

A CASTLE FOR THE ELEPHANT

IDA LIEN | TRISTAN MORE | SOPHIE THIBAUT | TOM WALKER

INTRODUCTION

The Elephant & Castle has undergone many changes over the past centuries. These changes have been punctuated by a number of masterplans and large scale developments that have had ambition to reinvent the area and create visions that provide, consume and demand various forms of resources. However each masterplan or intervention's success has been predicated on the resource it seeks to create, rather than engaging with the existing resources and realities of the site. Examples of this include transitory population brought in by transport infrastructure, commercial provisions vulnerable to recession in retail developments such as in the Elephant & Castle Shopping Centre, along with more recent speculative and inaccessible residential developments as a housing resource. The alternative conception of a resource being a heterogeneous issue, is absent from many conventional planning paradigms: 'The logic of this rigid segregation of functions is perfectly clear, it is far easier to plan an urban zone if it has just one purpose' (Scott, 1998:110).

Knowledge and skills are at the core of society. Universities, of which there are two in our area of research, are a key provider of this resource. Currently, an increase in the total number of people pursuing higher education contrasts with demographic inequalities that persist. Whilst knowledge as a resource has become more accessible, paradoxical increases in inequalities point to a missing link.

With yet another new master plan currently being proposed for Elephant & Castle, our project will challenge the way universities and related stakeholders currently engage with social issues and their surrounding public realm. We suggest that incorporating the resource of education and knowledge exchange, as a counterpoint to the simplified modernist master plans that have come before, would lend resilience to the new Elephant & Castle master plan.

Fig. 01 | Faraday Memorial under construction 1961

Source: www.newsteelconstruction.com

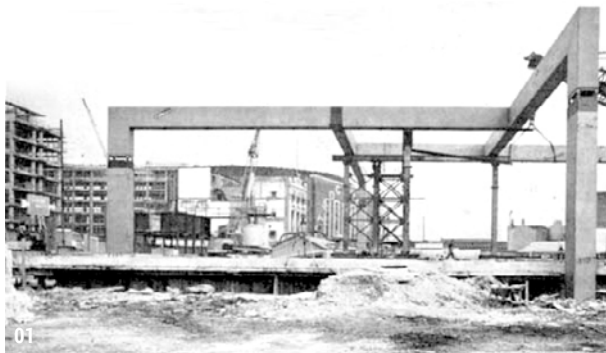
Fig. 02 | Elephant & Castle Shopping Centre opening 1965

Source: Southwark Archives

Fig. 03 | Elephant & Castle today

Fig. 04 | 2014 TfL master plan

Source: TfL, 2014



CURRENT CONTEXT

THE OPPORTUNITY AREA

The scope used to research and analyse the context of Elephant & Castle is based on the Opportunity Area (Fig.05) as defined in Southwark Council's Supplementary Planning Document (SPD). Determining the parameters of the Opportunity Area and producing the SPD was a collaborative effort between Southwark Council and the Greater London Authority (GLA). The SPD provides a framework and guidelines for development, and lays out Southwark's vision for the Opportunity Area over the next 15 years through specific recommendations on a number of issues. Important to note for our project is the emphasis the SPD gives to creating jobs and raising economic vibrancy. Using an area already identified by the government and planning entities as an Opportunity Area allows us to build off the existing priority of the Elephant & Castle. A study of the demographics within the area's boundaries is provided in the next section, giving an insight into the problematic that needs to be remedied.

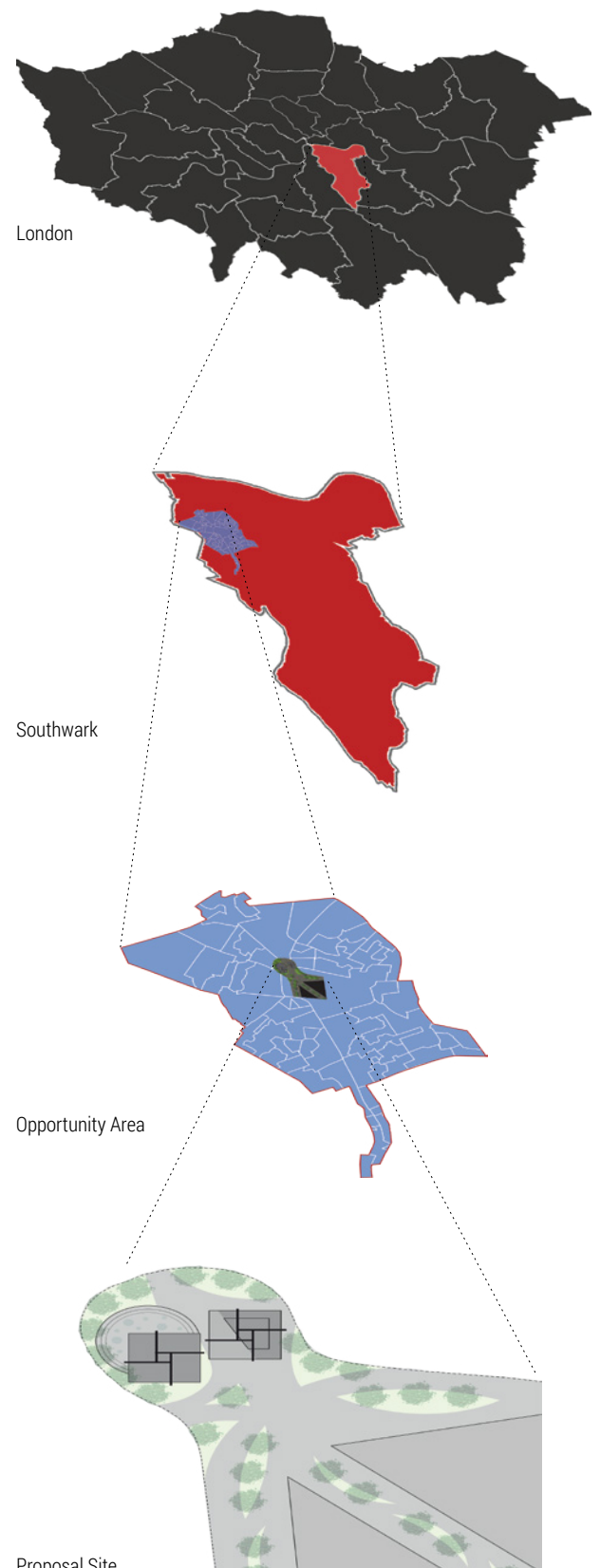


Fig. 05 | Locating Elephant & Castle
Sources: Edina Digimap

DEMOGRAPHIC CONTEXT

RESEARCH FINDINGS THROUGH CENSUS DATA AND GEOGRAPHICAL INFORMATION SYSTEMS

Indices of deprivation are used to identify disadvantaged areas, and have become a powerful way of informing and directing policies. The first measure of deprivation was conducted in 1981, and was refined over time to allow for increased validity and reliability of deprivation measures (DCLG, 2010). The corresponding debate on the exact mechanisms that lead people into such conditions is highly ideological and politicised (Tallon, 2013). It is therefore important to emphasise that indices of deprivation cannot be used to understand its underlying causes but only to illuminate areas of particular deprivation.

The measure of relative deprivation of households allows for a comparison between different areas according to four different aspects of deprivation: employment; education; health and disability; and housing. A household is defined as being deprived in none, or one to four of these dimensions (Office for National Statistics, 2011). Figure 06 shows that there are significant disparities in deprivation within the area, even between adjacent wards.

In order gain a better understanding of the indicators of deprivation that directly relates to the Opportunity Area as a place of knowledge exchange we looked at two variables, qualifications and employment, in greater detail.

Figure 07 shows that in a majority of the output areas, between 13% and 33% of the residents have no qualifications. This group accounts for 42% of total population in the the most deprived output area. Figure 08 show that less than 50% of the residents of most output areas have higher qualifications. A majority falls within the 14% to 33% range. A comparison with the deprivation map shows that there is no clear link between deprivation and qualification, deprived output areas being populated by a majority of unskilled or highly skilled people.

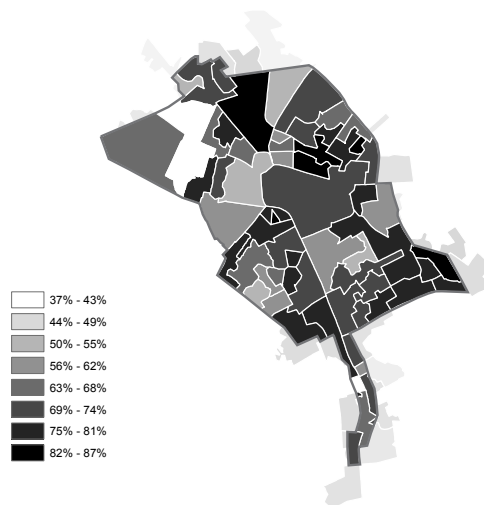


Fig. 06 | Index of deprivation
People deprived in at least one dimension.

