



# Collaborative Planning For All

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talking civic sense



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# FOREWORD

## Participation not Consultation

At Civic Voice we are aware of the growth agenda and the need for more homes to be built. Our members understand this too, yet all over England many of these members, who are knowledgeable and positive people, have had to engage in fighting Local Plans and planning proposals that they feel passionately are not right for their places.

It is time to change the way things are done and to bring communities genuinely to the heart of planning and place-making. 'Participation not Consultation' is about bringing people in at an early stage to develop the proposals through collaborative planning processes, also known as Charrettes.

The Charrette approach involves community members working alongside local authorities and developers to co-create design-led, visual plans and strategies. It is an inspirational and energising activity where the results of collaboration are seen immediately, with the knowledge that an individual's input actually matters. It also has the potential to greatly increase the speed of the formal planning and design process.

Civic Voice has launched a campaign to bring these collaborative processes into mainstream planning so that, through shared working from an early stage, communities can help shape and support growth and development that is right for their place.

A handwritten signature in black ink, reading 'Griff Rhys Jones'.

Griff Rhys Jones  
President, Civic Voice

## CIVIC MANIFESTO 2015–2020

At the 2015 General Election Civic Societies have a huge opportunity to build on the first few years of Civic Voice and influence the future agenda of a new government impacting on our cities, towns and villages. To achieve this we needed to develop credible policies that reinforce our values, appeal to our members and can be delivered by Government.

During 2014 over 50% of civic societies in England took part in a detailed nationwide survey from which the Civic Voice policy committee was able to prioritise the views of the movement into a three point manifesto.

### Localism for Real

Our ambition is for England to be a place where every individual can say,  
“I am proud of where I live.”

The quality of our cities, towns and villages is vital to the achievement of so many objectives which are shared across the political spectrum: economic growth and prosperity, social cohesion, public health, safety and crime reduction. Most people want to have a say and many want to play an active part in making sure that the design of their city, town or village is as good as it can be.

Despite the introduction of Neighbourhood Plans, many citizens feel that, due to other changes to the planning system, including changes to permitted development rights and the national planning system, their cities, towns and villages are not being shaped locally, but more by developers, planning inspectors and the courts.

To achieve Localism for Real and demonstrate real commitment to quality of place the new Government should adopt the following commitments and policies:

#### **Commitment 1:**

Make improving the quality of the public realm in our cities, towns and villages a priority.

#### **Policy 1:**

Require every local authority to produce a Place Improvement Strategy

#### **Commitment 2:**

Give all citizens opportunities to actively shape the future of their place.

#### **Policy 2:**

Strengthen policy to require collaborative, Charrette-based planning for major developments and in preparing Local Plans.

#### **Commitment 3:**

Give local communities the powers they need to enable their city, town and village centres to prosper.

#### **Policy 3:**

Enable local authorities to control use classes flexibly to meet local needs.

To download the full version of “Civic Manifesto 2015–2020 – Localism for Real” please visit [www.civicvoice.org.uk/manifesto](http://www.civicvoice.org.uk/manifesto)

# INTRODUCTION

## People, Place, Progress

One of the great joys of England is the diversity of its countryside, towns, villages and cities. Centuries of locally driven developments have created a delightful mosaic of distinctive settlements characteristic of their landscapes, materials, trades and customs.

Regrettably, the last few decades have seen the dilution of this, sometimes serendipitous, even quirky, evolution of our built environment. Acres of identikit, poorly planned housing estates have invaded our open spaces. The profit motive has overtaken aesthetics and swamped local preferences and traditions.

The coincidence of the housing crisis with the all-party political determination to strengthen community involvement in local decision-making offers a golden opportunity to reverse this unwelcome trend.

There has never been a better time for Civic Societies and other community organisations to claim a right to be fully involved in planning the places where they live. They have an opportunity to replace the current, often meaningless, consultations with collaborative Charrette processes that provide for real, active community participation at an early stage in the preparation of local plans and masterplans for development sites.

Civic Voice is campaigning for a programme of properly resourced Charrette pilot projects in England to explore how early and meaningful participation in Local Plans, Neighbourhood Plans, regeneration strategies and strategic housing allocations can result in a positive approach to growth, development and change.

This booklet describes just how, through collaborative planning processes, communities can take advantage of this opportunity to reinstate distinctiveness, quality and need as essential criteria in local planning.



