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# SEVENOAKS TOWN CENTRE & ST. JOHN'S HILL MASTERPLANS TENDER



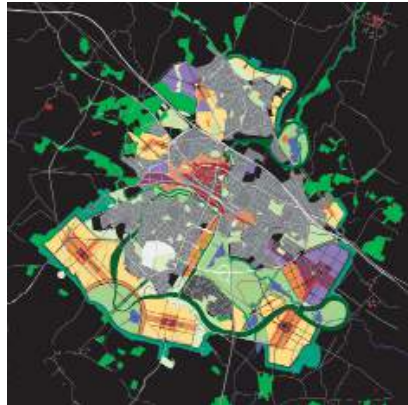
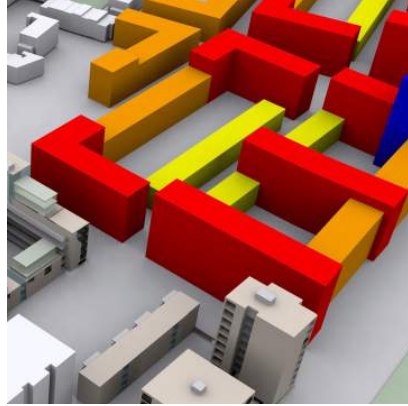
THE CLIENT:  
SEVENOAKS TOWN COUNCIL

PROJECT CONTACT:  
HUGO NOWELL

TEAM:  
URBAN INITIATIVES STUDIO  
URBAN MOVEMENT

DATE:  
21/02/2024

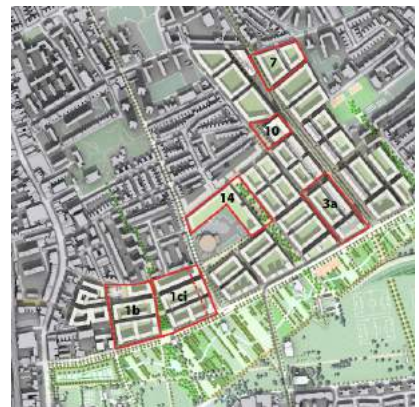
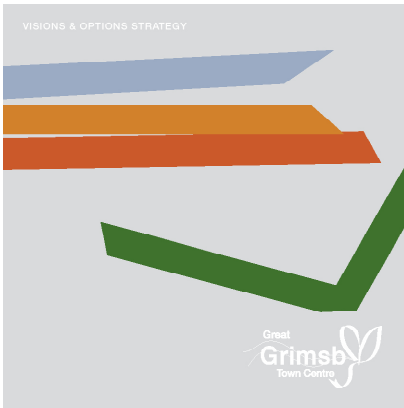
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# EXECUTIVE SUMMARY

**URBAN INITIATIVES STUDIO is delighted to submit this Proposal to prepare a town centre masterplan for Sevenoaks Town Centre and St. John's Hill Neighbourhood Centre.**

Our proposal sets out how we will engage with stakeholders and the wider community to prepare plans that will shape the agenda, help to inform future decision making and guide development and investment in the town. In particular the masterplans will provide design guidance for sites, explore opportunities to improve the walking and cycling environment, reduce the impacts of traffic and develop the spatial aspects of the cultural strategy.

The masterplans will build on the vision and objectives set out in the Neighbourhood Plan and critically they will provide spatial plans for these two areas that shows how delivering against the neighbourhood plan and masterplan objectives can shape a successful future.

## **Our Team**

**Urban Initiatives Studio (UIS)** have considerable experience in preparing town centre masterplans and an excellent understanding of Sevenoaks from our work preparing the Neighbourhood Plan. We will provide urban design and planning expertise and also lead the project management and consultation and engagement aspects of the commission.

UIS will be supported by award-winning transport and urban design practice **Urban Movement (UM)** who will provide transport and public realm design expertise. UIS have worked with UM on numerous commissions over the last decade including town centre masterplans for Slough, Aylesbury, Woolwich and Loughborough and the A23 Corridor Design Code.

The Urban Initiatives Studio Team will be led by **Hugo Nowell**, Director. Hugo is an urban designer and landscape architect with considerable experience preparing town centre masterplans and design guidance including for Aylesbury, Loughborough, Slough, Basingstoke, Mid Sussex and Redhill. Hugo knows Sevenoaks well from his work in North Sevenoaks and on the Neighbourhood Plan for the town.

Hugo will be supported by fellow director **Matthias Wunderlich** and by **Ross O'Ceallaigh** (senior urban design and planning consultant) who will help in report drafting and **Subham Banerjee** (urban design consultant) who will prepare drawings and analysis. The UM team will be led by **Oliver Davey** an accomplished traffic engineer and by Assistant Landscape Architect **Catanya Anderson**.

All team members are committed to working together in a collaborative and inclusive way.

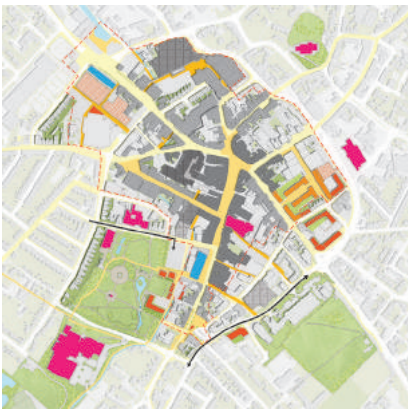
## **Our Experience**

Urban Initiatives Studio has considerable expertise and experience in developing deliverable masterplans for town centres similar to Sevenoaks. In recent years we have prepared town centre masterplans for Aylesbury, Woolwich, Dovercourt, Loughborough, Dorking, Basingstoke, Grays, Feltham, Alton, Romford and Norwich. We have worked with Urban Movement on many of these commissions and value their creative contribution to the design process.

## **Our Proposal**

This tender sets out our proposed approach and methodology to deliver the requirements set out in the brief. It provides:

- 01 - A step by step **METHODOLOGY** for carrying out the commission;
- 02 - A project **PROGRAMME** for delivering the commission
- 03 - Our **TEAM** for delivering the project including CV's; and
- 04 - Our **EXPERIENCE** of similar work.



# 01 METHODOLOGY

## THE CHANGING ROLES OF TOWN CENTRES

In recent years there has been a substantial change in the retail environment across the country with a significant growth in online shopping and a reduction in people visiting local high streets. This has had a profound impact on town and city centres nationwide with well-known high street retailers disappearing and many town centres experiencing high levels of vacancy and decline.

The Covid pandemic has accelerated this process and also brought about a change in the way that people work with a realisation for many people that working from home is a realistic and preferable option. This changes patterns of behaviour with some centres benefiting from additional footfall from those staying at home and others losing custom.

The future requirements for office accommodation in town centres is unclear but what is becoming apparent is that towns and cities that offer a more diverse or distinctive town centre offer are more resilient to these changes.

The success of a town centre is dependant on many interrelated factors. Successful town centres provide an environment where people want to be; providing an offer and experience that delivers much more than the functional opportunity to carry out day-to-day tasks.

## SEVENOAKS AND ST. JOHN'S HILL

Sevenoaks has many strengths that can allow it to prosper in the future including an attractive and compact historic centre, a relatively wealthy catchment population and a number of cultural assets within or close to the centre. Shop vacancy levels have increased a little in recent years but are still well below national averages.

However traffic passing through the centre impacts on its attractiveness and on the quality of the pedestrian experience. Some of Sevenoaks assets are poorly connected to one another and others, notably Knole Park, are hidden from view despite their spatial proximity. The public realm in parts of the centre is tired and in need of renewal and there are vacant sites that undermine the attractiveness of the centre.