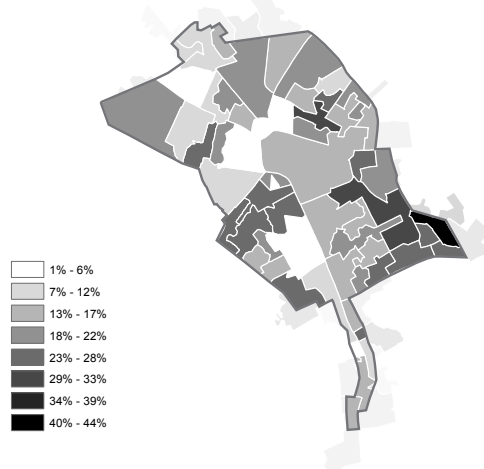


Fig. 07 | Low-skills level
People without any qualification.

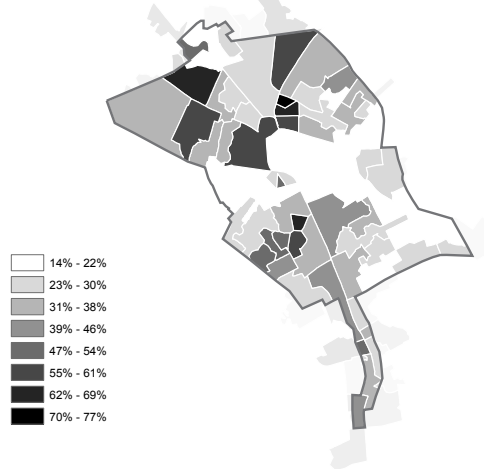


Fig. 08 | High-skills level
People holding a degree or higher qualification.

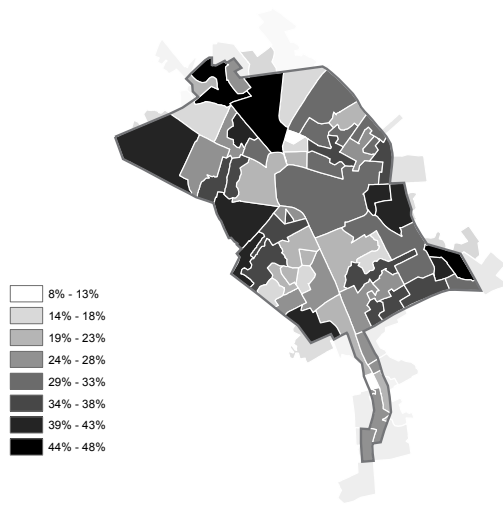


Fig. 09 | Unemployment
People not working for at least 2 years.

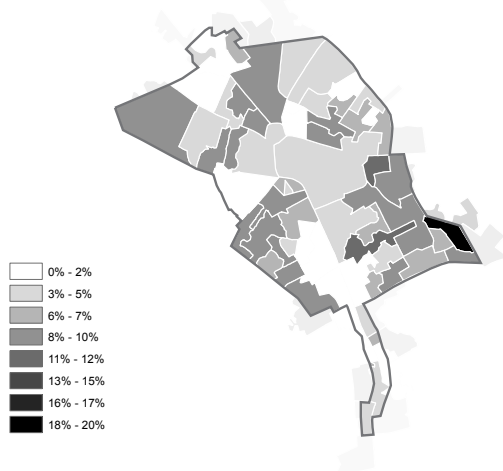


Fig. 10 | Bad health
People answering they are in bad or very bad health.

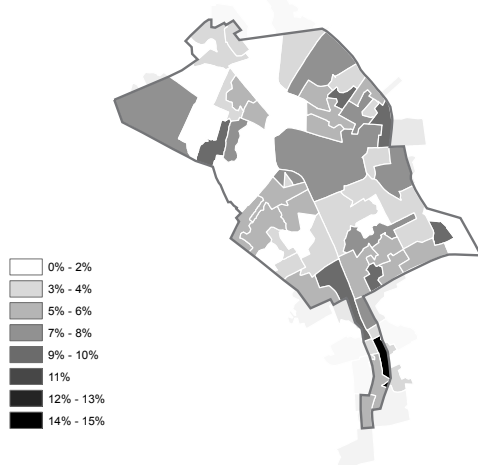


Fig. 11 | Low English proficiency
People not able to speak English (well).

Figure 09 shows that there is an overall high rate of people who have not been employed for at least two years. This might also be partly explained by a large student population. Nevertheless, Southwark was the 4th most employment deprived borough in London in 2010, suggesting that the map reflects a high rate of unemployment in the area (Southwark Council, 2012).

Figure 10 shows that the percentage of people in bad or very bad health is low in most of the output areas. However, a pocket of health deprivation remains in the east of the Opportunity Area, correlating with the low-skills level map.

Figure 11 shows that the Opportunity Area does not seem to face language issues, since a significant number of output areas host less than 2% of people unable to speak English (well). However, though the highest figures are still low (15%), we notice some disparities within the area. Interestingly, the pocket we identified as deprived in qualifications and health maps does not correlate. This might indicate that it mostly hosts elderly people rather than foreign newcomers.

These findings indicate that there is an overall deprivation in terms of employment and education in the opportunity area. This is a reason for concern, especially in the context of the structural changes in the national economy following the recession, which entailed an increase in knowledge-intensive industries and occupations, and a corresponding decrease in the number of low-skilled employment (Wright et al., 2010). Education and skills training thus seems to be integral in order to address the high levels of household deprivation in the area.

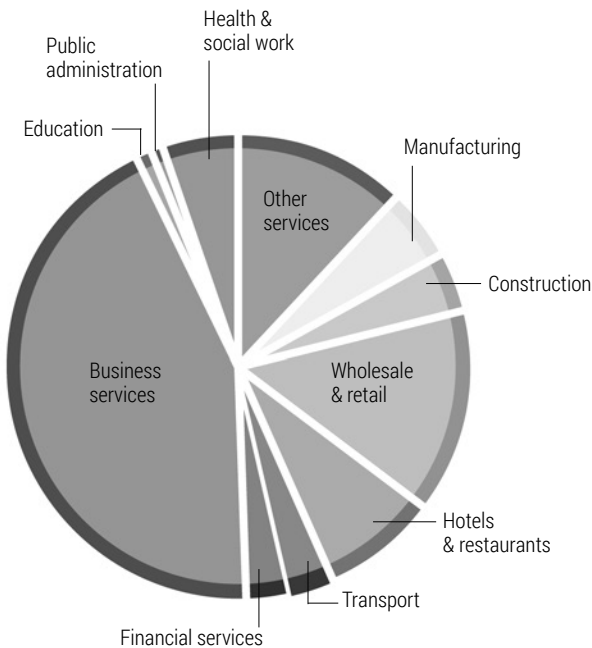
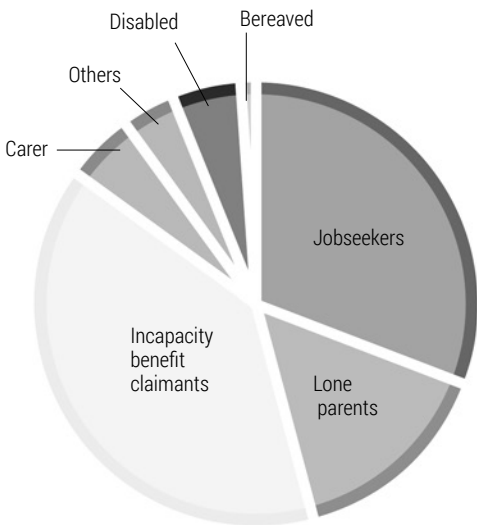
EMPLOYMENT CONTEXT

Southwark borough has seen a 60% rise in unemployment between 2008 and 2011, with long-term unemployment rising by over 100% in the same period (Southwark Council RLSSC, 2012b).The current unemployment rate is 10.5% compared to London’s overall 9.1% unemployment rate (Southwark Council RLSSC, 2012a:6). There are 58,000 people not working in Southwark, out of whom 31,000 are claiming benefits. Figure 12 shows the distribution of claimants, with the largest group comprised of incapacity claimants (39%), of whom a majority attribute their inability to participate in the labour market to mental health problems (Southwark Council RLSSC, 2012b), and whose barriers to re-entering the labour market therefore might be difficult to overcome. The second largest category is jobseekers (31%) many of whom might increase their employability with the right type of support, including skills training programs.

Figure 13 gives an overview of the employment sectors in Southwark. The jobs to residents ratio in Southwark is 1.18, and within our Opportunity Area the ratio is even higher, 1.45, with the major employment sector being business. Education accounts for 2% of overall employment, with LSBU as the largest entity employing around 1,500 people.

The Opportunity Area is characterised by both a high jobs-to-residents ratio as well as high unemployment, which we suggest could be due to a lack of skills, one key direct barrier preventing residents from accessing available jobs. However, the reasons for unemployment are complex, and other direct barriers to work are: child care, health, confidence, motivation, personal issues of drugs and alcohol, housing, legal and debt issues, or financial cost of returning to work. Similarly, the indirect barriers to work are: access to and awareness of services, employer’s engagement, transport and access to jobs (Southwark Council, 2009). The next section will look more closely at the universities in the Opportunity Area, followed by an overview of the social organisations and programmes, in order to better understand what kind of support and training is currently available to residents.