Freddie Gick  
Chairman, Civic Voice

# COLLABORATIVE PLANNING ENDORSEMENTS



Sustainable development is most effectively achieved if the knowledge and commitment of local communities is engaged at every stage of the process – vision, conceptual and detailed design, delivery and looking after the place in the future. A structured participatory process enables the community, the private sector and the local authority to work together in a creative way which ultimately adds value at all levels – physical, social, economic and environmental – leading to healthier, happier and more sustainable places.



**John Thompson**  
Chairman, John Thompson & Partners  
and Honorary President, The Academy of Urbanism



With housing growth at the forefront of the minds of communities all over the country it is very important to acknowledge the positive contribution that genuine collaborative planning can have on any new development. In our experience most concerned residents aren't NIMBY's (not-in-my-back-yard), they are in fact BIMBY's (beauty-in-my-back-yard). That is to say that people are more accepting of new development if they feel it will be well designed and improve local facilities rather than the usual soulless housing estates that have been unwelcome parasites to the beautiful villages, towns and cities in Britain.



**Ben Bolgar**  
Senior Director, Prince's Foundation for Building Community



The trend is clear: public participation in the affairs of state and business is here to stay. The models that drove public consultation in the past - isolated information bulletins, public meetings where development presentations were made but no questions were invited and statutory planning regulations that failed to ask the very people most affected by a development – are slowly becoming a thing of the past. People want to be involved in the decisions that immediately affect their lives. The 2014 Scottish Independence Referendum achieved an astonishing 84.6% of voter turn-out and demonstrates how things have changed. Make the issue real; help people understand the complexities of the differing positions and offer them a creative chance to make a contribution – then they'll engage. Whether it's through design Charrettes; e-Democracy or deliberative dialogue the evidence is clear - give local people an opportunity and they won't disappoint.



**Dr Geoff Fagan**  
CEO, The CADISPA Trust



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The Farrell Review of Architecture and the Built Environment (2014) called for a revolution in favour of proactive planning. At the heart of this lies the belief that every town and city should have a vision for the future created with and by local communities. Collaborative Charrette processes have been shown to be an effective way to engage all sections of the community to create shared visions for their place and one of the great successes of the Farrell Review has been the number of 'urban rooms' that are emerging, where communities can go to understand and debate the past, present and future of their place with a physical or virtual model.

”

**Max Farrell**  
Partner, Farrells

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

“

I have been genuinely and seriously impressed with the Charrette process which helped create London's first Community Land Trust at St Clements Hospital in Bow. The Charrette enabled us to cast aside the pessimism and low-expectations that accompany most tawdry 'consultations' and the masterplan now truly reflects our community's stated aims, and has helped us pioneer and co-create a new vision for this part of the East End.

”

**Dave Smith**  
Director, East London Community Land Trust

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Preparing local plans and development masterplans can be a complex job and often the community's voice is the last to be heard. Through a well planned and facilitated Charrette processes the community is engaged at an early stage in a positive and creative way leading to a better understanding of the issues and most importantly the opportunities and in my experience can provide a quicker and more productive route through planning processes.

”

**Alison Tero, Director**  
Planning  
CBRE

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Now is the time to get communities involved in planning, to shape places collaboratively with all those who need to be involved. Communities want it. The industry needs it. Government is supporting it. And there are lots of Charrette practitioners who know how to facilitate it.

**Nick Wates**  
Nick Wates Associates  
and publisher of [communityplanning.net](http://communityplanning.net)

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# COLLABORATIVE PLANNING

## WHAT IS IT AND WHY IS IT NEEDED?

The planning system seeks to secure sustainable development in the long-term public interest through democratic means. All too often, however, it becomes adversarial and communities feel alienated from the planning process. Communities are usually 'consulted' on proposals that have already been formulated without their input and see themselves excluded by both developers and planning authorities from the real decision making, which takes place before the 'consultation' stage begins. This inevitably leads to opposition campaigns and costly delays.

Community involvement at a neighbourhood level lies at the heart of recent planning reforms. But Civic Voice believes that real community participation, through early, inclusive collaborative methods, must be supported and embedded at all tiers of planning to generate a common sense of ownership and deliver high quality places.

It is crucial to recognise the difference between consultation and participation – consultation without participation is simply asking people to agree with what has already been decided by others and it is likely to prompt a negative reaction. Full participation, in a properly organised Charrette and ongoing process, is not about getting people to agree to proposals drawn up by professionals; it is about bringing the community's knowledge into the process to create better proposals and therefore better places. Improving the quality of life becomes a shared goal around which a vision of the future and specific projects can then be developed.

