to come to enjoy a drink or a meal. People living as far away as Croydon (approx. 9 miles), Crawley (approx. 20 miles), and Horsham (approx. 30 miles) have come to the pub to meet friends, who live locally, and then come back having enjoyed their initial visit so much.

### Responding to surroundings

Although Marstons uses a standard design for its new build sites, The Ladybird has made the most of its local surroundings by setting up a large patio and seating area overlooking the Village Green. The Ladybird is part of the Village at Caterham's "front door" and it appreciates the sensitivity of such a key location.

This awareness to the surrounding area has been helpful in embedding The Ladybird into the local community and turning around what was the public's rather negative perception of the pub into a positive one.



the arc Caterham Betsie Community Trust  
caterham

the arc



## RIDGE RADIO

**Ridge Radio is much more than a radio station - it's a local institution for the whole area.**

Although a community radio station was not on the initial wish list for the Village at Caterham, it is now empowering, inspiring and encouraging its volunteers and the local area. Providing a flexible space that was able to accommodate the station, when the time was right, has been critical to its success. Ridge Radio, as a digital-only station, clearly reflects how much society and the way we interact with each other has evolved since the initial Community Planning Weekend was held in 1998.

While Ridge Radio has its physical home in The Village, and directly impacts real lives by bringing people to the station, part of its success must be attributed to what has been the art of the possible through technology. Key interactions for the station are happening online through Facebook, Twitter, iTunes, and critically its own website from which the station broadcasts around the clock.

[www.ridgeradio.co.uk](http://www.ridgeradio.co.uk)

## WHY IT WORKS

### Generosity

Caterham Barracks Community Trust kindly housed Ridge Radio free of charge, and the station's equipment, computers, an alarm system and CCTV have all been donated by other benefactors.

Station Manager, and founder, Mark Jones has also been lucky to have people who have offered to build the station a website and to install equipment, security, and a heating system. This generosity has enabled Ridge Radio to come to life.

250,000  
hits in its first  
six months on air



1  
first birthday  
April 2012



### More than a radio station

Ridge Radio is thriving because it is really working for and supporting the community. Numerous volunteer opportunities have been created through the station, which Mark describes as giving people a sense of purpose and belonging. The station has also provided work experience, training, and skills development opportunities, and has even encouraged one of its DJs to apply for a broadcasting degree at Ravensbourne in London.

### It is not just about having a show

Volunteering at Ridge Radio is about everyone having a sense of ownership in the station. Everyone has to manage, volunteer and attend events. Everyone has to fundraise. Everyone has their turn to look after the cleaning and maintenance of the station's office. Volunteers are members of the station and pay a relatively low £25 annual membership fee (£18 for under 18s) to participate, keeping the station accessible to all.

### Something for everyone

Programmes do vary across the week. The more traditional shows play popular music or are based around a talk format. What makes Ridge Radio fascinating is its less traditional programming, which ranges from a weekly show about angling to a carers programme. Every Sunday local area churches have the opportunity to broadcast their traditional music. This variety, offering something for everyone, makes Ridge Radio and its programming unique.



### Broadcasting out, bringing people in

Various local schools and scout groups have visited Ridge Radio to see how the station works. There has been a big shift for young people towards media-based activities as evidenced by the station's broadcast club for under 18s, which at the moment has capacity for eight people and a waiting list of 44.

At the other end of the age spectrum, Mark and his team of outreach workers are hoping to connect with the older residents of the area to teach them how to tune into Ridge Radio online.

### Serving the wider community

Ridge Radio, as a volunteer body, is also stepping in to support the wider community. The station has helped combat anti-social behaviour and channel young peoples' energy into something positive for Caterham by running a graffiti club. Mark and the station have also helped to organise volunteer fairs for the local area.

Although physically located in Caterham, Mark and his team are working hard to get a radio station ambassador in every town and village in Tandridge, Caterham's district council. The community ambassadors are the station's link to the wider area and are tasked with building bridges between the station, local businesses, charities and community projects.

### Looking towards the future

With the first year complete, and having received a handful of local awards for its endeavours, Ridge Radio continues to thrive, and to identify ways it can support and encourage its community.

With a £9000 grant under its belt, the future is looking bright for Mark and his team of volunteers who continue to bring new life and energy to The Village at Caterham and its neighbouring communities.

*"Young people don't just want to play table tennis anymore."*

**MARK JONES, RIDGE RADIO  
FOUNDING DIRECTOR**



with some as far as Canada!







# PULLING THINGS TOGETHER

In this final section we reflect on the lessons learned from The Village at Caterham, and offer our own set of 12 rules of engagement for working collaboratively on the design of new communities.