The smaller centre on St. John's Hill to the north of the town centre provides local facilities close to Bat and Ball station and Sevenoaks Hospital. Traffic queuing towards the Bat and Ball junction has a profound impact on this centre.

The Neighbourhood Plan adopted last year sets out a long-term vision for Sevenoaks Town through a series of Objectives, Policies and Aims. It also identifies additional strands of work that should be progressed to help to deliver on these objectives. This includes providing design guidance for potential sites, exploring opportunities to improve the walking and cycling environment, reducing the impacts of traffic and developing the spatial aspects of the cultural strategy.

## **ROLE OF THE MASTERPLANS**

The Sevenoaks Town Centre and St. John's Hill Neighbourhood Centre masterplans will build on the Neighbourhood Plan but critically they will provide spatial plans for these two areas that show how delivering against the masterplan objectives can shape a successful future.

The plans must be developed through a process that engages with stakeholders and the community so that they help to shape the plan and get excited about the opportunities and contribute to delivering positive change in both centres. Through the plans preparation different options will be tested including introducing one way working on High Street and London Road and these ideas will be discussed and debated.

Fundamentally the plans will shape the agenda, help to inform future decision making and guide development and investment in the town.

## **DEFINING AND APPLYING A CLEAR OVERALL METHODOLOGY**

Getting the methodology right is essential to the overall success of the project. It will ensure that our recommendations are grounded in reality, built on consensus and ultimately deliverable.

We have structured our methodology for delivering the Sevenoaks Town Centre masterplan in four workstages:

- Workstage 1: Baseline, Vision and Early Engagement;
- Workstage 2: Prepare Concept Masterplan;
- Workstage 3: Draft Masterplan and Public Engagement; and
- Workstage 4: Final Masterplan and Launch.

The methodology is both rigorous and robust allowing for regular engagement and input from the Town Council, District Council, other stakeholders and the wider public.

A task by task methodology for each workstage is set out on the following pages. For each task we have identified who will be involved and the outputs of the task.

## WORKSTAGE ONE: BASELINE, VISION AND EARLY ENGAGEMENT

### TASK 1.1: INCEPTION AND INFORMATION GATHERING

The Inception Meeting will kick start the project and provide an important opportunity to clarify the core details of the appointment. This will include agreement of the brief, work programme (including dates for future meetings), contract details, milestone dates, the invoice schedule and reporting procedures.

We already have access to digital mapping (OS mapping) and have most of the relevant policy information as GIS layers. We may need to obtain some further information from the District Council.

We will also need:

- Details of relevant consented planning applications and other development pipeline in the area;
- Planning policy documents (existing and emerging); and
- Previous and ongoing studies including for the area east of the High Street including sites on Buckhurst Lane.

The meeting will be used to discuss, refine and agree the methodology for the study. We would also wish to discuss who will be involved through the process and when and set the programme of public engagement. It will be important to achieve a shared consensus on the opportunity and challenges facing the town centre and the agreement to the vision and masterplan as these are prepared. If required we will amend the approach set out in this proposal and submit a revised methodology for approval.

Following the inception meeting we will visit the study area. We ask that members of the Client Team are available to join us on this site visit. This will give us the chance to discuss the project on site and allow you to show us the key issues that you think should be addressed through the masterplan.

#### Resources:

Hugo and Ross (UIS) and Oliver and Cayetana (UM) will attend this session.

#### OUTPUTS:

- Information exchange and agreement of the core details of the commission
- Agreement on the engagement process through the course of the commission
- Site visit

### TASK 1.2: REVIEW EXISTING PLANS, STRATEGIES + DEVELOPMENT ACTIVITY

We will establish a thorough evidence base for the study. This will include:

- Review of current and emerging planning policy including the Local Plan (existing and emerging), Neighbourhood Plan, Transport Plan, the SDC Town Centre Strategy and the Sevenoaks Town Cultural Strategy;
- Review of other studies and evidence base documents including The Town Centre Healthcheck and Economic Needs Study, Character Study, and Draft Development Briefs;
- Review of previous proposals including those within the SDC Town Centre Strategy and the sketch ideas for the town centre prepared by local architect Roger Fitzgerald; and
- Identification and review of significant development proposals (approved and submitted planning applications).

We anticipate that the Town Council (and District Council) will support us in identifying any other documents and strategies that we should review at this stage.

#### Resources:

Ross will carry out this task under Hugo's supervision.

#### OUTPUTS:

- Review of relevant planning policy and existing projects
- Plan showing location of planning applications / development activity in the study area

### TASK 1.3: URBAN DESIGN AND BUILT ENVIRONMENT ANALYSIS

The masterplan will be focused on Sevenoaks Town Centre and the St. John's Hill Neighbourhood Centre however we will also need to understand the wider context for these two areas, how they are connected and also the approaches into the town and in particular the gateways and arrival points as identified in the Neighbourhood Plan. We will therefore identify a wider study area that includes this wider context.

We will carry out a desktop appraisal of the study area complemented by site visits. This analysis will build up a series of layers of information that can be overlaid to help understand their interrelationship. This will be based on information provided in Task 1.1, background from the Neighbourhood Plan and our own analysis, and include:

- Historical development;
- Topography and land form;
- Land uses, facilities and destinations;
- Structure, nodes and connections;
- Townscape features (frontages, landmarks, features, edges, gateways, visual relationships, views etc.);
- Height and grain of development;
- Quality of public spaces and the public realm;
- Green and blue infrastructure;
- Heritage designations (Conservation areas, Listed Buildings and locally listed buildings);
- Planning designations and constraints;
- Land ownerships (where available);
- Identification of vacant and soft sites; and
- Socioeconomic profile of the centre and its hinterland; and others.

#### Resources:

Subham will carry out this task under Hugo's supervision.

#### OUTPUTS:

- Baseline analysis diagrams of the study area and its environs
- Understanding of the townscape character
- Opportunities for development and improvement

### TASK 1.4: TRANSPORT, MOVEMENT, PUBLIC REALM + CAR PARKING ANALYSIS

A proper understanding of the baseline is critical to developing the right Vision and proposals. A big part of the reason for this are the complex demands that are placed on our streets and public spaces as well as their potential to address such a broad range of issues. Our streets impact upon far more than just journey times. Whether it's about enabling people to live independent lives for longer, addressing perceptions of safety for women and girls, incorporating art and culture in people's daily lives or encouraging us all to be more active and healthier, our streets have a significant role to play.

We will therefore begin by understanding the policy context and any parallel workstreams. Then we will consider the strategic movement context of the area before focusing on the local conditions and associated choices that people are currently making.

We will then review walking and cycling infrastructure, public transport infrastructure and services, traffic management and car parking, green and blue infrastructure, opportunities to pause, and the morphology of public spaces. This will include a review of the current bus station and the potential pros and cons of its relocation.

#### Resources:

Cayetana (UM) will carry out this task under Oli's supervision



**OUTPUTS:**

- Policy review
- Summary of parallel workstreams
- Mapping of the strategic context
- Review of existing conditions and choices
- Options associated with the bus station

**TASK 1.5: STAKEHOLDER MEETINGS**

During this work stage it will be important to meet with key stakeholders to understand their objectives and aspirations either for the town centre or for particular sites. These meetings will be important to let people or organisations know about the work being undertaken, the process through which the masterplan will be prepared and when they can contribute their thoughts and ideas.