**National Planning Policy Framework (NPPF),  
Department for Communities and Local Government,  
March 2012**

The NPPF refers to the importance of involving communities in the design of developments and in the creation of Local Plans. Civic Voice believes that guidance should be more specific in setting out engagement through Charrette processes at an early stage leading to continued involvement through to delivery.

### **Chapter 7. Requiring good design**

Para 66. Applicants will be expected to work closely with those directly affected by their proposals to evolve designs that take account of the views of the community. Proposals that can demonstrate this in developing the design of the new development should be looked on more favourably.

### **Plan-making Local Plans**

Para 150. Local Plans are the key to delivering sustainable development that reflects the vision and aspirations of local communities.

Para 155. Early and meaningful engagement and collaboration with neighbourhoods, local organisations and businesses is essential. A wide section of the community should be proactively engaged, so that Local Plans, as far as possible, reflect a collective vision and a set of agreed priorities for the sustainable development of the area, including those contained in any neighbourhood plans that have been made.

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Freiburg has been referred to as 'the greenest city in Europe'. Creating the attractive, people-friendly city of Freiburg has required active participation by all sectors of the community. All parts of a city's population have been invited to co-operate and participate in all phases of development, from initial visioning using Charrettes, to detailed planning, delivery and management.

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**Professor Wulf Daseking**  
**Former Chief Planning Officer, City of Freiburg**



# COLLABORATIVE PLANNING USING A 'CHARRETTE'

A Charrette is a collaborative event that engages local people with expert facilitation in co-creating spatial plans and designs for their place. It is a hands-on approach with stated goals that allows for feedback and design changes, important for gaining stakeholder understanding and support.

## A Charrette is

- an interactive, intensive dialogue and design process
- a place-based exploration of change
- a way to engage people's knowledge about their area
- participatory and collaborative creation of a shared vision for the future

A key benefit is that communities are involved from the very beginning and throughout the process, helping to form the vision and informing subsequent decisions for the future of their community.

## Benefits of Charrettes

- Brings communities, local authorities and professionals together to focus on positive solutions
- Brings together a multi-disciplinary team to focus on one project
- Resolves complex, multi-layered problems
- Speeds up the planning process
- Breaks down barriers within a community and fosters community cohesion
- Raises levels of aspiration and builds capacity within a community
- Raises environmental awareness and the social and economic value of place
- Identifies new community champions
- Creates shared visions, a positive approach to change and better outcomes

Collaborative Charrette processes, known as Urban Design Assistance Teams, began in the United States over fifty years ago. The method migrated across the Atlantic in the late 80s and has been employed successfully throughout the UK and Europe. Promoted by the Scottish Government, Charrettes now play a central role in the modernisation of the planning system in Scotland.

## Charrettes can be used for

- Local Plans
- Planning Garden Cities, Villages and Neighbourhoods
- Neighbourhood Plans
- Visioning for Regeneration Strategies
- Planning of large development and strategic housing allocations
- Planning transport strategies

The purpose of this guide is to give communities:

- an understanding of how they can be involved in planning processes at an early stage to create visions for their communities;
- a straightforward framework of how to go about it, and;
- confidence that other communities like them have done it successfully.

“

During the last half century, the decision-making process about our built environment has been transformed. The conventional wisdom that maintained the public was apathetic, divided on important issues, and mistrustful of government has been disproven by thousands of local experiences in community engagement. A growing body of empirical evidence on the impact from an engaged community demonstrates substantial benefits to economic, environmental, and social sustainability. The grassroots Charrette process provides the democratic vehicle for citizens to participate actively in designing and creating places that represent the collective contributions of all. Through the Charrette process, we are empowering people to revitalize our cities and our democratic values from the bottom up.

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**Joel Mills**  
Director, Communities By Design, American Institute of Architects

# COLLABORATIVE PLANNING

## THE PROCESS

### Introduction

When considering the future of a place there are numerous ways of gathering the views of a community including surveys, questionnaires, social media, one-to-one interviews and focus groups. These processes can be valuable at various stages of a participation process, however it is the coming together of the community in a structured and facilitated, open dialogue Charrette that has been found to be most effective in engaging communities to address change, build consensus and create a holistic vision for their place.

The participatory 'Charrette' process involves interactive design workshops, in which the community and other stakeholders work directly with a facilitation and design team to generate a masterplan. It is a place-based process that focuses public attention on sharing knowledge, developing creative ideas and solving problems. A mixed group of individuals, often with different aims and view-points at the outset, are encouraged to realise they are capable, with some facilitation, of working out a shared vision for their place.