For our practice, like social sustainability itself, these rules are a work in progress, so to this end we finish by looking at one of our current projects, Graylingwell Park and its pioneering phase, and consider how we can continue to develop and test innovative approaches to nurture social sustainability.





# LESSONS LEARNED

## **Taking time to understand the everyday lives of residents in a new neighbourhood provides some valuable insights for future projects.**

Once a project is complete, those involved in the design of new places rarely return to gauge the social success of the decisions they made. But having followed the evolution of The Village at Caterham for more than a decade, a number of outcomes arising from the original approach are clear:

### **It has become a place**

The new neighbourhood has quickly established itself as a place with which local people identify. This applies not only to new residents, but also to those in the surrounding areas of Caterham-on-the Hill, and in the Valley below. The greatly improved path network and new bus service make the heritage, open spaces and mixed-uses of 'The Village' more accessible, allowing it to become an extension of the existing communities.

### **It's very popular**

The Village at Caterham has become a very attractive place to live. Homes sell quickly, with values around 15% higher than comparable local properties, and prices have held up well throughout the recession.

### **The process made a difference**

Inviting the community to help create a Vision for Caterham Barracks led to an unviable planning brief being reformulated within the space of a week.

As a result of the process, an additional 320 homes were built on the site, which added £60 million to the development value. In turn this allowed the release of over £5 million of assets back to the local community through the creation of a Community Development Trust. Having local people onsite also speeded up the planning process, with a local consent granted for the scheme within 18 months of the purchase of the site.

### **Employment has been generated**

One of the major concerns after the closure of the barracks was the loss of local jobs, but today over 300 people are working across the Village at Caterham. With over 140 staff, Tesco is the largest employer, but a wide variety of full and part-time jobs have also been created by Linden Homes, The Village Animal Hospital, Townhill Medical Centre, Elizabeth Court Care Home, The Village Health Club, Little Treasures Nursery, The Ladybird pub, Paydens Pharmacy and The Arc.

The take-up of local business space in The Officers' Mess has fluctuated over time, but this is not unusual in small neighbourhood centres, and continues to provide a valuable resource for local enterprise.



### **Community facilities are working**

Despite financial challenges, the Community Development Trust has succeeded in creating a business model for an ambitious flagship project, The Arc, which really works.

Operating as a 'third place' that blends café/restaurant with programmed classes/performances and space for local groups, the facility acts as a stimulus for the development of communities of interest amongst local residents, strengthening community ties.

### **Young people are active**

From the outset, a dedicated team at the CR3 community project worked with local teenagers to define what they wanted, leading to the creation of the highly successful Skaterham project, with over 6,000 active members.

Both Skaterham and Ridge Radio are actively supported by Surrey Police through The High Sheriff Youth Awards scheme, which gives funding to projects that help reduce or prevent crime and make communities stronger and safer.

The creation of the Surrey Pumas football club by local parents after the Community Planning Weekend has been a further success, with over 20 teams now playing regularly on sports fields managed by the Community Development Trust.

### **People seem to get along**

Affordable housing policy in the UK is generally targeted at avoiding social stratification – the subdivision of communities into haves and have-nots that produce areas of multiple deprivation with very low levels of social sustainability.

The requirement for affordable housing in new neighbourhoods is often a tense negotiation between local authorities and private developers, as research has shown social rented accommodation can have a negative impact on market values.

However, the strategy at the Village at Caterham of scattering small pockets of tenure-blind affordable housing throughout the neighbourhood has worked well.

### **It's all about relationships**

Some of the most important lessons learned from Caterham and other Collaborative Planning projects undertaken by John Thompson & Partners have involved learning how to work effectively with local people in a non-adversarial way.

At its heart, creating social sustainability is about building trust and a sense of common purpose between all the people involved in planning, creating and managing a new community. What follows are twelve rules of engagement learned through experience.

# 12 RULES OF ENGAGEMENT



Phillip Davies (former Managing Director, Linden Homes)



John Thompson (Chairman, JTP)

## 1. Embrace champions

The creation of great places is dependent on champions – people with a personal level of commitment that makes them go above and beyond what might reasonably be expected – sometimes even going against the grain.

The success of The Village at Caterham is largely down to a small group of people (pictured above and overleaf), who used their influence, skills and enthusiasm at different stages of the project to help nurture a fledgling community into existence.

## 2. Animate in advance

It is easy to get those opposed to change to come to community events, but local movers and shakers, the creative types who thrive on innovation and newness, rarely turn up – they're far too busy moving and shaking elsewhere.

Great neighbourhoods depend on these people, so track them down, convince them to get involved, and harness their energy by making what you do benefit what they do.

## 3. Say it how it is

Don't avoid an issue just because it is contentious or uncomfortable – local communities will join the dots and imagine a far worse scenario than is the case.