We will work with the Town Council to agree who we should meet and anticipate that the Town Council will set up the meetings and that they will generally be online. Meetings may be held with organisations including Sevenoaks District Council, the Sevenoaks Society, representatives from the cultural community (Stag Theatre, Arts Societies etc), Chamber of Commerce / traders, Public transport providers, the National Trust or with individual landowners.

**Resources:**

Hugo and Oliver will attend stakeholder meetings

**OUTPUTS:**

- An understanding of stakeholder aspirations for the town centre and St. John's Neighbourhood Centre

**TASK 1.6: PREPARE DRAFT VISION AND EARLY IDEAS**

Having established the baseline understanding and aspirations of stakeholders we will draft a series of vision objectives and ideas for both Sevenoaks Town Centre and St John's Hill Neighbourhood Centre. The starting point for this will be the Vision and Objectives set out in the Sevenoaks Town Neighbourhood Plan. The intention of this task will be make these more place specific and to prepare some initial thoughts that can be discussed and debated initially with elected Town Council members in Task 1.7 and later in a first Stakeholder Workshop in Task 1.8.

**Resources:**

Hugo and Oliver will draft the vision and early ideas

**OUTPUTS:**

- An initial vision / objectives for Sevenoaks Town Centre and for St. John's

**TASK 1.7: CLIENT / TOWN COUNCIL MEETING**

We will present the findings of Workstage 1, including the initial vision and objectives, to the Town Council and elected Town Council members and seek agreement to proceed with the Stakeholder Workshop – Task 1.8.

**Resources:**

Hugo will attend the Town Council meeting

**OUTPUTS:**

- Input and agreement to initial vision / objectives for Sevenoaks Town Centre and for St. John's
- Agreement to proceed with Stakeholder Workshop

## **TASK 1.8: STAKEHOLDER WORKSHOP ONE - VISION AND PLACECHECK**

We will hold separate stakeholder workshops in both Sevenoaks Town Centre and the St. John's Hill area and use these to bring stakeholders and members of the community together to introduce and discuss the purpose of the masterplans, and to discuss and debate the future vision and objectives.

We anticipate that the workshops will be invite only and will be held in or close to the centres perhaps at the Bat and Ball Centre for St John's and the Kalaidoscope or Stag Theatre for Sevenoaks Town Centre.

The workshops will be used to:

- Introduce the aims and purposes of the Masterplan and its scope;
- Describe the process through which it will be prepared and the opportunity to get involved and contribute to its content; and
- Provide an opportunity for people to feedback their views on the vision and objectives for the centre.

We anticipate that each workshop will be structured in three parts:

- A presentation and discussion facilitated by UIS /UM on the purpose and scope of the Masterplan and its role and our first thoughts on some of the challenges and opportunities facing the centre and the potential vision and objectives;
- A focused walkabout which uses the Placecheck process as a means for participants to feedback their thoughts on the area; and
- Round table facilitated discussions to gather feedback, thoughts and ideas.

We anticipate that a range of stakeholders and community representatives with an interest in the centre will be invited to the events. Our experience is that bringing a range of participants together can help to facilitate a more collaborative and engaged process.

Feedback will be recorded and will help to shape the plans at the next stage.

We will facilitate events but anticipate that the Council will identify participants, invite them to the events and organise hire of venues and refreshments as required. We also anticipate that Town Council officers will support at the workshops through welcoming participants, recording attendees and if required helping to facilitate roundtable discussions.

### **Resources:**

Hugo and Oliver will attend and facilitate the workshops. Ross and Subham will support the preparation of material

### **OUTPUTS:**

- Positive collaboration with stakeholders and community representatives
- Input and agreement to initial vision / objectives for Sevenoaks Town Centre and for St. John's

## WORKSTAGE TWO: PREPARE CONCEPT MASTERPLAN

### TASK 2.1: IDENTIFY AND ASSESS POTENTIAL SITES

Through this task we will identify potential development opportunities within Sevenoaks Town Centre and St. John's Neighbourhood Centre and consider how change on these sites could contribute to the vision and objectives established for the centres through stage 1.

Through this Task we will provide the additional design guidance identified in the Neighbourhood Plan in particular:

- Prepare design guidance for sites not included within the Residential Character Area assessment including around Sevenoaks Station, Buckhurst Lane area and the South Park area (Aim C7);
- Prepare design guidance in relation to gateway and arrival points into the town centre (Policy C10);
- Consider replacing some surface car parking with multi storey facilities (Policy E3);
- Explore opportunities to expand market provision in the town centre (policy E4); and
- Consider in greater detail the opportunities / design principles for town centre sites (Policy D1).

The starting point for this task will be sites identified in the Neighbourhood Plan but we will also explore other sites should they be identified through the masterplan process.

This task will be carried out in parallel with Task 2.2 below - initial public realm and movement strategy.

We understand that the District Council is progressing a separate piece of work that will explore the potential development opportunities on sites in their ownership on Buckhurst Lane / Suffolk Way to the east of the High Street. We will liaise with SDC to understand these proposals, comment as appropriate and incorporate proposals for these sites into the masterplan.

#### Resources:

Hugo will lead this Task with the wider team

#### OUTPUTS:

- Initial design guidance and proposals for potential development sites

### TASK 2.2: PREPARE INITIAL PUBLIC REALM AND MOVEMENT STRATEGY

In parallel with Task 2.1 we will prepare a public realm and movement strategy for Sevenoaks Town Centre and St. John's Neighbourhood Centre.

This will explore:

- Opportunities to encourage more walking and cycling to the centre (Policy M1);
- The opportunity to improve pedestrian and cycle crossings at major junctions (Policy M5);
- The potential to improve the public realm at Sevenoaks Station (Policy M7);
- The potential for innovative proposals to improve the pedestrian environment and reduce the impact of traffic in the town centre (Aim M11). This will include consideration of one way working on High Street and London Road; and
- Opportunities to enhance the green infrastructure and biodiversity within the centre (Policies L1 and L2).

We will develop high level public realm concept designs for up to four locations within the study area. We will agree these with you but anticipate that these may be for High Street and London Road in the town centre, London Road at Sevenoaks Station and St. John's Hill. These will be prepared as plans supported by a street level sketch.

Alongside these tasks we will develop the spatial aspects of the Cultural Strategy through consideration of how improvements to the public realm can help to link attractions in the centre and provide spaces and opportunities for events and activities (Objective 13).

**Resources:**

Oliver and the UM team will lead on this task working closely with Hugo. Subham will prepare the street level sketches

**OUTPUTS:**

- An initial public realm and movement strategy for the centres
- Up to four sketch schemes prepared in plan form with supporting illustrations

**TASK 2.3: PREPARE INITIAL CONCEPT MASTERPLAN**

We will draw the outputs from Tasks 2.1 and 2.2 together to prepare an initial concept masterplan for both Sevenoaks Town Centre and St. John's Neighbourhood Centre.

**Resources:**

Subham will carry out this task under Hugo's supervision.

**OUTPUTS:**

- Concept masterplan for Sevenoaks Town Centre and St. John's Neighbourhood Centre

**TASK 2.4: CLIENT / TOWN COUNCIL MEETING**

We will present the concept masterplan, public realm and movement strategy options and potential development opportunities to the Town Council and elected Town Council members and seek feedback and agreement to proceed with the Stakeholder Workshop Two – Task 2.5.