A neutral team of facilitators and relevant advisers treats everyone present as having an equal right to take part in the process. Physical, social, commercial and environmental issues are addressed holistically through a combination of dialogue workshops (often using post-its) and 'hands-on planning' design sessions. The views of all members of the community, including young people, are sought and taken seriously and everyone is given a chance to exercise their creativity.

Charrettes are intensive and efficient processes and the cost may vary depending on how they are procured and organised. If a Charrette is integrated into a strategic planning or development process the cost is likely to be borne by the public sector or the developer and will be related to the professional fee rates of the multi-disciplinary facilitation team, and the length of the overall process. In other situations, such as in Barnes, London where the village community organised its own event with Portas pilot funding, local professional volunteers and external independent facilitators offered very low rates, meaning that the main costs were publicity, printing and venue hire.

Communities should be involved from an early stage in the creation of Neighbourhood Plans, Local Plans, Area Action Plans, Town Centre Regeneration Strategies and when planning urban extension and other significant sites. Charrette processes should be appropriately planned according to the project and process and, consequently, the Charrette programme may vary. In this guide, we have describe an example of how a 6-day Charrette process, with two public workshop days, may be organised.



## Start up

Once resources are in place and it has been decided to organise a Charrette it is important to prepare the process carefully. It is worth noting the seven core values drawn up by the International Association for Public Participation (IAP2.org):

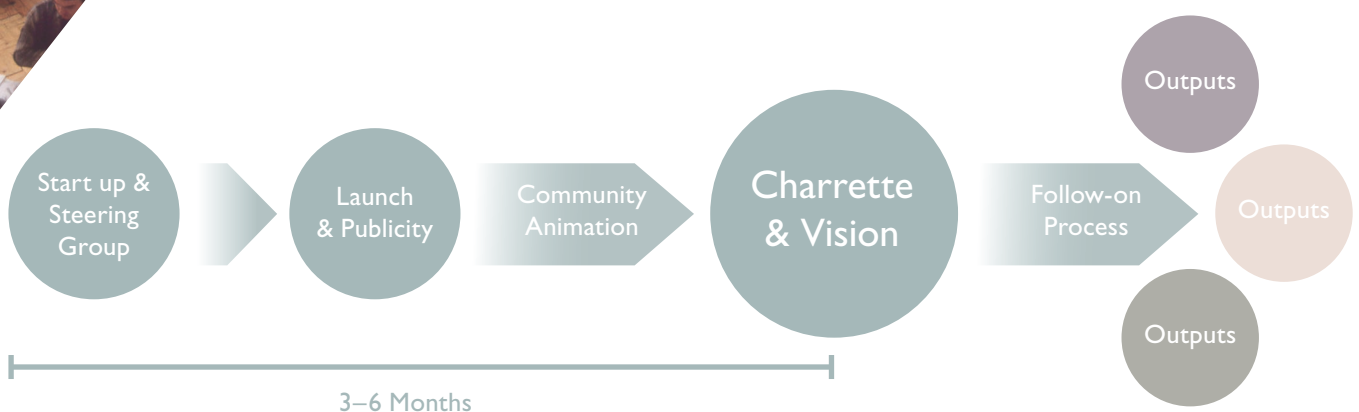
1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process
2. Public participation includes the promise that the public's contribution will influence the decision
3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision
5. Public participation seeks input from participants in designing how they participate
6. Public participation provides participants with the information they need to participate in a meaningful way
7. Public participation communicates to participants how their input affected the decision

## Steering group

Begin the collaborative planning process several months before the Charrette event by setting up a steering group to meet regularly and plan the event. The steering group should be made up of a wide range of local interests, including local community interests, businesses, landowners, local authorities, and new members may join over time.

The first task of the steering group is to agree a mission statement i.e. what are the aims of the process. Other key tasks include:

- develop a database of all contacts including MPs, local authority members and officers, parish and town councils, schools and educational institutions, police, utility providers and agencies, faith groups, youth groups, scouts and guides, amenity groups, arts and local history groups, sports and leisure organisations, Chamber of Commerce, civic societies, residents associations and others who might have an interest in the future of their place
- prepare a file of all contacts including letters, emails and phone calls with the local community
- agree a programme for pre-event activities
- agree a date and venue for the Charrette
- design the programme for the Charrette together with the timing and nature of the report back
- agree the design and delivery of a pre-event communications and publicity campaign
- launch the process at an appropriate event to ensure that accurate information is disseminated at an early stage of the process





# COLLABORATIVE PLANNING

## THE PROCESS

### Publicity strategy

Choose a suitable date for the Charrette so as to not clash with important local or national holidays and events. Set up an internet presence for the project, which includes relevant information about the forthcoming Charrette, relevant background and contact information and a way of making comments.