Most people understand that commercial realities need to be addressed, but a meaningful negotiation can only take place if trust is established from the outset.

Communicate truthfully, clearly and often - and don't start the process unless you mean to finish it.



Bob Evans (former Head of Planning, Tandridge District Council)



Colm Lennon (Planning Consultant)

#### 4. Do real engagement

In community engagement, don't confuse participation with consultation.

Participation means inviting people to get involved in shaping their own future – that's *Localism*.

Whereas asking people for their views on a fait accompli is nothing more than *Public Relations*.

People get hostile when they want the former and are offered the latter.

#### 5. Use gentle persuasion

Attempting to achieve something new or different requires charm and persistence.

However remarkable a community initiative – a one-off event, new facility or service – it will entail people buying into the Vision and changing their normal way of doing things.

#### 6. Tap local knowledge

There are two sides to every neighbourhood – the physical environment which can be easily observed and understood by professionals, and the social experience of everyday life, which is apparent only to local residents and habitual users of a place.

Getting proposals right, and providing real solutions to real problems means listening very hard to what local people say.



Ivan Ball (former Project Director, Linden Homes)



Marcus Adams (Managing Partner, Project Architect, JTP)

### 7. Hear every voice

Those who shout the loudest do not necessarily represent the voice of the community – the quiet majority who are usually busy getting on with their own lives.

Collaborative Planning can bring this into sharp focus and needs to be structured to allow the voices of the many to prevail – ensuring future plans address real community dreams, rather than individual ambitions, personal hang-ups or single issue politics.

### 8. Use plain language

Communicating with local communities means setting aside the jargon of the professional world and explaining complex issues in ways that everyone can understand.

Nothing annoys local people more than abstract talk about new 'schemes' that include 'residential units'.

From their perspective they are new neighbourhoods, full of homes that will affect their everyday life for better or for worse.

### 9. Give youth some space

Caught between childhood and the adult world, teenagers have few places to go, forcing them to congregate in public and become a perceived threat.

For neighbourhoods to work, teenagers not only require dedicated spaces in which to celebrate their own identity and interests, but they must also play a central role in defining what these facilities are, and help to shape and run them.





Dick Moran (Chief Executive, Caterham Barracks Community Trust)



Marilyn Payne (Project Coordinator, Skaterham)

### 10. Crowdsourc ideas

Common intelligence is a greater source of wisdom than intelligence drawn down from professional silos.

The best ideas emerge from the centre of the circle, creating common ownership of the emerging Vision.

Listen to local people. They understand the needs of a local area. They know the ins and outs of a place. A design team can never fully understand a place without local knowledge.

### 11. Listen to leaders

There are multiple layers of democracy happening during a collaborative planning process, and it's important to remember that those elected to serve their communities often have powerful insights into how a place is working and the issues it is facing by virtue of their ongoing work in that community.

It is important therefore to take care not to overlook or undermine local Councillors' contributions.

### 12. Get the rules right

The rules governing a neighbourhood set out in planning consents, retail or business leases, sales contracts and tenancy agreements can make or break the good things in life, and yet are generally written by people with little understanding of what makes places function.

Great communities need great rules – tight enough to make sure individuals cannot spoil things for the many, and flexible enough to accommodate new ideas when they come along.



## NEXT STEPS

### Lessons learned about nurturing social sustainability are only useful if applied to future thinking.

An opportunity to build on the processes, design approaches and management structures used to create a sense of community in The Village at Caterham emerged at Graylingwell Park, a joint venture between private developers Linden Homes, Affinity Sutton Housing Association and the Homes & Communities Agency (HCA).

As with the army regiment at Caterham Barracks, a previous socially sustainable community had historically given identity and life to the site – formerly Graylingwell Hospital – which was part of a network of hospitals and asylums built during the nineteenth century for those suffering from mental illness or with serious disabilities.

Typical of many hospitals of its time, Graylingwell was conceived as a self-contained community, with its own farm, kitchen gardens, orchards, administrative offices, workplaces, chapel and therapeutic landscapes, in addition to hospital wards and treatment facilities.

The Vision for the site, located just a mile from Chichester city centre, emerged from a similar Collaborative Planning process to the one used at Caterham.

This allowed local people a say in how the site should be integrated into the town while retaining a sense of Graylingwell as a self-sustaining community.

Scheduled to be delivered over four phases, Graylingwell is taking shape and continually evolving as more homes and people are added to the community. Residents of the first phase have moved in and the second phase is currently under construction.

Graylingwell Park's sense of identity is also driven by a Vision to create the largest carbon neutral development in the UK. In terms of design, like the Village at Caterham, there is a clear strategy to reuse existing historic buildings within a layout that achieves a sense of enclosure. This strategy accommodates environmental approaches that maximise south facing buildings and roof areas for energy generation.