**Resources:**

Hugo will attend the Town Council meeting

**OUTPUTS:**

- Input and agreement to concept masterplan, public realm and movement strategy options and potential development opportunities Sevenoaks Town Centre and for St. John's
- Agreement to proceed with Stakeholder Workshop

**TASK 2.5: STAKEHOLDER WORKSHOP TWO – DESIGN IDEAS**

We will engage again with community representatives and stakeholders in a second invite only workshop. Again we will hold separate workshops in both Sevenoaks Town Centre and the St John's area.

These workshops will take a similar format to the first:

- A presentation and discussion facilitated by UIS /UM on the emerging concept masterplan, public realm and movement strategy options and potential development opportunities; and
- Round table facilitated discussions to gather feedback, thoughts and ideas.

Feedback will be recorded and will help to shape the plans at the next stage.

We will facilitate events but anticipate that the Council will identify participants (similar to the first workshop), invite them to the events and organise hire of venues and refreshments as required. We also anticipate that Town Council officers will support at the workshops through welcoming participants, recording attendees and if required helping to facilitate roundtable discussions.

**Resources:**

Hugo and Oliver will attend and facilitate the workshops. Ross and Subham will support the preparation of material

**OUTPUTS:**

- Positive collaboration with stakeholders and community representatives
- Feedback and input on proposals and design options

## WORKSTAGE THREE: DRAFT MASTERPLAN AND PUBLIC ENGAGEMENT

### TASK 3.1: PREPARE DRAFT MASTERPLAN REPORT(S) AND ILLUSTRATIONS

We will hold a meeting with the Client Team at the outset of this task to review comments made on the design ideas presented at the workshop. We will agree any changes to make.

We will update the concept masterplan to prepare an illustrative masterplan for Sevenoaks Town Centre and St. John's Hill Neighbourhood Centre that responds to suggested changes. We may still retain some options for some sites or parts of the town centre including perhaps the movement proposals for the town centre.

We will update illustrations of the concept designs and these will help the wider public to engage with and understand the proposals as part of the public consultation.

We will capture the information in a fully illustrated masterplan report or reports. We will discuss with you whether you would prefer a stand-alone report for the St. John's Hill centre or whether you would prefer both centres to be covered in a single report.

**Resources:**

Hugo will lead the team through this task

**OUTPUTS:**

- Agreement to changes to the draft proposals
- Draft masterplan report(s) and illustrations (electronic versions in high and low res will be provided)

### TASK 3.2: PREPARE PUBLIC CONSULTATION MATERIAL

We will prepare presentation material for both online and in person public engagement. This includes a narrative with illustrations that can be used online, up to 8 A0 size exhibition boards for display in a prominent location in the town and neighbourhood centre and will provide questions for a questionnaire that can be used online or in person.

We will prepare draft material for discussion and sign off with the Client Team.

**Resources:**

Hugo will lead the team through this task

**OUTPUTS:**

- Presentation material for public consultation

### TASK 3.3: CLIENT / TOWN COUNCIL MEETING

We will present the draft masterplan, illustrations and draft consultation material to the Town Council and elected Town Council members and seek feedback and agreement to proceed with the Public Consultation – Task 3.4.

If required we will also meet with Sevenoaks District Council at this stage to seek their support for the emerging masterplan.

**Resources:**

Hugo and Oli will attend the Town Council meeting

**OUTPUTS:**

- Input and comments on draft masterplan(s)
- Agreement to proceed with public consultation

### **TASK 3.4: PUBLIC CONSULTATION ON DRAFT MASTERPLAN(S)**

We will agree the extent and nature of the public consultation that you require on the draft masterplans and the best way to engage with the wider public to inform the plan. We suggest a mix of in person events and on-line engagement and will use the presentation material prepared in Task 3.2 to help to facilitate this.

In person consultation could take place in a variety of places across the town both inside or on-street where it is often easier to attract passers-by. For the on-street consultation a prominent public location is required perhaps under the canopy at the entrance to Bligh's Meadow off the High Street and on the wider forecourt outside shops on St John's Hill.

We have allowed for attendance at a consultation event in each centre but are happy to vary this as you require.

#### **Resources:**

Hugo, Ross and Oliver will attend the public consultation. Ross will prepare on-line engagement information

#### **OUTPUTS:**

- Feedback on the emerging masterplans
- Opportunity for wider public to engage on the future of their town

## WORKSTAGE FOUR: FINAL MASTERPLAN AND LAUNCH

### TASK 4.1: PREPARE DRAFT FINAL MASTERPLAN

We will hold a meeting with the Client Team at the outset of this task to review comments made through the public consultation. We will agree any changes to make and update the masterplans accordingly.

**Resources:**

Hugo will coordinate the team to complete this task

**OUTPUTS:**

- Draft Final Masterplan (electronic versions in high and low res will be provided)

### TASK 4.2: CLIENT / TOWN COUNCIL MEETING

We will present the draft Final Masterplan to the Town Council and elected Town Council members and seek feedback.

**Resources:**

Hugo will attend the Town Council meeting

**OUTPUTS:**

- Final comments on the Masterplans for Sevenoaks Town Centre and for St. John's

### TASK 4.3: PREPARE FINAL MASTERPLAN REPORT(S)

We will amend the masterplan report or reports to take account of comments made by the Client Team and Town Council and issue electronic versions in high and low resolution.

**Resources:**

Hugo will coordinate the team to complete this task

**OUTPUTS:**

- Final Masterplans for Sevenoaks Town Centre and for St. John's Neighbourhood Centre (electronic versions in high and low res will be provided)

### TASK 4.4: MASTERPLAN LAUNCH

We will discuss with the Town Council the best way to launch the masterplans possibly combining this with another event in the town. The masterplan will identify some early win projects and progress on these may be a positive way to raise profile and demonstrate value from the plan.

