

<b>Case Study 009</b>	<b>from <a href="http://www.communityplanning.net">www.communityplanning.net</a></b>
<i>Theme</i>	<b>New sustainable community</b>
<i>Project Title</i>	<b>Caterham Barracks Village</b>
<i>Location</i>	Caterham-on-the-Hill, Surrey, UK
<i>Project leader</i>	Linden Homes South-East England with John Thompson & Partners



An impressive example of a private developer using consensus-led masterplanning to create a new sustainable community. Over 1,000 local people were involved in an initial vision-building planning weekend held on the site, a former army barracks with many historic buildings. The completed scheme is an economically-integrated, mixed-use neighbourhood that includes housing (366 homes for sale and for rent), supermarket, offices, veterinary hospital, doctors surgery, indoor skateboard and BMX centre, landscaping and open space. A new community development trust manages leisure and business facilities and creates jobs for local people.

## Context

- Locally based developer Linden Homes South-East Limited buys 16 hectares of land at a former army barracks site from the Ministry of Defence. Much of the site is a conservation area due to the quality of the Victorian barracks buildings. There is also a substantial amount of land potentially available for new housing development.
- An urban design brief commissioned by Tandridge District Council specifies retention of most of the existing buildings with 50% for community and 50% for commercial use.
- Local residents initially oppose any redevelopment of the site, fearing bland suburban housing. A 'Local Group' is formed by the Council to act as a forum for discussion on the site's future. This comprises officers and members of the Council and representatives of various community and other groups.
- Linden Homes declares it is committed to the promotion of a financially viable, high-quality development on the site; responsive to local needs and sensitive to the site's history and proximity to the Green Belt. John Thompson & Partners, an experienced community planning and architecture practice, is appointed by Linden Homes as masterplanners. †Together with the local community, they set out to create a scheme which would be financially viable at the same time as providing the community facilities and services needed for a sustainable place.

## Process

<i>Year</i>	<i>Month</i>	<i>Activity</i>	
1998	Jan	<b>Site purchase</b>	Locally based developer Linden Homes South-East Limited acquires a former army barracks site from the Ministry of Defence.
1998	Jan/ Mar	<b>Community Planning Weekend</b>	<p><b>Days 1 &amp; 2 (Friday/Saturday)</b></p> <ul style="list-style-type: none"> <li>Public sessions on the site attended by over 1,000 people</li> <li>Topic-based workshops on physical, social, economic and environmental issues.</li> <li>Hands-on Planning workshops with participants contributing design ideas</li> <li>The Way Forward Workshop – debate on how momentum can be harnessed to take process forward. Agenda for first Community Steering Group meeting drawn up.</li> </ul> <p><b>Days 3 &amp; 4 (Sunday/Monday)</b></p> <ul style="list-style-type: none"> <li>Results of Friday and Saturday summarized and evaluated by the Planning Weekend professional team. Proposals for Masterplan developed.</li> </ul> <p><b>Day 5 (Tuesday)</b></p> <ul style="list-style-type: none"> <li>Report Back to Public meeting by professional team.</li> </ul>
1998	Apr	<b>Event report</b>	Report of Community Planning Weekend produced including a Vision for the future of Caterham Barracks and recommendations on how to make it happen.
1998	May/ Jun	<b>Continued community and stakeholder consultation</b>	<ul style="list-style-type: none"> <li>'Local Group' (set up by the Council in 1995 as a Forum for discussion about the site) increases membership with a view to commenting fully on the planning applications. Working groups formed: <ul style="list-style-type: none"> <li>sports &amp; leisure;</li> <li>young people;</li> <li>townscape &amp; heritage;</li> <li>arts, culture and performance;</li> <li>environment;</li> <li>employment &amp; enterprise;</li> <li>community management organisation.</li> </ul> </li> <li>50 meetings held involving over 100 local people.</li> <li>Exhibition of proposals held on site and in other local venues</li> <li>Numerous meetings between project team, Tandridge District Council and other statutory bodies</li> <li>Caterham Pumas football team formed by local parents</li> </ul>
1998	Jul	<b>Planning application</b>	Submitted to local planning authority by developer
1998	Aug/ Sep		
1998	Oct	<b>Local support</b>	Local Group makes recommendations to the Council in support of the planning application

1998	Nov/ Dec	<b>Temporary uses and developer's site office</b>	Over 85% of existing buildings in northern half of site let on short term leases (3 yrs) resulting in 28 businesses in occupation and over 160 people employed. Linden Homes moves its own offices on site.
1999	Apr	<b>Planning approval</b>	Scheme granted planning permission by local authority subject to a '106 Agreement' specifying community benefits. (Technically this was for a revised application with reduced size supermarket; consent was granted for the full sized supermarket in January 2000, on appeal.)
2000	Jun	<b>Community Developemnt Trust</b>	Caterham Barracks Community Trust set up to manage community uses. Buildings and land leased from Linden Homes (see Special features).
2002	Jun	<b>Skate park opens</b>	'Skaterham' – a skate park for young people – moves into converted Chapel run by Community Development Trust.
2005	Jun	<b>Completion of housing</b>	