There is also a Community Development Trust up and running that is working with a vision to *“create a thriving and sustainable community for the benefit of all.”*

This publication has set out a whole journey towards social sustainability, focusing on The Village at Caterham, but we end with a snapshot of the pioneer community at Graylingwell Park and the steps currently being taken by its Trust to help nurture this into maturity.

# GRAYLINGWELL PARK



## Having the right space

One of the biggest challenges for the Trust to date has been the lack of a permanent inside space. Although the hospital's former chapel is available, the building is listed and poorly insulated, which puts limitations on the space and its use.

A dedicated facility is planned in the longer term, however the current situation highlights one of the key social issues faced at the start of a new development.

## Meanwhiles uses

With the neighbourhood still under construction, Linden Homes have agreed to let residents set up a community garden – bringing meanwhile activity onto land reserved for later phases.

To get the project off the ground, Immanuel Church, which has taken up residence in the former chapel, has entered into a service agreement to help deliver the garden. They now have two years use of the garden to bring the local community together. This energy can evolve, grow, and move to new areas at Graylingwell as future phases are completed.

## Using local resources

Working closely with a network of existing local community providers has been critical for the Trust in its formative stage. The church and its youth worker help support the community garden as well as run a weekly youth session, on behalf of the Trust, inside a restored bus, which was purchased on eBay.

Jane, the Trust's only member of staff, describes the success of the bus as the biggest surprise so far – offering an unexpected yet versatile and dynamic space.

The fact that Jane grew up in Chichester has been a key asset for the Trust – by helping to facilitate connections with a range of existing local providers including the university, whose students are running sports classes for local children, the UK Volunteering and Learning Charity (CVS), and the local Transition Town Movement.



### Coming together

Slowly, residents at Graylingwell Park are becoming more proactive in organising events for the community – such as street parties for the Royal Wedding and Diamond Jubilee. Other gatherings, such as an Annual Garden Party, have also provided opportunities for the Trust to link up with the local area's community. Joining forces with the Chichester District Scouts and their annual Children's Day led to over 2,000 people turning up to the party, including over 70% of Graylingwell Park's residents.

### Getting the word out

One of the biggest challenges is promoting the work of the Trust; although the Trust is on Facebook and Twitter, it is hard to reach residents adverse to using social media for communication. Although there is a regular newsletter posted through residents' doors, an email list has yet to be set up.

While Jane knows pretty much every resident, regular communication with the entire community will always be a challenge with only one part-time worker and two volunteers.

### Looking forward

The Trust is supported through a £50 levy on residents. While there are now over 30 members on the Trust and a residents' association, it remains a challenge to find more people who want to be involved in local governance.

There is however great enthusiasm from residents and local organisations for future community facilities. Unity Arts Trust, a local organisation, would like space in the proposed artists studios and artists living in phase one also wish to display their work in this space. Residents have also expressed an interest in running the café that will go into the current marketing suite alongside a community sports pavillion.

With a well-run Trust, listening to residents and reaching out to its neighbours, it is clear a new community has started to form at Graylingwell Park.

*Watch this space....*

# AWARDS

88

## The Village at Caterham, Surrey

### **Building Awards 2006**

Major Housing Project of the Year

### **Building for Life Award 2005**

Gold Standard Award

### **The Deputy Prime Minister's Award for Sustainable Communities 2003**

Commended Finalist

### **The European Urban and Regional Planning Awards 2002**

Best Conversion

### **RTPI National Awards for Planning Achievement 2000**

Planning for the Whole Community Award

### **BURA Community Award 2000**

Caterham Barracks Community Trust

## Graylingwell Park, Chichester

### **Green Apple Environment Awards 2012**

Best Mixed Use Development - Gold

### **What House? Awards 2011**

Best Sustainable Development - Gold

Best Brownfield Development - Silver

### **CHPA Awards 2011**

Community and Residential Award

### **RTPI Planning Awards (South East) 2010**

Community Engagement Award

### **Sustainable Housing Awards 2010**

Sustainable Larger Social Housing Project of the Year

### **The Housebuilder Awards 2010**

Best Low or Carbon Zero Initiative



This short publication reflects on the relationship between social sustainability and the design of new neighbourhoods.

Drawing on research undertaken at The Village at Caterham – an award-winning project designed by John Thompson & Partners for Linden Homes – it explores the engagement processes, design techniques, provision of facilities and approaches to governance that can help nurture new communities into existence.

The logo for jtp.co.uk, featuring the letters 'jtp' in a bold, lowercase font inside a white rectangular box, followed by '.co.uk' in a smaller, lowercase font.

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