Fig. 12 | Southwark welfare benefit customers (2011)
Source: Southwark Council. Final Report May 2012, appendix
Fig. 13 | Southwark business base (2007)
Source: Southwark Council Scrutiny Sub-Committee



SCHOOLS CONTEXT

The Opportunity Area hosts a number of primary and secondary education facilities (Fig.15).

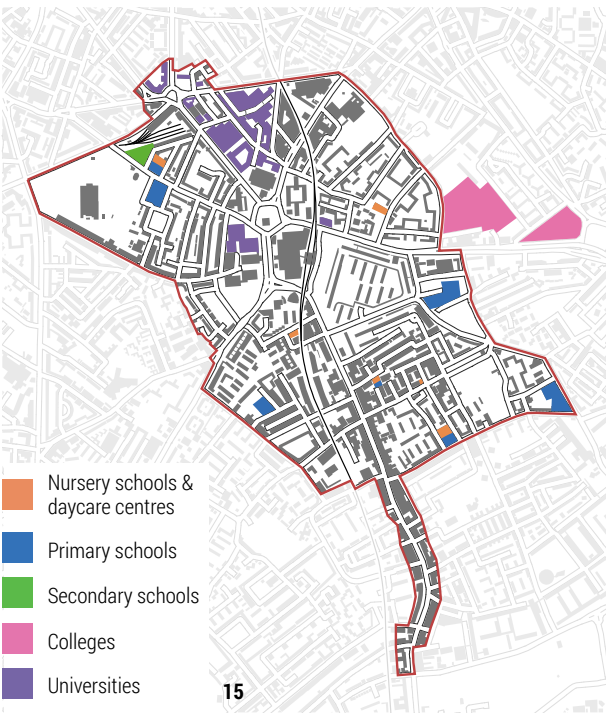
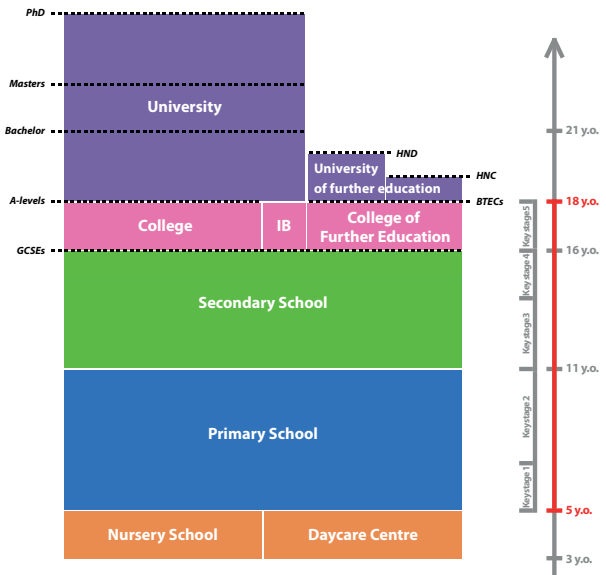
Even though schooling is not compulsory before the age of 5 in the UK, several preschools, nurseries and daycare centres can be found in the area, thus providing the local residents with an alternative to staying home to look after their infants or young children.

There are seven primary schools distributed across the Opportunity Area, which are all state-owned but with varying capacities. Overall, the students are performing well on the annual national, value added indexes (DE, 2012).

Whilst there is one secondary school present within the Opportunity Area, a college is the only educational institution from the key stage framework that is missing, and thus it can be seen as the 'missing link' between secondary school and the two universities. Interestingly, LSBU is in the process of starting up a college and a school in Lambeth (instead of in their immediate neighbourhood).

Notwithstanding, the primary and secondary educational institutions in the Opportunity Area are overall well-performing schools, providing the local children with a good starting point for further learning.

Fig. 14 | Summary of the English educational system
Fig. 15 | Educational facilities located in the Opportunity Area



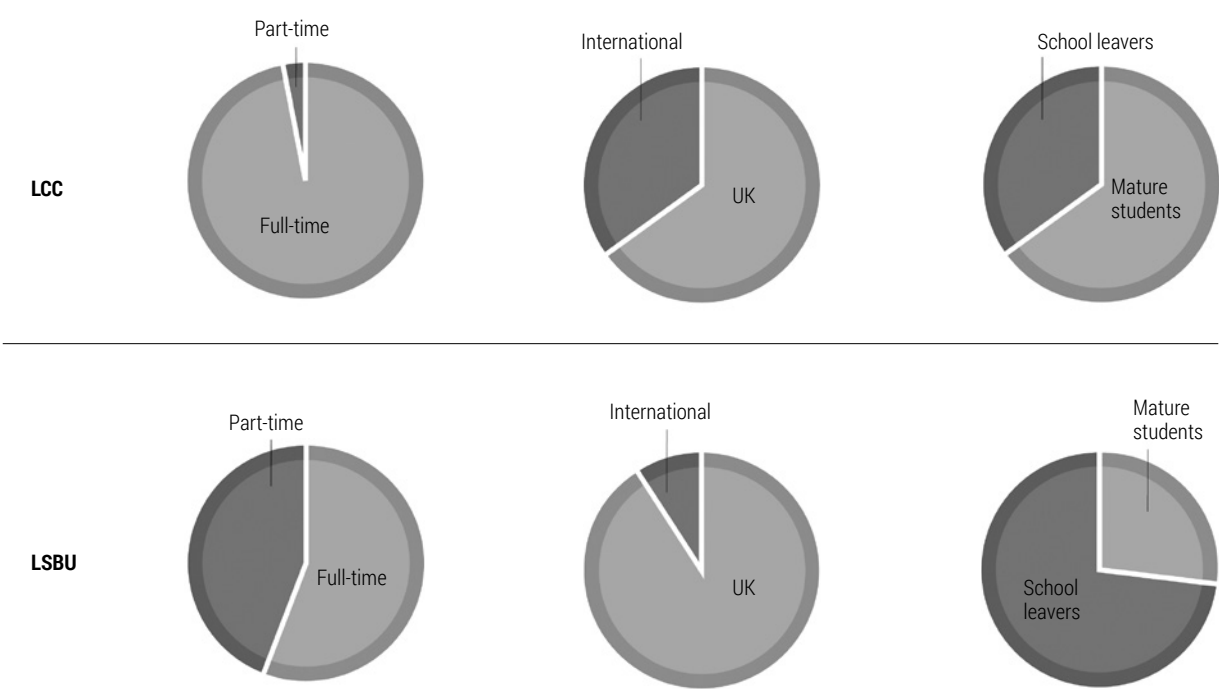
THE UNIVERSITIES

Both London South Bank University (LSBU) and London College of Community (LCC) have established deep roots at Elephant & Castle with long and rich histories, even though they differ in many aspects.

LSBU was founded as a polytechnic, with an original aim to ‘to promote the industrial skill, general knowledge, health and well-being of young men and women’ (LSBU, 2014). The institute was financed using a combination of charitable funding and public donations, and its community-oriented focus, which has been a characteristic of the university throughout its history, continues to influence the university’s curriculum and agenda to this day. LSBU is one of the largest landowners in the area, and with its 25,000 students it is a significant stakeholder at Elephant & Castle.

LLC’s ‘ancestor’ institution was established in 1894 and moved into its current location in 1962. The building was a part of the new master plan for Elephant & Castle developed in the 1960s. LCC has approximately 5,000 students, and is one of six colleges that makes up the University of Arts London. It specialises in media studies, with 60 courses available on design, animation, fashion, journalism and marketing, and attracts international as well as domestic students.

Fig. 16 | LCC and LSBU’s student figures
Source: LCC and LSBU website



WELFARE-TO-WORK PROGRAMMES

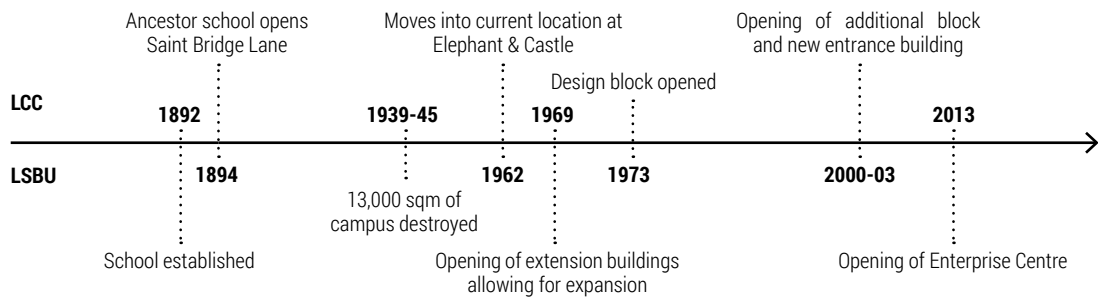
The key programme related to the employment context in Elephant & Castle is the 'Welfare-to-work' scheme. The programme outsources skills training programmes to entities, mainly private and for-profit, based on the assumption that the private sector can deliver services at a lower cost, with more efficiency than the public sector. The programme's government budget for 2011-2016 is £1 billion. The companies are being paid on their performance, receiving up to £13,000 per person they help find employment lasting for more than 6 months.

There are, however, several risks associated with outsourcing skills and training programmes. One concern is that for-profit companies have an incentive to 'cream and park' people on the programme, that is, they might discriminate between people with various levels of employability, thereby neglecting the company's responsibility towards its most vulnerable participants.