**Resources:**

Hugo will attend the masterplan launch

**OUTPUTS:**

- Profile raising launch event



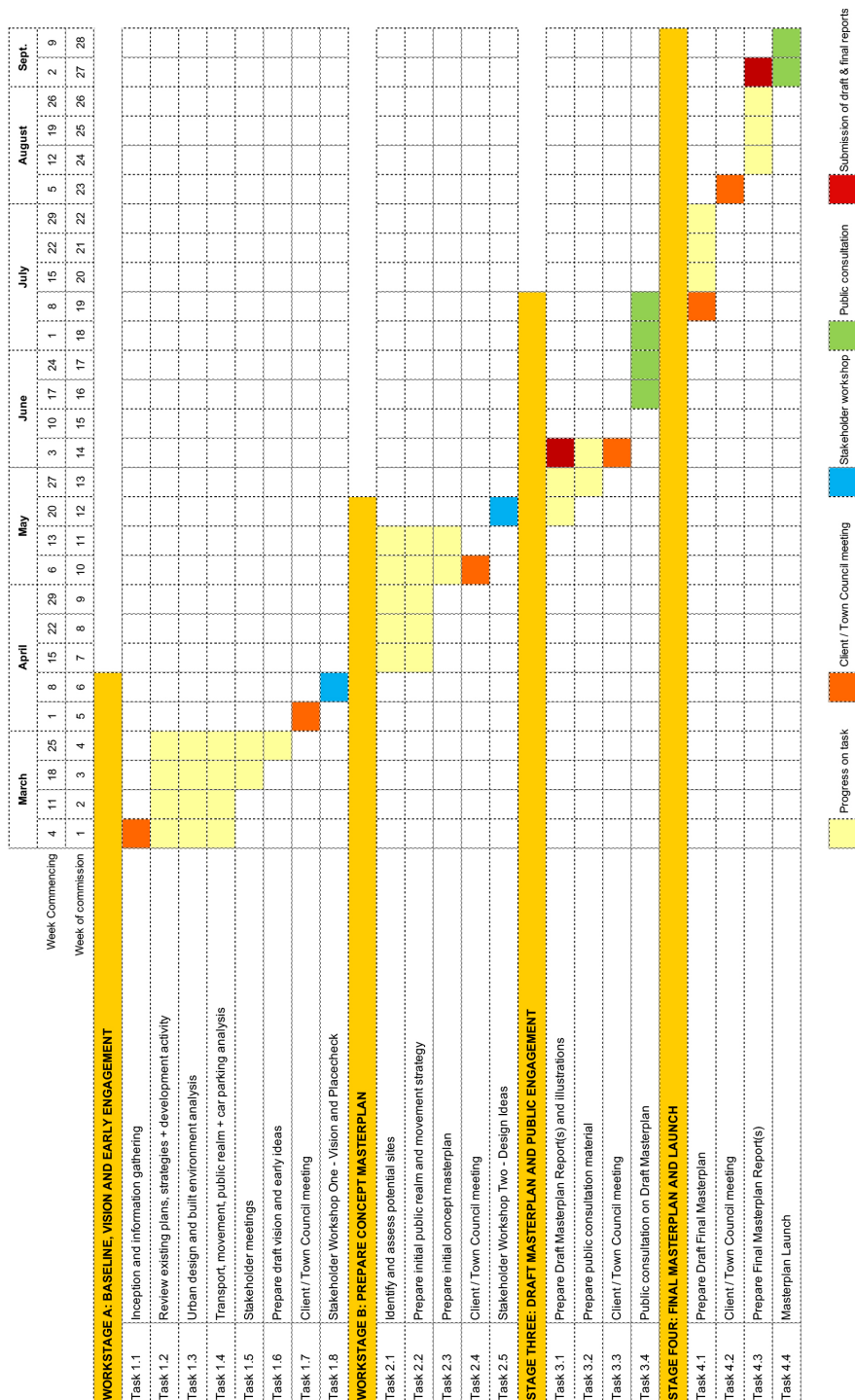


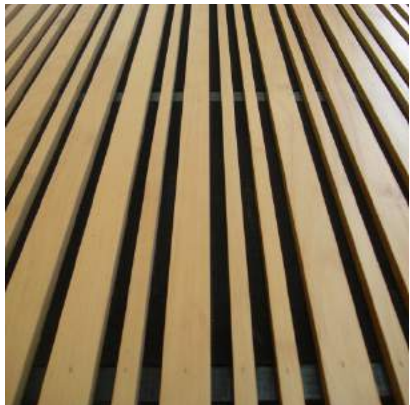
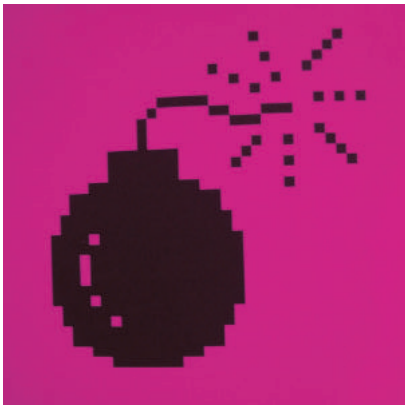
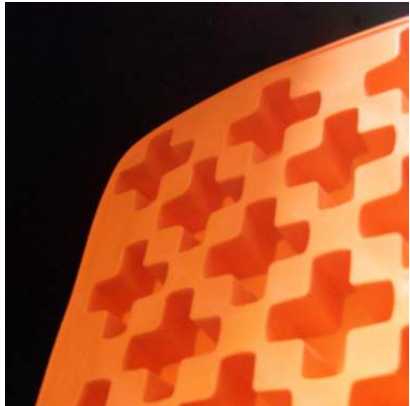
# 02 PROJECT PROGRAMME

## PROJECT PROGRAMME

We have prepared a draft programme that indicates how the commission could be delivered over a six month period with a start date in the first week in March. This programme is structured around a programme of stakeholder and community engagement. We have allowed for a number of Client Team / Town Council Meetings as the commission progresses allowing for the sharing of progress and the signing off of workstages.

The programme is draft and can be amended or fine tuned to meet your requirements.





# 03 OUR TEAM

## THE URBAN INITIATIVES STUDIO TEAM

Urban Initiatives Studio (UIS) has assembled an experienced team with the necessary skills and knowledge to undertake the commission. The assignment requires a blend of disciplines including urban design, planning, landscape architecture and transport expertise.

Urban Initiatives Studio have considerable experience in preparing town centre masterplans and an excellent understanding of Sevenoaks from our work preparing the Neighbourhood Plan. We will provide urban design and planning expertise and also lead the project management and consultation and engagement aspects of the commission.

**Hugo Nowell** will be the **PROJECT DIRECTOR** for this commission and will lead The Urban Initiatives Team. Hugo is a landscape architect and urban designer with over 30 years experience.

Hugo knows the ins and outs of these types of projects and has recently led the preparation of town centre masterplans for Basingstoke, Dorking, Loughborough, Slough and Aylesbury, and design guides for Mid-Sussex, Aylesbury Vale, and most recently a Pathfinder Design Code the A23 corridor from Redhill to Horley.

Hugo will be the main point of contact for the Town Council on the commission and will manage the UIS team.

**Matthias Wunderlich** will be the **DESIGN DIRECTOR** and support Hugo on the commission and be available to step in should Hugo be unavailable.

Matthias is a highly experienced and creative Urban Designer with degrees in Architecture and Town Planning and over 20 years of experience in architectural, urban design, masterplanning and regeneration projects.

Matthias also has considerable experience in relation to town centre masterplanning including in Woolwich, Grays, St Stephen's Street Norwich, Feltham and Dovercourt town centres.

Both Hugo and Matthias know the UK design and planning policy framework and in many cases have helped to shape it through work on design codes, characterisation and tall buildings policies. Both directors are Design South East panel members. Hugo is also a member of the Kingston and Bromley design review panels and has previously been on the Haringey and Hertfordshire Panels.

They will be supported by **Ross O'Ceallaigh** (Associate) who will act as project manager for the commission and will be responsible for drafting reports. **Subham Banerjee** (Urban Designer) will manage GIS layers and prepare drawings.

UIS will be supported by award-winning transport and urban design practice **Urban Movement (UM)** who will provide transport and public realm design expertise. UIS have worked with UM on numerous commissions over the last decade including town centre masterplans for Slough, Aylesbury, Woolwich and Dorking and the A23 Corridor Design Code.

The UM team will be led by **Oliver Davey** an accomplished traffic engineer with a broad range of experience in designing and justifying holistic transport solutions. Oli will be supported by Assistant Landscape Architect **Catanya Anderson**.

CV's of team members are provided on the pages that follow.

## COLLABORATIVE WORKING

We will work collaboratively with you throughout the commission, and find that this is the best way to deliver successful outcomes.

We work collaboratively on all our projects and enjoy the process of sharing ideas, challenging assumptions and working towards a collective agenda.



# HUGO NOWELL

BSC(HONS) MA MAUD CMLI

## DIRECTOR

LANDSCAPE ARCHITECTURE/URBAN DESIGN

Hugo is a Director of Urban Initiatives Studio with over 25 years experience of urban design, masterplanning and public realm design. His work ranges from city centre and residential masterplanning, preparation of design codes and design guidance through to detailed design and delivery on site.