### Pre-event launch

Hold a launch event with the local media and invited attendees to explain the upcoming Charrette process. Key stakeholders will meet members of the Charrette facilitation team, and build relationships. Stakeholders can then act as ambassadors for the process to the wider community.

### Publicity

Following the launch, as much effort as possible should be made to promote the Charrette, through flyers containing the event programme, articles and advertisements in the local media, posters on local authority notice boards and shop windows, and through social media. If the Charrette is related to a specific development site it is important to ensure that households and businesses in nearby streets have flyers hand-delivered. The publicity strategy must ensure that the community is aware of the forthcoming Charrette. Organising a community survey in the run up to the Charrette is a good way of collating some baseline information about community views, whilst publicizing the event at the same time.

### Animating the community

Animating the community in the weeks preceding the Charrette is important to ensure that local groups and key stakeholders, including schools, youth clubs, and neighbourhood groups are prepared for the event and to explain why everyone's participation at the Charrette is important. Useful information and further contacts can be gleaned from conversations at places where people naturally gather, for example shops, community centres, bus stops, pubs, recreation grounds, and by attending local fetes and carnivals. It is a way to acquire local knowledge, gain trust, provide information and generate enthusiasm for the collaborative planning process.

### Involving young people

Pre-event animation in schools and youth clubs helps to guarantee that the concerns and ideas of young people are fed into the collaborative planning process. Workshops can take place at schools, youth clubs and venues for after-school activities. Flexibility of approach is essential, along with gaining advice from youth leaders. An informal conversation with teenagers during their regular youth club session may be more appropriate than a formal workshop. Representatives from the school / youth groups are encouraged to attend the Charrette, report back their ideas and participate in the workshops. Outputs from working with young people, including their artwork, should be displayed at the public event.

### Contacting the hard-to-reach

A community includes many people who will be unlikely to attend an organised public event, due to health, age or personal circumstances, so making arrangements to meet such people in a reassuring and familiar environment will ensure that there is as wide as possible participation in the engagement process. Informal meetings and one-to-one conversations can be arranged with hard-to reach members of the community, such as the elderly and disabled, mums and toddlers, and minority ethnic groups. Opportunities for informal discussions are likely to be found at lunch clubs, coffee mornings, and regular sessions organised by churches and other religious and community groups.





## Information collation

The steering group will need to consider that the facilitation team will need information and technical material, depending on the project, which may include site plans, topography and utilities information, land ownership plans, asset lists, aerial photographs, easements, regulatory requirements, historical mapping, precedent studies, building typologies, planning status, etc.

## The Charrette

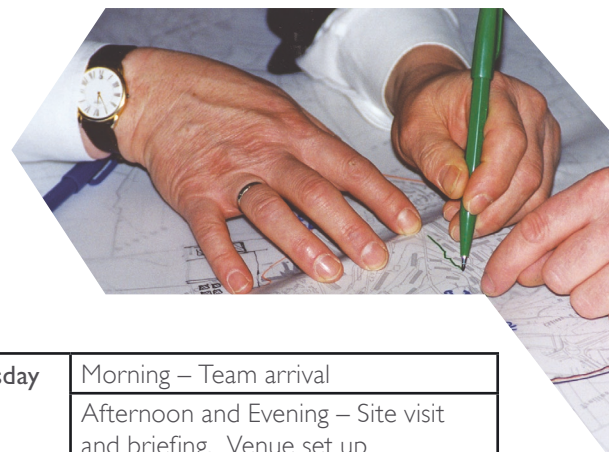
The Charrette should be held at an appropriate, accessible venue and planned specifically for times when people can participate fully, to ensure as broad a cross section of the community as possible can attend and take part. It is beneficial to provide child care and to ensure full accessibility, including a loop system.

## Example 6-Day Charrette

The length and timing of a charrette may vary to suit local circumstances but we have chosen to give an example of a typical 6-day Charrette process as an illustration of what can be covered. A 6-day Charrette will give the community ample and adequate opportunity to participate and for the facilitation team to analyse the outcomes, and draw up and present the resulting vision to the community to the required detail and quality.