Such a target driven framework is also at risk of focusing on short-term outputs rather than long-term resilient outcomes. As a worse case example, commercial provider A4E (who have a branch in Elephant & Castle, Fig.20 - location B) had fabricated their numbers, claiming they had help people get employed in jobs that did not exist or which did not qualify for payment.

These issues, in addition to the poor performance of the 'Welfare-to-work' companies, raise serious questions about whether the current providers are the most appropriate resource to facilitate skills training (Syal, 2012; Urquhart, 2013; Russell, 2014).

Fig. 17 | LCC and LSBU's history
Source: LCC and LSBU website



THE UNIVERSITIES' COMMUNITY ENGAGEMENT

Relating universities to skills training programmes, both LSBU and LCC are engaging with the wider community, but not 'Welfare-to-work'. They have volunteering programmes for students, they hold public lectures and run various programmes involving local residents. This can be seen in figure 20 which maps out the 'Welfare-to-work' providers in the Opportunity Area, along with the universities' local engagements.

LSBU aims to 'continue to be at the forefront of the access and widening participation agenda' and to 'ensure that (LSBU is) adequately equipped to meet the diverse needs and aspirations of staff, students and the wider community' (LSBU, 2011:1-2). In the context of university engagement, widening participation is the most developed practice and policy and LSBU is leading in the UK when it comes to creating opportunities for students from less advantaged backgrounds. Currently LSBU work closely with 18 local schools. The university also runs programmes in the local area such as the enterprise centre, and a law clinic that offers legal advice to local residents.

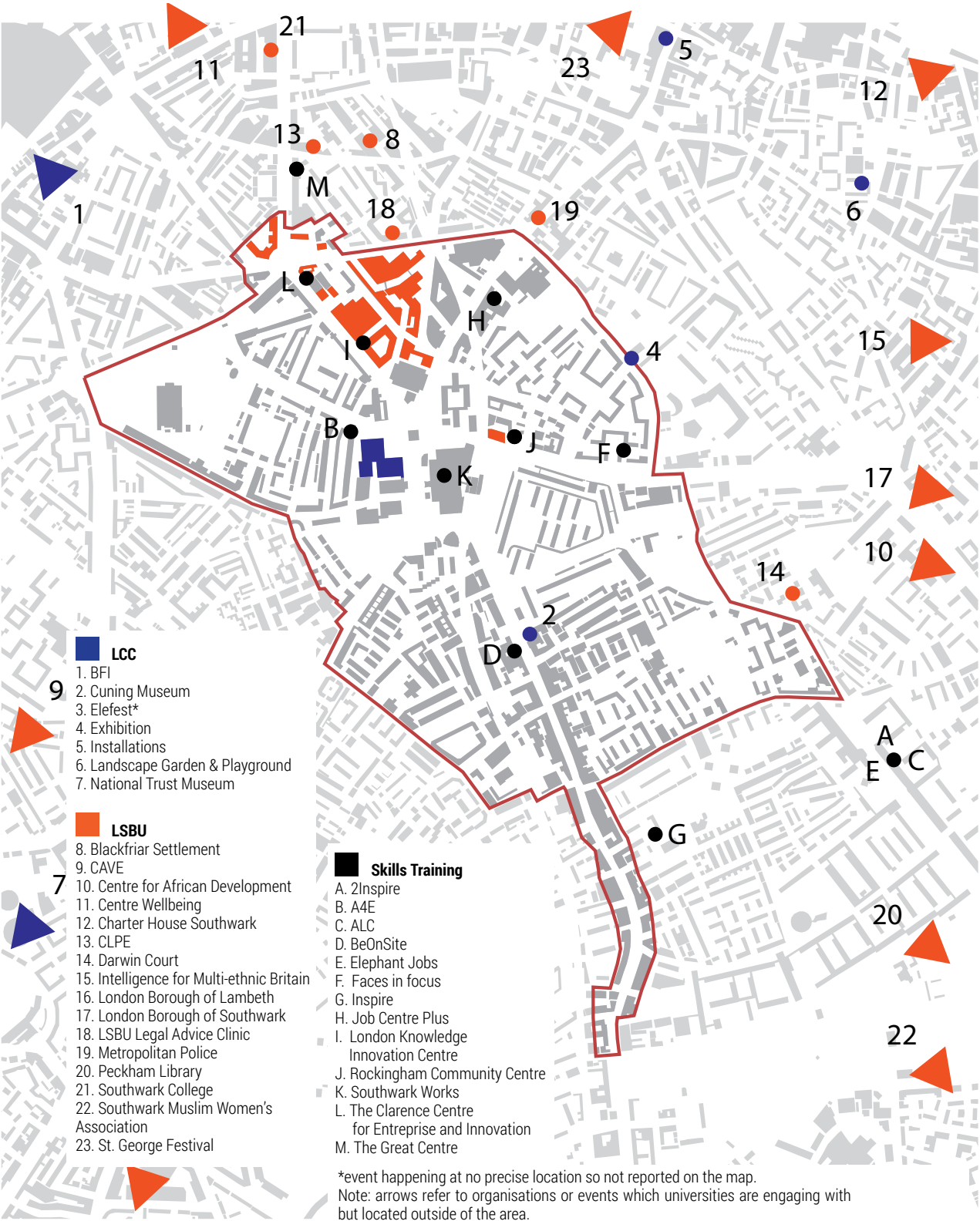
LCC aims to 'build on its role as a leader in widening participation' (LCC, 2010:16). The university is working with the local community first and foremost in the form of exhibitions and installations held on campus or in the local area. For example, LCC is involved with the yearly festival 'Elefest'. Furthermore, some students are currently working with Lend Lease to create a wayfinding programme for the Elephant & Castle.

However, both universities mostly engage with community organisations located outside of the Opportunity Area, as is illustrated in figure 20. The figure is based on information of current community engagement for both universities, but is not exhaustive. Nevertheless, it gives a sense of the work the universities are doing, and identifies the limited collaboration with organisations within the Opportunity Area.

Fig. 18 | LSBU's campus entrance
Fig. 19 | LCC's main building



Fig. 20 | Community resources, skills training providers & universities' engagement



MAPPING OBSERVATIONS

In order to better understand how people use and move through the space, we employed two different observational methodologies based on Jan Gehl's work (Gehl and Svarre, 2013). In the first exercise we observed the activities people are engaging with at 5 different locations in and around the roundabout. The activities were measured along a continuum moving from more necessary, i.e. functional activities, to more optional, i.e. mostly recreation. We also distinguished between 'social' activities and activities carried out alone. In order to minimise any possible bias the exercise was conducted at three different times of the day and repeated across 3 weekdays, leading to approximately 5,000 individual observations.

The results demonstrate that all locations are predominantly transitory, with few activities beyond transit being reported.

However, although there was a substantial amount of people in transit at all times of the day, the ratio of social transit varied: at lunchtime, half of the transit was in groups; this strongly contrasts with the morning trend, which constitutes only 14% of overall transit (see figures 23 and 24).

Because this exercise involves counting people standing in or passing through a specific area, density trends can also be determined. The two edges by the tube stations have particularly high density. Our research supports existing data showing that Elephant & Castle's northern roundabout, and its proposed peninsularisation, is characterised by transit. TfL counts 14,000 pedestrians, in addition to over 15,500 buses, 1,700 cyclists and 3,800 cars passing through the roundabout on a weekday, making it one of the busiest transit hubs in London (Williams, 2012).