## Outcomes

### Successes

- Redundant Caterham Barracks turned into an enjoyable place to live and work embedded within an active community.
- Consensus-led approach helped residents understand that demands for community facilities were only financially achievable and sustainable with a higher density of new housing than they initially wanted. This led to considerable changes to the original development brief: a higher number of mixed-tenure housing units enabled the developer to fund a variety of additional facilities for the local community.
- Balanced community created by providing a mix of housing tenure and prices. Of the 366 new homes, 28% (102) are affordable units provided by The Guinness Trust, and distributed within each phase of the development alongside those for private sale. Responding to local need, over 70% are 2 and 3 bedrooms properties and 24 units are sheltered. 60 homes are provided from the conversion of the original buildings, the remainder are new build.
- Sustainability of community enhanced by including a wide range of facilities on site including:
  - Tesco supermarket (2,500 sq m –1,800 net)
  - Veterinary hospital (1,068 sq m)
  - Nursing home (with 58 beds)
  - Health and fitness club
  - Children's nursery
  - Play area
  - Offices
  - Live/work units (as part of housing provision)
  - Doctor's surgery
  - Skatepark in converted chapel
  - Cricket pitch and refurbished pavilion
  - Junior football pitches
- Responsive, sustainable management body established. A new Community Development Trust manages leisure and business facilities on the site and uses its assets to create jobs for local people.
- Several awards received (see [special features](#))

## Parties involved

<i>Party</i>	<i>Role</i>
<b>John Thompson &amp; Partners</b> <b>www.jtp.co.uk</b>	Community Planning, Masterplanning and Architecture
<b>Linden Homes</b> <b>(acquired 2007 by Galliford Try)</b> <b>www.lindenhomes.co.uk</b> <b>www.gallifordtry.plc.uk</b>	Developer
<b>The Guinness Trust</b> <b>www.guinnesspartnership.com</b>	Developer of affordable homes for rent
<b>Tandridge District Council</b> <b>www.tandridge.gov.uk</b>	Local planning authority
<b>Caterham Barracks Community Trust</b> <b>www.caterhambarracks.org.uk</b>	Management of leisure and business facilities

## Funding and resources

Costs of community planning weekend and all consultation paid for by the developer

A section 106 agreement as part of the planning permission provided for money to be made available by the developers to be spent on the buildings, spaces and facilities. These included:

- The chapel (now the skate park, Skaterham)
- The village green and pavilion (cricket facilities)
- The former gymnasium (now a children's soft play adventure park, theatre, café, dance studios and gallery/ exhibition space - completed 2007)
- Jolliffe Field (football pitches)
- Children's play area (north of the gyms)
- New bus service linking the Hill with the Valley,
- £100k towards education,
- £50k towards transport improvements,
- £60k towards the 'local area',
- bus vouchers for residents (£200)

## Budgets

**Contract value** £60 million

The developers contributed over £3 million under the Section 106 agreement which included the gift of a number of existing buildings to the Caterham Barracks Community Trust with refurbishment funds.

## Photographs

### Caterham Barracks Village

The process and end product. Photos in date order.



*Caterham01.jpg*

Aerial photograph of the site development. The red line indicates the boundary of land owned by Linden Homes.



*Caterham02.jpg*

Reporting back the results of a topic workshop to a plenary session.



*Caterham 03.jpg*

Post it brainstorming session in a workshop focusing on the Environment.



*Caterham04.jpg*

Workshops taking place simultaneously in adjacent rooms.



*Caterham05.jpg*

Hands on planning workshop



*Caterham06.jpg*

Promoting the opportunity and the process



*Caterham07.jpg*

Skateboard ramp in a converted chapel.



*Caterham08.jpg*

Aerial drawing showing how the new scheme will relate to the existing townscape and countryside, July 2002. This is very close to what was actually built.



*Caterham09.jpg*

Town Houses overlooking Cricket Pitch



*Caterham10.jpg*

Mixed tenure houses overlooking the Green. Building on right is for single persons, central building is family rented, buildings in background are private, 2008



*Caterham11.jpg*

Converted barracks building and new boulevard. 2008

## Special features

### Community Development Trust

The Caterham Barracks Community Trust was established to manage the community facilities. It has 11 Trustees, including a resident trustee and an employer trustee. The Trust took over management of buildings and open spaces for community use.

### Awards

Building for Life Gold Standard Award 2005

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

The European Urban and Regional Planning Awards 2002  
*Conversion (Joint Winner)*

The Royal Town Planning Institute National Awards for Planning Achievement 2000:  
*Award for Planning for the Whole Community*

British Urban Regeneration Association Community Award 2000:  
*Caterham Barracks Community Trust*

### Documents

Newsletter c 2000

### Quotes

"This is a unique event in a unique place. The Barracks have a special place in the hearts of the people of Caterham."

*Participant at community planning weekend, 1998*

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

*Participant at community planning weekend, 1998*

### Reviews/comments

'The Village at Caterham demonstrates how a consensus-led approach can deliver substantial rewards for all stakeholders and help create a new sustainable community.'  
John Thompson & Partners, 2007

### Contacts and links

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