Hugo has led many of our town centre masterplan projects including for Aylesbury, Slough, Basingstoke Top of the Town, Loughborough, the St. Stephen Street Area in Norwich and The Edgar Street Grid in Hereford. Hugo has also led on many Design Code projects including currently on a code for the A23 corridor from Redhill to Horley, which is part of the DLUCH Pathfinder Design Code programme. All of these projects were developed through a collaborative process of engagement with local communities and stakeholders.

Hugo has extensive experience working both for public and private sector clients on a range of sites often within an historic context and where there are landscape sensitivities. Hugo takes a strategic approach to understand the challenges to delivery and look for quick wins as well as the bricks and mortar development projects.

Hugo sits on several design panels and acts as an expert advisor for a number of clients.

2012

Director  
Urban Initiatives  
Studio

2006

Associate Director  
Urban Initiatives

2004

Associate  
Urban Initiatives

2003

Consultant,  
Urban Initiatives

1998

Principal Landscape  
Architect, CLU Ltd,  
London

1995

Landscape Architect,  
Woking Borough  
Council

### HEADLINES

- Strong leadership and interpersonal skills in managing inter-disciplinary teams
- Character and tall buildings studies
- Expert witness and design review
- Urban design framework and masterplan design
- Preparation of design codes and guidance
- Residential masterplanning and housing market renewal
- Management of projects from inception to completion including appointment of consultants and contractors
- Design of public realm improvements from initial concept through to implementation
- Preparation of contract documentation, tender action, and appointment of contractors
- Supervision of contractors during implementation of work on site and administration of contract
- Urban and landscape analysis
- Commissioning of and working in collaboration with artists
- Development and implementation of public consultation strategies, including playing of interactive role playing, facilitating charettes and community workshops
- Urban Design Training for council officers and residents and leading stakeholder workshops and events
- Landscape Institute Professional Practice examiner
- Visiting lecturer at the Bartlett and University of Westminster and a tutor on the Bartlett Major Projects programme.
- Member of Hertfordshire and Haringey Design Review Panels

### RECENT PROJECTS

- Tower Hamlets Characterisation and Growth Strategy
- Aylesbury Town Centre Framework
- Chelmsford Site Capacity Study
- Westferry Printworks Expert Witness
- Redhill to Horley Pathfinder Design Code
- Tower Hamlets Tall Building SPD
- Aylesbury Vale Design SPD
- Mid Sussex Design Guide
- Slough Regeneration Framework
- Loughborough Town Centre Masterplan
- Camden Character Study
- Hackney Scenario Planning
- Northern Sevenoaks Masterplan
- Talbot Masterplan
- Westminster Tall Building Study
- St James Hospital, Dublin
- Ordsall Riverside, Salford
- Chapel Street West and Salford Central Station
- Salford University masterplan
- Lime Street Gateway, Liverpool
- Roeshot Hill, Christchurch
- Vale Design Guide
- Royal Pier, Southampton
- Middlehaven Park
- Harmsworth Quays, Canada Water
- Poplar Baths, Tower Hamlets
- Brixton Central Masterplan
- Church Street, Westminster
- Vaux Masterplan, Sunderland
- York Central Masterplan
- St Stephens Street, Norwich
- Green Man Lane Estate, Ealing
- BBC Broadcasting House, London

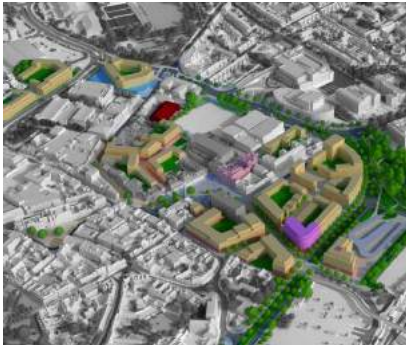




## RELEVANT EXPERIENCE

Hugo has considerable experience in the following areas of relevant experience:

- Strategic masterplanning, visioning, characterisation and tall buildings strategies
- Understanding and formulation of new planning policy to guide development
- Understanding of the competing forces facing our urban areas and the need to balance transport, economic development and landscape and historic sensitivities
- Working with stakeholders and the wider public to prepare long term visions and build consensus often within a workshop format



### AYLESBURY TOWN CENTRE MASTERPLAN

**Role:** Project Director

**Client:** Buckinghamshire Council

**Relevance:** Prepared a town centre regeneration framework vision for the fast growing Aylesbury Town Centre. The strategy sets out a clear overarching vision as well as site specific proposals. It also links several town centre sites as part of a spatial vision for the town to enhance opportunities for movement and access for people travelling by all modes and encourages and facilitates a shift to more movement by foot, bicycle and public transport.

**Outcome:** Framework Plan and Strategy have been endorsed by Buckinghamshire Council.



### REDHILL TO HORLEY A23 CORRIDOR

**Role:** Project Director

**Client:** Reigate and Banstead Borough Council

**Relevance:** Hugo is currently leading the on the preparation of a DLUCH Pathfinder Design Code for the A23 corridor from Redhill to Horley. The code will set design standards for the development of a green corridor connecting Redhill and Horley and will help to guide important design features such as street character, building type and layout, use of public space, and the sustainability of new development. In particular, it will ensure that new development encourages sustainable travel, including walking and cycling.

**Outcome:** The project is ongoing.



### LOUGHBOROUGH TOWN CENTRE MASTERPLAN

**Role:** Project Director

**Client:** Charnwood Borough Council

**Relevance:** Loughborough is going through a period of growth with a planned urban extension to the west of the town expected to deliver 3,000 new homes by 2028 and the expansion of important employment sites. The purpose of this masterplan was to revitalise and regenerate the town centre so that it can take advantages of this growth and encourage new and existing residents and workers to support the shops and services in the town centre.

**Outcome:** The study is being used to inform the evidence base for the new local plan.



### MID-SUSSEX DESIGN GUIDE SPD

**Role:** Project Director

**Client:** Mid Sussex District Council

**Relevance:** Hugo led the preparation of the Design Guide for Mid Sussex. The aim of the Design Guide is to deliver high quality new development across the District that responds appropriately to its context and is inclusive and sustainable. It sets out clear principles and objectives that aim to inspire developers and designers and assist landowners, developers, applicants and planners in the process of delivering high quality and well designed development.

**Outcome:** The public and stakeholders were consulted on the draft Guide and it was adopted as an SPD in November 2021.



# MATTHIAS WUNDERLICH

DIPL.-ING.(ARCH) MSC

## DIRECTOR

URBAN DESIGN

Matthias is a Director at Urban Initiatives Studio with a specialism in urban design and masterplanning. He has worked on regional strategies, regeneration schemes, masterplanning, urban design and architectural projects throughout the United Kingdom and Europe. Following his architecture studies and work experience he obtained a second degree in Planning Studies at the London School of Economics.

Matthias has extensive expertise in regeneration, town centre and masterplanning projects. He has led numerous commissions in complex urban environments, including plans for Feltham Town Centre, Woolwich Town Centre, the Great West Corridor in Hounslow, North East Cambridge urban extension, Heathrow Gateway, Middlehaven in Middlesbrough, Purfleet Masterplan Rainham and Beam Park Housing Zone and Grays Town Centre Framework. All of these projects involved establishing areas visions, design of the layout and massing of development sites, 3d modelling and testing. The majority also benefited from extensive engagement with stakeholders and/or the local community. Matthias has also led on many Design Guide projects and has recently completed the RB Greenwich Urban Design Guide SPD.