Fig. 21 | Worksheet with obtained results on necessary and optional activities

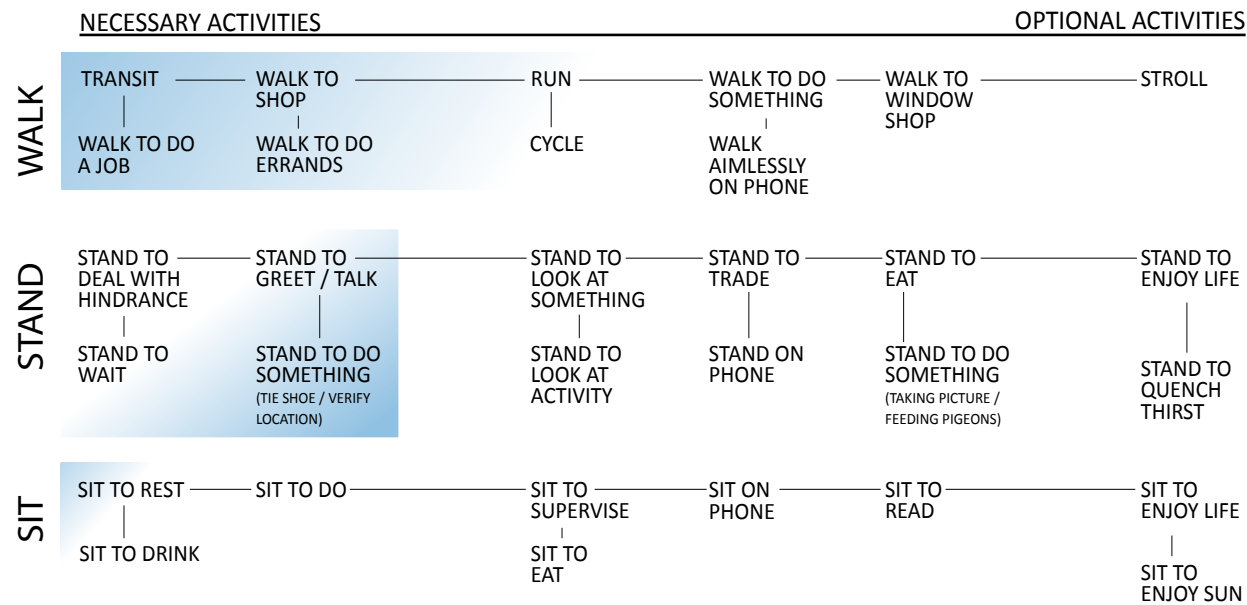
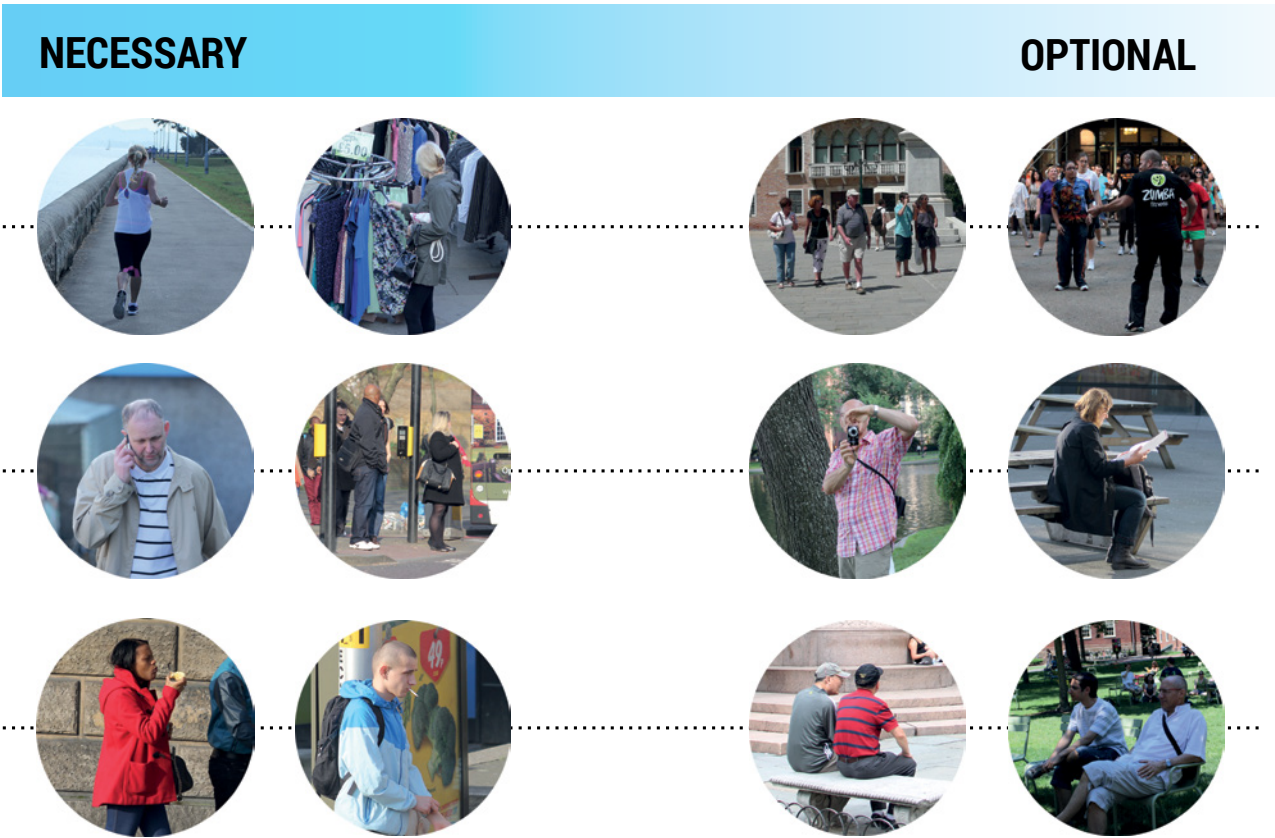
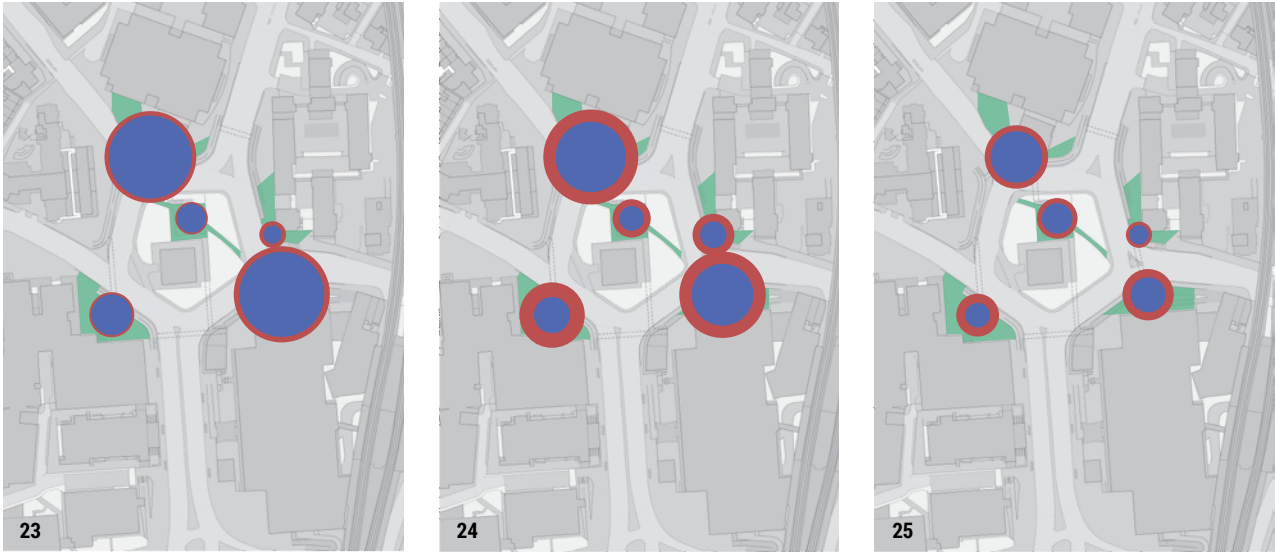


Fig. 22 | Necessary and optional activities



KEY
Social Activity
Individual Activity

Fig. 23 | Transit in the morning
Fig. 24 | Transit at lunchtime
Fig. 25 | Transit in the evening



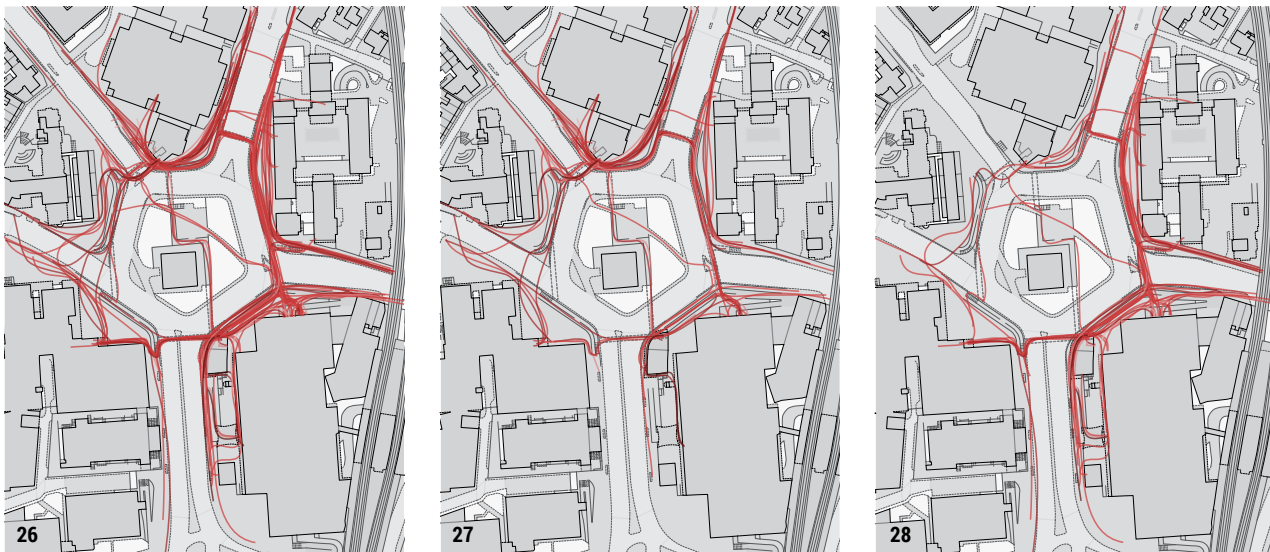
TRACKING

Having observed that most people transit rather than spend time in the area, we looked at how people move through the space. This second exercise consisted of tracking people for up to 3 minutes. Their movement patterns and speed were mapped at one-minute intervals, which allowed for their average speed to be calculated. We made approximately 120 observations over two days and two different times of the day, which are shown on figure 26. The colours of the trajectories vary according to a 5-colour scale, where faster speeds have corresponding darker colour.