The timing of the Charrette should be agreed by the Steering Group and the facilitation team to suit the local situation. Consideration should be given to the needs of various groups, for example organised participation of school children is usually easier during school hours and local traders may find evening sessions most convenient.

The public workshops feed into the team working stages, when the project team works to draw consensus from the community input, and brings this together in the form of a public PowerPoint presentation on the final day of the Charrette.



<b>Day 1 – Thursday</b> Team briefing	Morning – Team arrival
	Afternoon and Evening – Site visit and briefing. Venue set up
<b>Day 2 – Friday</b> Public workshops day 1	Morning – Walkabout and briefing. Venue set up
	Afternoon and Evening – Public Session Workshops, hands-on planning groups and walkabouts including young people's workshop organised through schools and possible local business workshop. Groups will assess options and develop ideas and consensus
<b>Day 3 – Saturday</b> Public workshops day 2	Morning and Afternoon – Public Session workshops, hands-on planning groups and site walkabouts/ investigations. Groups will assess options and develop ideas and consensus
	Evening – Team dinner
<b>Day 4 &amp; 5 – Sunday &amp; Monday</b>	Day and Evening – Team working
<b>Day 6 – Tuesday</b> Team working and Report Back	Day – Team working
	Evening – Report back PowerPoint presentation and exhibition for the community

# COLLABORATIVE PLANNING

## THE PROCESS

### Meeting and greeting

The role of team members at reception is very important to make participants feel welcome, explain what is happening and collect names and addresses on sign in sheets. All team members should have team badges and name badges can be given to participants using address labels.

### Background exhibition and comment forms

A background exhibition is useful for briefing and provides a place for one-to-one discussions with people who may not want to participate in a workshop session. Material displayed may include plans showing the place or site location and highways network, some urban design analysis, landscape and ecology information, and historic maps and data describing how a place may have changed over time. It is important for team members to be on hand to answer questions, capture their views and to encourage people to come back to the final presentation on day six. Comment forms for people to write their views and ideas should be provided.

### Post-it workshops

The workshop facilitator initiates a simple group activity, which first identifies the issues, then looks at possible opportunities and how best these can be implemented. Participants contribute their suggestions by jotting them down on post-it notes, which are then gathered in by the facilitators and grouped to identify key themes. Ideas are discussed as they arise enabling a full dialogue between all participants in a fully inclusive process. The combination of written ideas and professional facilitation allows the ideas of the less confident to be placed on an equal footing with those of the more experienced. The process also diffuses the potential for aggressive and single issue dissent. Whilst the workshops encourage local people to express their views, it is important for 'professionals' and 'providers' to be on hand to give information and join the debate.

### Tours and walkabouts

A key advantage of Charrettes is that being based in the place itself they provide good opportunities for the community and the facilitation team to view key sites together so that both can learn from each other. Bus tours of the place and surrounding area form part of the initial team briefing and walkabouts during the workshop sessions can help with the understanding of issues and opportunities and inspire creative solutions.

### Hands-on Planning Sessions

These sessions provide the opportunity for participants to explore the physical implications of the ideas that have already emerged through the Topic Workshops. Several small groups work simultaneously with members of the facilitation team around large-scale maps enabling the group to develop their ideas. Models can be used too but at the initial stage drawings are more flexible and effective in developing concepts. Typical group themes include The Big Picture, Landscape and Open Space, Getting About, Community Amenities, Principles of Sustainability, Scheme Layout, etc. The topics under consideration may relate to the area as a whole or to some small part of it. The results are recorded in a visual form and each group explains their ideas to everyone present in a plenary report back session. The 'visuals' from each Hands-on-planning session can then be displayed and form part of the expanding exhibition. Holding more than one hands-on planning session during a Charrette enables ideas to be developed and fed back in an iterative process, which is important for building understanding and consensus.

### Way forward workshop

Having asked local people to take part in a collaborative planning exercise, it is important to discuss the next steps with the community through a way forward workshop. Discussions may include how the process will continue, how people can stay informed and how early projects that may have emerged can be taken forward. It is important that the momentum and sense of common ownership, built up during the Charrette, can continue.