### 2012

Director,  
Urban Initiatives Studio

### 2008

Senior Associate,  
Urban Initiatives

### 2005

Associate,  
Urban Initiatives

### 2004

MSc Regional and  
Urban Planning,  
London School of  
Economics

### 2003

Consultant,  
Urban Initiatives

### 2001

Architectural  
Designer, Maccreeanor  
Lavington Architects  
Rotterdam & London

### HEADLINES

- Wide analytical and design skills in the analysis, design and development of urban design strategies; development frameworks; masterplanning; comprehensive planning and urban regeneration schemes.
- Building heights and tall buildings expertise.
- Public Realm Design including landscape treatment, street furniture, lighting and public art.
- Architecture design experience from conceptual design through detailing with focus on residential schemes and public buildings.
- Project Management Skills
- Good interpersonal skills in team working, client liaison and public consultation.
- Strong drawing, visualisation and presentation skills using various computer packages, concept and freehand sketches.

### RECENT PROJECTS

Greater Cambridge Skyline and Tall Buildings Study

Camden Building Heights Study

Hillingdon Characterisation & Intensification Study

Royal Borough of Kensington and Chelsea Opportunity Areas Capacity Studies

Carrickmines Urban Design Support

Blanchardstown Town Centre Height Strategy

North East Cambridge Townscape Strategy

RB Greenwich Urban Design Guide SPD

Custom House Cork, Tall Building Support

Albert Quay Cork, Tall Building Support

RB Greenwich Character and Intensification Study

Liverpool Tall Buildings Study

Derby Tall Buildings Strategy

RBWM Tall Buildings Strategy

LB Islington Character Study

Woolwich Town Centre Strategy

LB Islington Tall Buildings Study

Rainham and Beam Park Housing Zone

Feltham Town Centre Framework

Punto Nueva Lima Urban Expansion, Peru

Grays Town Centre Framework

South Ockendon Centre Study

Top of Town Basingstoke

Romford Urban Strategy

Middlehaven Development Framework & Design Codes

Outline Masterplan for the St. Stephens Street area Norwich

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## RELEVANT EXPERIENCE

Matthias has considerable experience in the following areas:

- Masterplanning and design of mixed-use schemes
- Delivery focused masterplanning and regeneration projects
- Tall buildings studies
- Working with the client, the council and other stakeholders in building shared objectives and reaching consensus around a tailored design solution
- Design review and expert witness services



### GRAYS TOWN CENTRE FRAMEWORK

**Role:** Project Director

**Client:** Thurrock Council

**Relevance:** This masterplan aimed to deliver a coherent spatial vision, identify key design principles and help guide Grays' regeneration. The starting point of this project was to consider how the construction of an underpass and major public realm scheme next to the railway station could act as major regeneration opportunity for the town centre and help reconnect Grays with its neglected riverside. The project included the preparation of an urban design strategy, stakeholder/public engagement consultation and a high level public realm strategy.

**Outcome:** Funding has been secured to develop and deliver parts of the plan



### ROYAL BOROUGH OF GREENWICH CHARACTER STUDY AND URBAN DESIGN GUIDE

**Role:** Project Director

**Client:** Royal Borough of Greenwich

**Relevance:** The purpose of this study is to conduct a detailed characterisation of Greenwich, based on open space and building typologies, and to assess the levels of coherence and sensitivity throughout the borough. This forms the baseline for identifying intensification and redevelopment opportunities. Following this, Matthias led the UIS commission to produce an Urban Design Guidance SPD which provides clear design principles that aim to deliver high quality new development responding to the borough's unique character.

**Outcome:** The Urban Design Guidance is in the process of being adopted as an SPD.



### DOVERCOURT PLACEMAKING

**Role:** Project Director

**Client:** Tendring District Council

**Relevance:** UIS developed a masterplan which set out a town centre strategy that identifies a great number of ideas, proposals and initiatives for the regeneration of Dovercourt Town Centre. A catalogue of twenty key regeneration projects was compiled which identified delivery partners and ranked the regenerative impact of each project to aid the prioritisation of projects.

**Outcome:** Dovercourt have started implementing capital works around the redevelopment of the car park and the creation of a new surface car park.



### ST. STEPHENS STREET AREA OUTLINE MASTERPLAN

**Role:** Design Director

**Client:** Norwich City Council

**Relevance:** Preparation of a framework plan for the commercial and retail quarter of Norwich to guide coherent and incremental change over a 20 year period. The plan includes provision of a mix of uses, extended restaurant and leisure offer, new connections, an improved public realm, reduction in traffic and better pedestrian and public transport facilities. This was supported by stakeholder workshops, a public exhibition and was successfully reviewed by CABE.

**Outcome:** Informed the Core Strategy and led to the pedestrianisation of Westlegate.



# ROSS O'CEALLAIGH

MAUD (HONS), LEED GA

## SENIOR URBAN DESIGN AND PLANNING CONSULTANT

URBAN DESIGN/PLANNING

In his role as Senior Consultant, Ross assists the studio Directors with project management and inputs to all aspects of projects. In addition to general planning and urban design expertise, he is our in-house GIS technician. Ross also works part time with Design South East leading learning programmes and design training

Ross is currently engaged with several tall building and town centre studies, providing topography and building height mapping, and analysing urban density and context height. This provides a robust baseline which informs later design work and policy writing. He also engages in policy review and research to ensure our approach is always based on current best practice and policy.

He has a background in Planning and Urban Design at a variety scales in both the public and private sector, having previously worked with Dar al-Handasah and Brighton & Hove City Council.

At Dar al-Handasah, Ross was involved in large-scale city planning and design projects in the Middle East and Africa. This included conducting stakeholder engagement events in Nigeria, creating 20-year planning strategies and designing site-specific development interventions.

Ross is a LEED Green Associate is leading the studio's ongoing research into climate change and resilience. He is also a passionate sustainability advocate and runs a podcast called the Green Urbanist.

### CAREER

#### 2021

Programme Manager,  
Design South East

#### 2019

Senior Urban  
Design and Planning  
Consultant,  
Urban Initiatives Studio

#### 2018

Urban Design and  
Planning Consultant,  
Urban Initiatives Studio

#### 2017

Urban Planner/  
Designer,  
Dar al-Handasah,  
London

#### 2014

Assistant Planning  
Officer,  
Brighton & Hove City  
Council

### EDUCATION

#### 2014/15

MA Urban Design,  
Leeds Beckett  
University

#### 2011-2014

BA Planning and  
Geography, University  
College Dublin

### HEADLINES

- Project management
- Design training and workshop facilitation
- Visioning and "Big Picture" approach
- Strategic planning and policy writing
- Policy review and best practice research
- Masterplanning
- Heritage-led regeneration
- Urban design principles and development guidance
- Stakeholder engagement and public consultation
- GIS analysis including building heights, topography, demographics and density.
- Proficient in GIS, Adobe CC (Illustrator, InDesign, Photoshop), Microsoft Office and SketchUp

### RECENT PROJECTS

- RB Greenwich Character, Intensification and Tall Buildings Study
- Islington Characterisation Study
- Derby Infrastructure Strategy
- Derby Western Fringe Masterplan
- Derby Tall Buildings Study
- Liverpool Tall Buildings Study
- Westminster Building Height Study
- RB Windsor and Maidenhead Tall Buildings Study
- Mid Sussex Design Guide
- Great West Corridor Masterplan
- Woolwich Town Centre Urban Design and Public Realm Strategy
- Sevenoaks Economic Study
- Dovercourt Town Centre Masterplan
- Ibadan City Masterplan, Nigeria
- Epe Masterplan, Nigeria

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## TEAM



# SUBHAM BANERJEE

MA ARCHITECTURE & URBANISM (DISTINCTION), MSA

## JUNIOR URBAN DESIGN CONSULTANT

URBAN DESIGN / ARCHITECTURE

Subham joined Urban Initiatives Studio in 2022 as a Junior Urban Designer and is currently engaged with several strategic projects of different scales and complexity. He is an Urban Designer and a qualified Indian architect holding a master's degree MA Architecture and Urbanism at Manchester School of Architecture. He previously worked as an Architect with public and private sector clients on multiple projects across India, Singapore and South-East Asia.