'Tracked people' were not part of a representative selection, nor sufficient in number relative to the overall walking population. Therefore this survey is not quantitative, but provides a qualitative suggestion of trends in transit. As with the activity observations, the tube station edges are the most crowded and figures 27 and 28 show that morning and lunchtime trends differ. People tend to locate on the north of the roundabout in the morning and move towards the south at lunchtime.

What we take from this research is that there is a nuanced transitory population in Elephant & Castle that overwhelms any other uses. The subways and lack of pedestrian crossing leads to a hostile environment that encourages people to move through the space as fast as possible. Establishing how to engage this population is key.

Fig. 26 | Overall tracking
Fig. 27 | Tracking in the morning
Fig. 28 | Tracking at lunchtime



ISSUE SUMMATION /
INTERVIEW ANALYSIS

With a predominantly quantitative understanding of the socio-spatial context of the sites established, a more qualitative understanding was gained by speaking to key stakeholders in the Elephant & Castle involved in higher education and other social programmes. What follows is the product of 15 interviews, each around an hour in length, with a diverse range of people, supplemented with many more casual conversations and exchanges. Questions were informed by our demographic research and spatial observations. Simply put, we asked individuals how they related to each of the two issues, one being social, the other spatial. Questions were framed around the disparity in deprivation and skills in the area, along with the narrative of a significant development and new piece of public realm that will be coming. Building from our initial questions, the conversation was guided by whether the interviewee saw opportunities, risks or 'roadblocks' to engaging with the ascribed issues. The interviewees range around Estate Managers, students, community programme workers, and a bingo hall employee, to name just a few.

These interviews inform the thinking behind our project. In order to guide the conceptualisation of the issues and the following project, figure 30 locates some of the most valuable and important issues raised by all the research on an axis, ranging from the positive 'opportunity' to negative, restrictive 'risk'. The positions are informed in tandem by how interviewees spoke about the issue, and by how the interviewers/observers placed the issues within the wider context of socio-spatial design. This provides a framework for understanding and an opportunity to give priority to those topics which offer most potential or greatest risks to the Elephant & Castle.

What follows is a detailing of just four of these issues to give a foundation of understanding for the Castle proposal. All the issues conceptualised were debated and developed, however these four topics highlight some of the key considerations, as well as touching upon many of the other points.

Fig. 29 | Different walking speeds

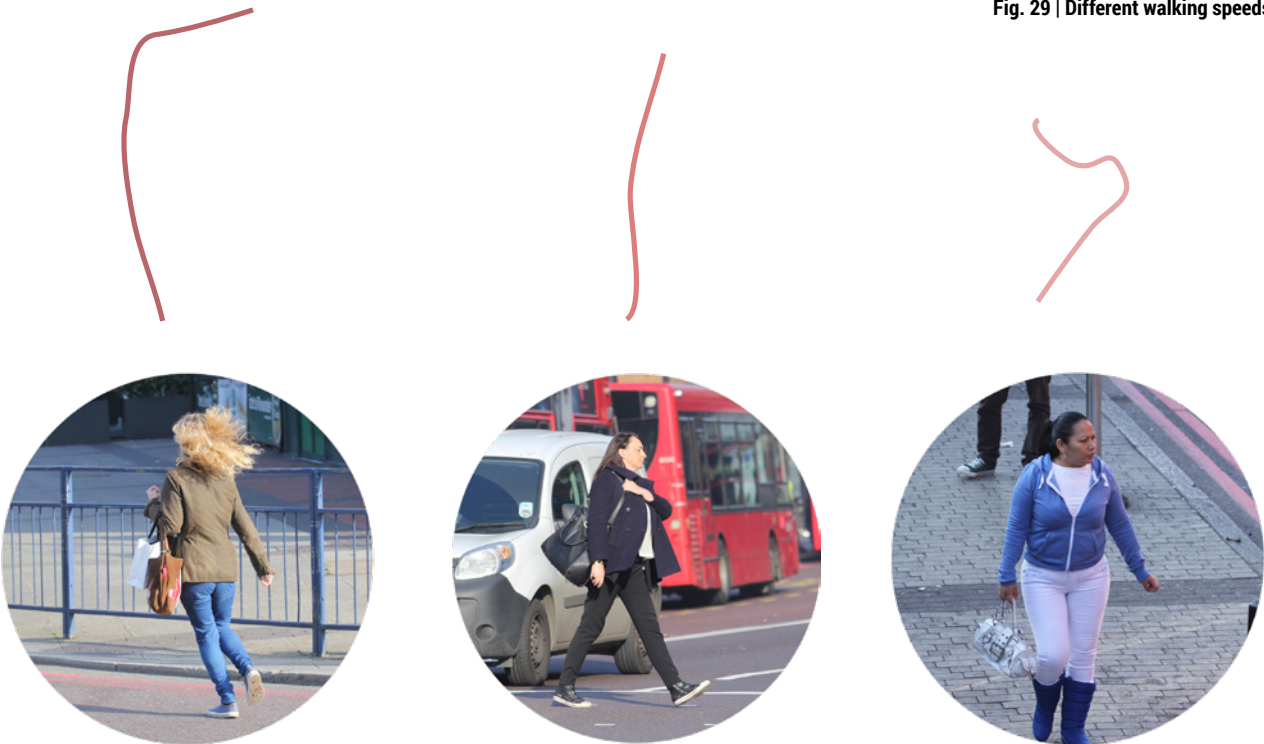




Fig. 30 | Risks / Opportunities Matrix

LACK OF VISION

A distinct lack of vision was raised by the management at both universities as a significant roadblock to engaging with new opportunities. This did not necessarily reflect the position of the interviewees themselves but that of higher management, especially when asked about how potential value created by new projects is accounted for. Overcoming the narrow focus on financial return on projects is crucial in order to encourage management and stakeholders at all levels within the universities to engage with wider social issues in the area. Our finding is thus that value frameworks are key to encourage greater vision: without a better insight into the social value universities generate, we miss an important opportunity to achieve more with less (Kelly and McNicoll, 2011).

We don't consider social values when making investment decisions [...] There isn't much appetite for risk in senior leadership. (University Management Interviewee, 2014)

There are a number of frameworks that attempt to expand the definitions of value, and hence support the wider vision of a project. Going beyond simply financial considerations in the assessment of programmes and policies, cost-benefit analysis, or triple-bottom-line considerations are examples of how social value can be brought into consideration. Integral to this is the identification of 'outcomes' over and above 'outputs'; where outputs tell what has occurred, outcomes relate to the wider change enacted by a project. There is a great deal of social value that the universities already bring to their wider community, as shown on previous pages, even if those communities are not located in the immediate neighbourhood. When considering a new and original project, a social return on investment (SROI) model would help guide university management towards supporting a vision. The New Economics Foundation (NEF) set out the case for SROI in their 2008 report 'Hitting the Target, Missing the Point'. Here, against the backdrop of increasing inequalities in the UK irrespective of investment and development, a change in what is measured is advocated.

By 'measuring what matters', a SROI model goes beyond a triple bottom line framework to attempt to measure and value things that really matter to people.

There's not much emphasis on social value, but we do see it as important. (Southwark Council Interviewee, 2014)

In Elephant & Castle, when considering any new master plan, four key elements would have to be evaluated in order to ensure that the right things are measured, each having been absent from any previous master plan or development over previous decades. (1) Engage stakeholders at all levels to establish a theory of change. This goes beyond the traditional statutory commitment to consult. 'People-centric' indicators of what change is wanted and needed helps incorporate social considerations into the conception, operation and evaluation of developments. (2) Data collection to support outcome and impact arguments, so that 'outcomes' can be differentiated over 'outputs' in both design and operation. (3) Building a SROI model to inform development proposals alongside financial models. (4) Report and respond to measurement data. Developments are a process of accretion, to differing extents. Returning to SROI measurements and allowing them to inform the development process, much in the same way changes in financial conditions would traditionally affect a development, help social outcomes gain support and resilience.

There needs to be a bridge between the 'narrative of value' when thinking about people's vision for a project, and a hard quantitative valuation framework. By making visible and measurable those things that are not usually evaluated but essential to the resilience of a resource, a vision would be made more palatable to key stakeholders.

VISIBILITY

Findings from our interviews suggested that everyone wants more visibility; students want exposure, universities want to raise their profile, community programmes want to be seen, rather than tucked away in cheap sites off the beaten track. The space defined by the large gyratory road system and the Faraday memorial that dominates Elephant & Castle has always been highly viable. This is seen in the prevalence of large scale dynamic advertisement screens around the space. With this space becoming a new piece of public realm, it will not lose any of this visibility, and instead can lend visibility as a resource to those stakeholders who engage with it. In September 2012, the Joseph Rowntree Foundation published a report looking at how universities can reach out and develop effective and mutually beneficial relationships with disadvantaged communities. It nuances the ideas of access and visibility by emphasising the outsider's perspective:

While universities may seem open and accessible to those within them, the reality is that they often seem closed and mystifying, even intimidating, to those outside them. Universities need to establish a clear point of entry, a 'front door' for communities. (Robinson et al., 2012:45)

Our proposal would suggest that this 'front door' should be conceptualised both spatially and programmatically. Spatially the universities are on edge, or hidden away from the hub of activity that is Elephant & Castle. Programmatically the socially valuable engagements that are currently facilitated by the universities and other community stakeholders, are played out very much behind closed doors. We would advocate this being inverted.