### Team working

Following the public workshops the facilitation team and consultants work to analyse and evaluating the outputs from the public workshops. The workshop data is summarised, and the hands-on planning drawings photographed and given an explanatory key. Distillation of material results in a number of Key Themes, which reflect the overall concerns and suggestions raised by members of the community. An illustrative Vision or Masterplan is drawn up, using ideas generated during the workshops and hands-on planning sessions. A presentation is put together, with slides showing what happened during the Charrette, and including factual outputs, useful precedents and how the design has been influenced by those who attended the public event.



## Report back presentation

The presentations on the final day will draw out points of consensus, identify potential dilemmas, provide an historical overview, and present the illustrated vision including an indicative masterplan and action plan. A printed newsletter can also be produced setting out the key outcomes including the vision masterplan for distribution to the community following the report back.



# COLLABORATIVE PLANNING OUTPUTS

The Charrette process can become a springboard to aid and implement future development. Outputs can be used in a variety of ways according to the aims and objectives of the project. The result of a vision-building design process may form the basis of a Neighbourhood Plan or development masterplan for an area, or for a specific site. It can help solve critical decisions about town-wide regeneration, or assist in implementing a town planning strategy. It can initiate the setting up of collaborative mechanisms, such as Community Development or Community Land Trusts, through which a development can be delivered. The main output of participation in planning is that contributors to the process have shared ownership of the plan that is produced.

Support for development-led economic growth at local level requires the involvement and commitment of people who recognise and respond to a shared vision. Although everyone will invariably see this vision from an individual standpoint, the key lies in generating effective use of untapped community resources, to create a pool of multi-purpose benefit.

Using a compressed timescale and the benefits of open dialogue, a practical way forward is usually found, held together by a sense of collective ownership of an overarching vision, which many people have helped to create. Thus all stakeholders, whether representing the local government, the community or the private sector, will have collaborated in exploring the complexities of future change, and helping to create a place which they will all share.



It's not just about brick and mortar,  
it's about building community!

Quote from Charrette participant





## Development of proposals

The community should be kept actively involved as the development proposals progress. This can be through ongoing Community Forum meetings, exhibitions, newsletters, and 'Learning from Elsewhere' visits. The project website should be updated regularly to ensure as many people as possible are kept informed about the proposals. Community Forum meetings provide the opportunity for professionals, such as highways consultants, to explain the finer details of the new development.

## Sustaining local involvement

A Community Forum, or in the case of Neighbourhood Plans a Neighbourhood Forum with Focus Groups and Working Groups can be formed as a direct result of a Charrette process. This will help bind the community together in a realistic, politically-open and democratic way. Once a vision has been created, partnering arrangements can then be set up with the relevant stakeholders to oversee delivery. Out of this new process leaders may emerge from the community. In some places innovative new community based structures have emerged such as Town Teams, Community Development Trusts and Community Land Trusts, which can have a long-term impact on delivery.

## Town Teams

A Town Team is a grouping made up of a wide range of local community interests and stakeholders, including the local business community, who meet to develop and deliver collaborative and strategic plans for their area. As a result of the Portas Review, many places now have Town Teams which are seeking to reinvigorate their high streets. In other places Town Teams have been set up with a wider remit covering the whole town and have been given power to help decide how incoming public regeneration funds are spent.

## Community Development Trusts

Private, public sector and community interests can be combined through transferring land and assets to a Community Development Trust. This will then create an active, stabilising force that is able to operate effectively, regardless of political change. The public sector provides the legal framework, the market provides the finance to set up appropriate partnerships, the community becomes a long term stakeholder. The Village at Caterham, which was designed using a Charrette process, delivered a range of community assets, partly owned and run by a Community Development Trust.

## Community Land Trusts

Community Land Trusts can be set up to deliver permanently affordable housing, ensuring that people are no longer priced out of the neighbourhoods they grew up in. A Community Land Trust enables land to be bought and kept in community ownership in perpetuity, passed down through the generations. Houses are sold or rented out at a rate that is linked permanently to local incomes. Membership of the trust is open to anyone who lives, works or has strong active ties to a social institution in the area. The first urban Community Land Trust in Britain will be based at St Clement's in East London, where the design for the site was created using a participatory Charrette process.