Fig. 31 | Elephant & Castle Shopping Centre ready for redevelopment
Fig. 32 | LCC Students



FINANCIAL CONSIDERATIONS

Increased visibility and programmatic exposure would require a built-form, which in-turn would have to be paid for. Social returns on investment are not easily monetised and in some cases actively prohibit monetisation. However financial consideration was cited by universities, community workers and the local authority as a key challenge to engaging with social issues and public realm developments, particularly when universities find it difficult to undertake activities outside their core business (Robinson et al, 2012).

Section 106 agreements, and more recently the establishment of the Community Infrastructure Levy (CIL), provide a way for the Mayor of London and Local Authorities to raise funds from developers undertaking new building projects in an area. The Elephant & Castle Opportunity Area is facilitating a multitude of developments and the CIL is particularly valuable in this case. Where Section 106 is only levied on an average of 6% of developments on average nationally, CIL will be gained from all but the smallest of developments (DCLG, 2011). The current coalition government's ambition is that CIL money would be spent on projects defined by local plans, as part of the Localism Act framework. However, in the absence of any local plan being established for the Elephant & Castle Opportunity Area, there remains a need for a focus for it to be spent on.

It is important to get a plan in place, before development applications are made, otherwise Section 106 money can be squandered. (Stephen Witherford, Witherford Watson Mann Architects, 2014)

Section 106 and CIL is a well established framework for financing aspects of certain developments that are important to a community. Social housing as a product of Section 106 on residential developments is already present in Elephant & Castle. TfL's master plan for the redevelopment of their tube station and creation of a new public realm space in Elephant & Castle is predicated on CIL money.

These large scale infrastructure uses are familiar, tried and tested. However use of CIL money by stakeholders involved in social programmes is more piecemeal and smaller in scale. Our suggestion would be to introduce universities as stakeholders in a built-form with a social purpose, which would help lend weight to such a proposal. In this way it would be considered a secure and valuable use of CIL money, more comparable with traditional infrastructure.

When considering programmatic ways a university resource could address social issues, our research points towards skills training as an opportunity for monetisation. The demographic research and employment context illustrated skills training and 'Welfare-to-work' as key national programmes that correlate with the universities' (LSBU in particular) stated agendas to engage with communities and widen participation. Skills training programmes are already being facilitated in the area in a disparate and disconnected way. For example, A4E, discussed in the 'Welfare-to-work' section as a problematic provider of skills training, has a branch within the Opportunity Area. A 'non-profit' example is Southwark Works, run by Southwark Council and based within the existing shopping centre, which provides a range of support for job seekers including volunteering and skills training. However, many of the programmes suffer from a lack of space and support resources, being isolated in their task.

The numerous ways that universities engage with wider communities is to be commended and propagated. Expanding on this, we propose that the universities in the Elephant & Castle Opportunity Area are ideally placed to support, and even engage with, these skills training programmes. The 'Welfare-to-work' scheme offers a clear way to monetise such an engagement in the same way it does for private entities such as A4E. The universities have space and the support infrastructure to share with a non-profit provider, making the programme more resilient.

SENSE OF PLACE

Our interviews and discussions with students highlighted 'sense of place' as being something that was lacking in the area but prevalent in their minds. The opportunities and value to be gained by successfully curating a sense of place for a new public realm was at the forefront of the thinking of both the Local Authority and TfL.

Our vision for the square; we want to turn it into a public space, where people dwell. (TfL interviewee, 2014)

The social result of an absence of sense of place can be illustrated by the story of an LSBU graduate who has set up a youth skills programme in his home town of Dartford. Despite the fact he may have spent 3 years of his life in Elephant & Castle and that there may be a desperate need for his skills in the neighbourhood, he does not have a personal geography that encourages him to apply these skills to the immediate neighbourhood.

You cry when you first arrive at Elephant & Castle. But then you cry when you graduate and it's time to leave [...] The organisations we'd look to work for don't have a place in the area. (LCC Student, 2014)

Whilst the return to familiar personal geographies is to be expected, our findings suggest that if there was a built-form and programmatic mechanisms to help create a sense of place, then there would be a potential reason, and enthusiasm for, engagement and sharing of resources locally.

THE WITHERFORD WATSON MANN AND TFL MASTER PLAN

All the issues detailed above were in the context of a proposed new master plan. The plan was first conceptualised by Southwark Council in 2004 (Fig.33) and 10 years later, on the 12th of March 2014, TfL launched a consultation on the 'peninsularisation' of the gyratory system, looking towards its construction within the decade. The design addresses the basic spatial structure of this space.

We did consider social value as both something of great value and something to try and find continuity for [...] We also made it clear that the energy and ideas of the students had to find public expression in the new public spaces. I would say these existing education institutions are critical to the future of the Elephant [...] Our tactic on the established social value at the Elephant is to incorporate it in our thinking and narrative, and at a certain point in the project, to bring it to the fore. (Stephen Witherford, Witherford Watson Mann Architects, 2014)

Witherford Watson Mann Architects have been consulted by TfL in the development of this current proposal. However, the social aspects of the predominantly infrastructure based masterplan have not yet come to the fore. While these propositions are aesthetically pleasing, they lack the ability to substantially change the social dynamic of the space.

THE PREDICTED RESULT

Pedestrian patterns in the existing Elephant & Castle roundabout have revealed high concentrations of traffic circulating on the outer perimeter. These patterns also show movement through a convoluted tunnel scheme connecting key locations around the edges. With the implementation of a new TfL master plan, we predict that pedestrians will move easily through the centre of the roundabout but they will not be given a reason to slow down or spend any time there (Fig. 35). If the goal, as has been stated by TfL and within the Southwark Supplementary Planning Document (SPD), is to create a more pleasant town centre and give the area a greater sense of place, people must desire to spend time there, not just transit through.

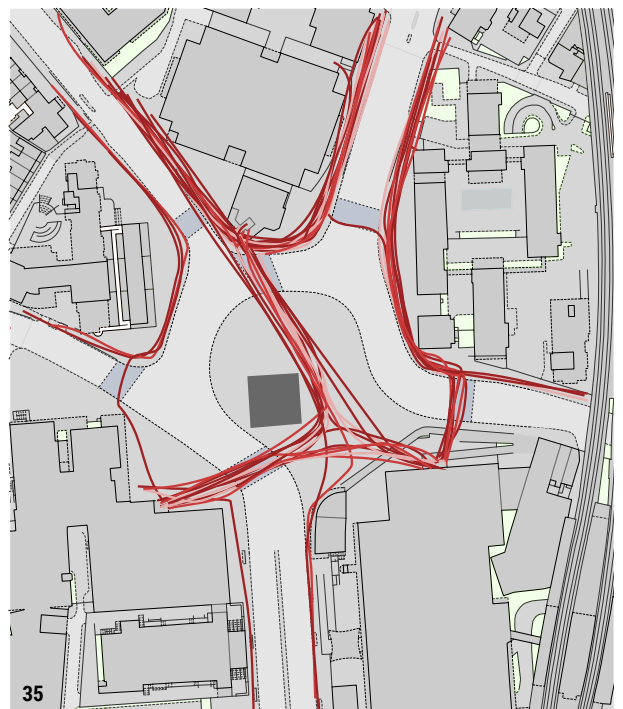
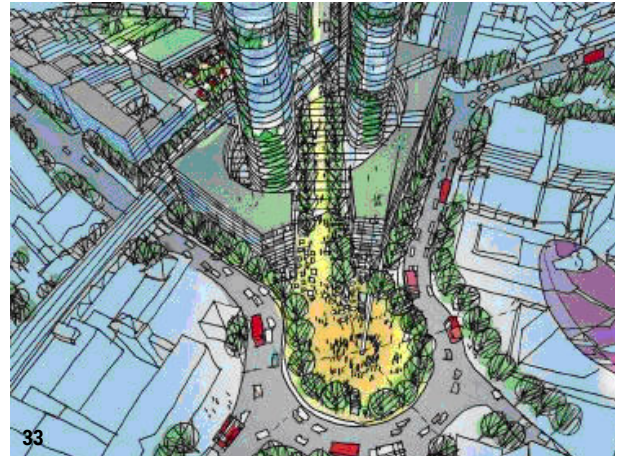


Fig. 33 | 2004 Master plan
Source: www.london-se1.co.uk
Fig. 34 | 2014 TfL Master plan
Source: TfL, 2014
Fig. 35 | Predicted flows in the 2014 TfL Master plan

INTERVENTION

To address this spatial issue and also respond to the social concerns we have presented, our intervention aims to slow down pedestrian movement and encourage participation in a new public realm that will activate the space. This can happen by incorporating new features throughout the site such as an amphitheatre, a kid friendly fountain and digital screens. The primary method, however, is through the Castle, a new built form in the centre of the square directly adjacent to the Faraday Memorial.

The name given to this structure is both a reference to its location and a symbol of resilience, a quality that Elephant & Castle has lacked over the years. Similarly, the design plays off the structural form of the Faraday Memorial, a rigid piece of transportation infrastructure that has been a landmark in the Elephant & Castle since 1961. The Castle stands as its social counterpoint, acting as a resilient piece of social infrastructure. Thus, the Castle is not merely another community building but a social resource that directly addresses the needs of its immediate and greater context.

Fig. 36 | Intervention site plan

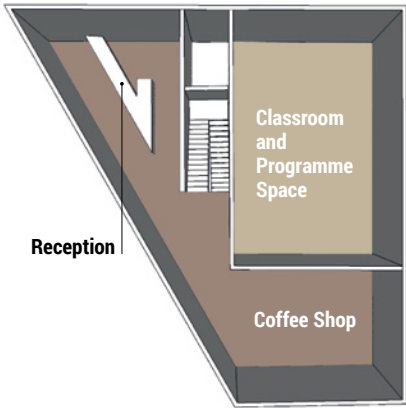
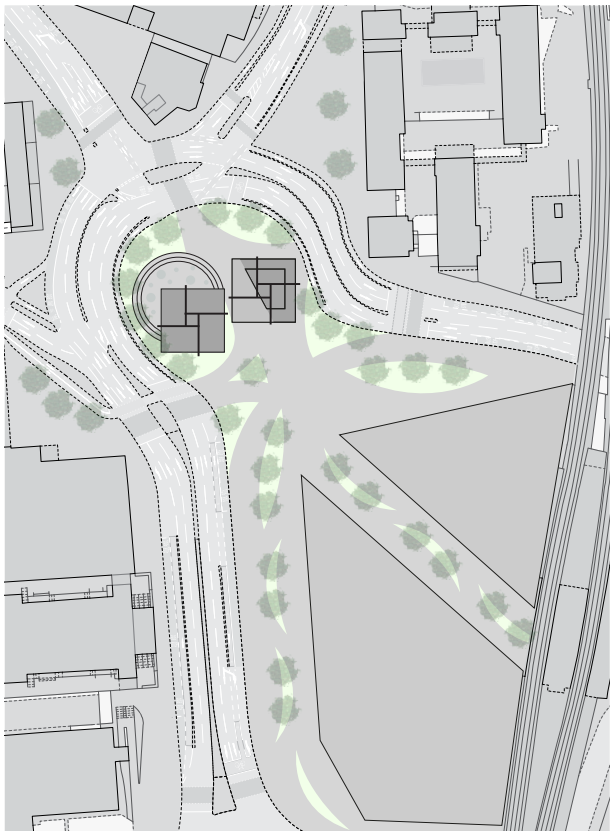


Fig. 37 | Castle Floor Plan - 1st floor

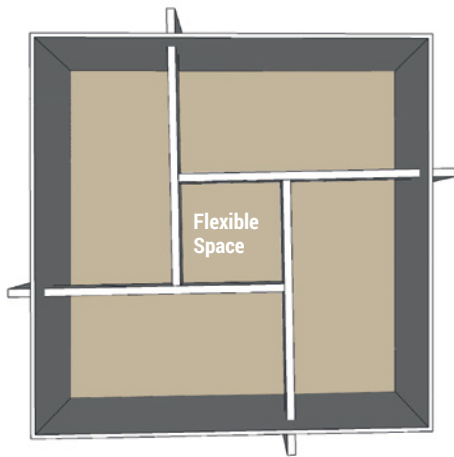


Fig. 38 | Castle Floor Plan - 2nd floor

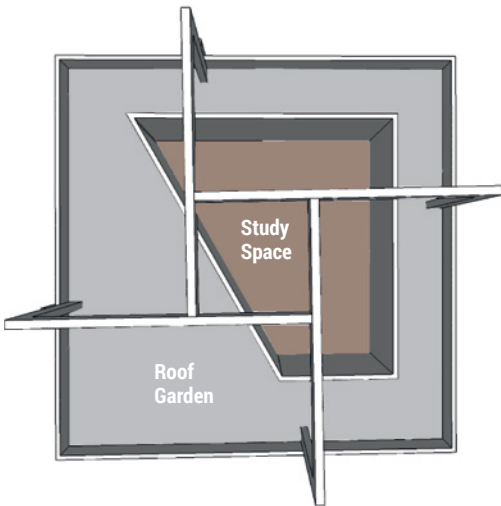


Fig. 39 | Castle Floor Plan - 3rd floor

With findings showing that skills training centres in the area lack space, have insufficient visibility to those that often need their services and do not interact or share resources with other organisations, the Castle provides a platform for this to take place. Additionally, with LCC and LSBU also lacking visibility and remaining insular within their campus, this proposal invites them to integrate spatially and programmatically with the new public realm.

The universities and the social organisations already have programmes that they operate within their sites. By weaving select activities into the programmatic structure of the Castle, these resources are given space to grow, new found visibility to connect with a wider segment of the population and the ability to connect and share resources with other organisations. To enable a diverse array of programmes to take place, the Castle must offer spaces that can accommodate multiple activities at any given time. Therefore, our proposal provides a model that can be implemented at different scales, allowing for greater flexibility, adaptability and resilience.

At the smallest scale this is a single story building with a reception area that provides information to the public, such as university and skills training opportunities, thus creating a constant presence and fostering a 'front door' open atmosphere. This small scale will also offer a flexible space and a coffee shop, facilitating a variety of programmes that will provide an initial funding stream and encourage congregation and discourse among area residents. Larger scales would allow for additional programmatic features over additional floors. A second floor would offer flexible walls so it can function as an open space or cordoned off areas where various programmes can take place at one time. A study space that overlooks a rooftop garden would be located on the third floor. This space gives those participating in Castle activities a place to read, study and apply what they have learned through the Castle programmes, including tasks such as writing a resume or applying for jobs. The rooftop garden would offer a platform for vegetable gardening and healthy living classes.

Fig. 40 | 2014 TfL Master plan design montage

Fig. 41 | Large scale Castle design montage

Fig. 42 | Small scale Castle design montage



OWNERSHIP:

Land and Building owned by TFL:

- expressed a wish to develop more of their land holdings, will increase the value of their land.
- strengthen their relationship to local actors.

Built Form:

- Flexible room structure to allow for different activities.
- Multiple floors including roof-garden.

MANAGEMENT:

The Castle Social Joint Venture - TFL / LCC / LSBU

Tripartite Management

- Overseeing programmatic organisation & ongoing maintenance.
- 2 Dedicated staff:
- Place Manager - Engaging with programmatic stakeholders.
- Public Manager - Engaging with public stakeholders.

PROGRAMMATIC:

Uses:

- Skills Training (LSBU / Southwark)
- Learning area (LSBU)
- Roof-garden (Charity)
- Cafe (Castle JV)
- Digital Displays (Castle JV)
- Student Exhibition (LCC)
- Exercise Classes (LSBU)
- Law Clinic (LSBU)
- Film Club (LCC)
- Career Fairs (LCC & LSBU)
- Bingo (Charity)
- And many more...

Initial Funding:

- **Community Infrastructure Levy**

Scaled development & resulting funding budget from surrounding developments.

Management/Maintenance Funding:

- Revenue from rent
- Revenue from cafe
- Revenue from digital advertising

Funding:

- 'Welfare-to-Work' revenue from 'Southbank Works' programme
- Revenue from rent
- Revenue from cafe
- Revenue from digital advertising

Key:

- Original proposal
- Existing items/issues to include

Fig. 43 | Organisational diagram

Given the high level of development around Elephant & Castle, the Community Infrastructure Levy offers a viable source of funding for the construction of the Castle. Our flexible model can be modified according to the level of CIL funding available, rather than being locked into a particular scale.

The programmatic elements would also be scalable. For example, incorporating a provider such as Southwark Works with LSBU would be key a positive sharing of resources and resilience that is both monetisable and scalable. Further possible programmatic activities are suggested in figures 43 and 44.

Since the land is owned by TfL, we argue that they are best suited to continue in this role by also owning, maintaining and managing the Castle. This would aid their ambition to diversify uses of their land. It would further provide a viable platform for a new joint venture between TfL, LCC and LSBU who would share management responsibilities of the Castle. This tripartite management structure corresponds with an LSBU development manager's sentiment that such a role would complement their goals and fit their existing responsibilities. Additionally, it gives TfL an opportunity to enhance a reputation tarnished by past, highly criticised joint ventures such as the Earl's Court Exhibition with developer Capital and Counties (CAPCO).

This management between these three entities could allocate an employee to the Castle as a Place Manager, responsible for co-ordinating and engaging with the programmatic stakeholders. The management can be scaled and if the revenue is sufficient a second employee, a Public Manager, could be hired to engage with the public stakeholders and those who participate in and benefit from those organisations and their programmes.

As a vision and framework, this project sets out a starting point to engage a diverse educational resource in a public realm development. The vibrant city space that is intended will not be possible if the focus continues to centre around the physical; a turn to the resilient education resource in Elephant & Castle offers a new and exciting path for the development.



Fig. 44 | Programmatic events for the Castle

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