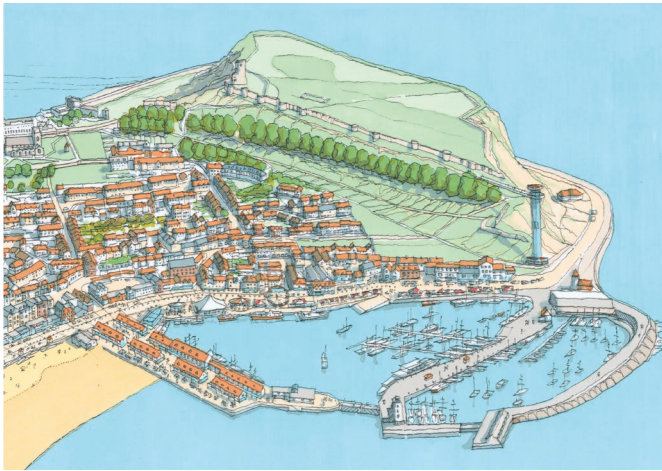


“ The professionals learnt what local people needed, and the community began to understand the commercial realities! ”

Quote from Charrette participant



# COLLABORATIVE PLANNING CASE STUDIES



## Scarborough, North Yorkshire

In 2001 a programme was launched to support the social and economic regeneration of Scarborough. A participatory Charrette, attended by over 1000 people, unleashed previously untapped creativity and aspirations. The resulting masterplan illustrated opportunities for high quality place-making and a Renaissance Town Team was set up to give the community a voice in the delivery of the vision. The process stimulated over £250m of transformational investment and in 2009 Scarborough won the European Commission's Most Enterprising Place Award. The Town Team's Business Ambassadors have recently led a successful bid for a new University Technical College (UTC).

## Wick and Thurso, Scotland

In 2013 the Highland Council ran Charrettes in Wick and Thurso (sponsored by the Scottish Government), to enable local people to shape the future growth of their towns. Members of the public and local stakeholders worked in collaboration with Council officers and project consultants to develop a vision and masterplan for each town, focused on housing and economic development. For the Council, who wanted to engage a range of people in preparing plans for the area, the events condensed months of work into just a few days. The outcomes from the event are being fed into a new Caithness and Sutherland Local Development Plan, and it is hoped that the community see their ideas presented and feel greater ownership of the Plan. For more on Scottish Government Charrettes visit <http://www.scotland.gov.uk/Topics/Built-Environment/AandP/Projects/SSCI/Mainstreaming>



## The Village at Caterham, Surrey

The closure of Caterham Barracks had significantly impacted on the social and economic life of the town. A brief prepared for the site was considered unviable by many developers, but Linden Homes bought the site, believing additional development would be acceptable if significant community benefits were delivered. A Charrette process was organised, which involved more than 1000 local people in creating a new vision for the site and its relationship with the town. The Charrette transformed the community's previous hostility into positive support and led to the creation of a sustainable, mixed-use neighbourhood, including 361 mixed tenure homes. The development value of the site was increased by over £50 million and delivered a range of community assets, partly owned and run by a Community Development Trust.

## St Clements Hospital, London

St Clements Hospital is a curtilage listed site and a former workhouse infirmary in Bow, East London, which has been empty since 2005. In 2012, the Mayor of London decided to establish London's first Community Land Trust (CLT) on the site. Galliford Try Linden Homes were selected as the GLA's development partner. The St Clements Hospital Community Planning Workshop was held over two days and over 350 local people joined in to help create a vision for the delivery of 250 new homes. In late 2013 the scheme received unanimous approval from Tower Hamlets for detailed planning, listed building consent and conservation area consent. At the 2014 National Housing Awards St Clement's Hospital picked up the award for 'Best Scheme in Planning' and the overall award for 'Provider of the Year'.



## Barnes, London

In 2013 the Barnes 'Town Team', set up following the Portas Review of High Streets, wanted a mandate from the community before deciding on projects to revitalise Barnes High Street. The Barnes Ponder Community Planning Day (Charrette) was held in October 2013 and over 350 people participated in workshops and hands-on planning groups to help create a Vision for the future of the village. The independent facilitation team analysed and summarised the outcomes and drew up the Vision which was reported back to the community 10 days later. Following the Charrette six Town Team Action Groups were set up to develop identified projects, which include a 20's Plenty campaign, a new branding and marketing exercise for the village and environmental improvements in the High Street and along the river.

The Barnes Ponder Community Planning Day (Charrette) enabled us to create a community-led vision for the future of our village. The approach to the event, which included independent facilitation, enabled residents to think creatively about their dreams for the future of Barnes, and to come up with some really aspirational but realisable ideas. The report back of the consensus vision enabled us to challenge and test the ideas, prioritise them and to start to identify teams of residents to take them forward. One year on and the teams are still energised and working to deliver key projects with broad community support.

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