Before joining Urban Initiative Studio, Subham has worked in several large scale public realm and masterplanning projects part of the ongoing Smart City Urban Initiative Programmes in India. He has also collaborated with Foster + Partners for the masterplan development of the new government complex of Amaravati, India.

Subham has a keen interest in public spaces and town centre development and was engaged in developing strategies for urban regeneration, infrastructure development, site analysis and feasibility studies. Coming from India with a rich architectural background, he has developed his interest in encouraging inclusive, safe and walkable environments with a focus on supporting better health and wellbeing.

### CAREER

#### 2022

Junior Urban Design Consultant, Urban Initiatives Studio, London

#### 2020

Senior Architect, Morphogenesis, Mumbai

#### 2017

Architect, Morphogenesis, New Delhi

### HEADLINES

- Urban design and research
- Residential and commercial masterplanning
- Town centre masterplans
- Cultural and Heritage-led design
- Research on Sustainable Design solutions
- Project management & Consultant Coordination
- Community and stakeholder consultation
- Graphic design and effective visual presentation techniques
- Proficient in Auto CAD, Revit-BIM, Adobe CC (Illustrator, InDesign, Photoshop), Lumion, Sketchup and Microsoft Office

### RECENT PROJECTS

- Greater Cambridge Tall Buildings Study
- Alderholt masterplan, Dorset
- Redhill Horley Corridor
- Innovation District (UMIST Campus), University of Manchester
- Port Blair Smart City, Andaman and Nicobar Islands, India
- Area Based Development, Aligarh Smart City Programme, Uttar Pradesh, India
- Warangal Smart City Vision and Masterplan, Telengana, India
- Commerzone - IT Park for Qualcomm, Hyderabad, India
- Keppel Campus Concept Masterplan, Singapore
- Kalyan Residential Township Concept Masterplan, Mumbai, India
- Amaravati Towncentre development. Andhra Pradesh, India

### EDUCATION

#### 2021-2022

MA Architecture and Urbanism, Manchester School of Architecture

#### 2012-2017

BArch Architecture, School of Planning and Architecture, India

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INITIATIVES  
STUDIO



## OLI DAVEY

BENG (DIS) MSc MCIHT

**CO-FOUNDER**  
PRINCIPAL STREET DESIGN ENGINEER



Oliver is an accomplished traffic engineer with a broad range of experience in designing and justifying holistic transport solutions. He is a Civil Engineer (BEng) with a Masters in Transportation Planning and Engineering (MSc) and over 18 years' experience developing exemplar streetscape designs and contributing to a variety of high profile and challenging Masterplans. His breadth of skills and comprehensive understanding of contemporary transport issues are complimented by his ability to successfully communicate with other built environment professionals. Oliver has an ability to produce truly innovative designs that not only represent best practice, but are responsive to local aspirations without losing sight of the need to ultimately be deliverable.

Oliver's broad range of experience in the design, justification and delivery of streetscape schemes is grounded in his ability to take ambitious Council policies and, through close working relationships with Officers and Members, turn these into tangible change that attracts broad support. He has also demonstrated his ability to successfully challenge traffic and highway engineering conventions that too frequently place an inappropriate emphasis on provision for motor traffic. Whether this is as part of a Vision or Masterplan for towns like Newbury, Kidderminster or Boscombe, a Design Code for the A23 in Surrey, or transformational proposals for individual streets from Glasgow to Brighton. Oliver's experience has led him to be selected to be part of Active Travel England's Inspection and Planning Framework, where he has undertaken independent Design Review audits of bids from local authorities as well as follow-up workshops to assist them in overcoming challenges associated with introducing LTN 1/20-compliant schemes. He is also a design review panel member for Design South East, the London Borough of Kingston, the London Borough of Sutton, and Transport for London, as well as a guest lecturer at Southampton University.

### NEWBURY MASTERPLAN

Market towns have always been the confluence of major movement routes, which has been central to their existence and success. But like so many other towns, movement, especially of cars, has come to dominate Newbury. Whilst recognising that a dispersed rural catchment will continue to need to access the town by car, Oli has helped to increase travel choices for local residence and maximise the potential of existing historic settings and previously under-utilised areas of the town.



### ANDOVER PUBLIC REALM

Following on from a highly successful masterplan for the town centre, the Council are building upon the moment that has been created by asking Urban Movement to develop a Public Realm Manual. Alongside this, we are also applying the principles that it contains to six key sites, ensuring that each one reflects the character areas defined by the manual. This iterative process enables true collaboration between the design process and policy development.



### BOSCOMBE MASTERPLAN

Surrounded by a 'moat' of blank walls and major highway infrastructure carrying local through-trips and tourist traffic, Boscombe town centre desperately needed a new approach to movement. Working closely with the rest of the team, Oli has worked to reinstate the original, Victorian street pattern. This has created the framework that has allowed the Masterplanners to introduce active frontages along those routes connecting the town centre with its surrounding neighbourhoods, supporting those residents that visit most often and spend the most.



### CAREER

2011  
Co-Founder + Principal  
Street Design Engineer  
**Urban Movement**

2008  
Consultant  
**Urban Initiatives**

2004  
Engineer  
**Peter Brett Associates**

### OTHER RECENT PROJECTS

- Kidderminster Town Centre Vision, Wyre Forest District Council
- Greenwich Streetscape Design Guide, Royal Borough of Greenwich
- Clapham Old Town Regeneration, London Borough of Lambeth
- Lea Bridge Road + Baker's Arms Streetscape + Public Realm Design, London Borough of Waltham Forest
- Richmond Cycling Strategy, Richmond Council
- Park Royal Liveable Neighbourhoods Bid, OPDC
- Sutton Liveable Neighbourhoods Bid, Sutton Council
- Woolwich Town Centre Masterplan, Royal Borough of Greenwich
- Queen Elizabeth Olympic Park Cycling Strategy, LLDC
- Reopening High Streets Safely and Welcome Back Funds, London Borough of Sutton
- North Street Redesign, Brighton, Royal Bank of Scotland
- Southampton Station Public Realm Design, Southampton City Council
- Brighton Station Gateway Public Realm Design, Brighton and Hove City Council
- Better Streets Research, London Road Safety Unit, TfL
- Nine Elms Cycling Strategy, Transport for London

Urban Movement  
Exmouth House, 3-11 Pine Street,  
London, EC1R 0JH

@UM\_Streets  
o.davey@urbanmovement.co.uk  
www.urbanmovement.co.uk

## TEAM



### CAYETANA ANDERSON

MA Landscape Architecture

LANDSCAPE ARCHITECTURE ASSISTANT



Cayetana is studying Landscape Architecture at the University of Edinburgh. Throughout her degree, Cayetana has gained skills in designing spaces of different scales in a variety of different contexts. She has learnt how to apply different levels of detail design from drawing large scale masterplans to small detailed design components of planting schedules, and hard landscape materials.

These skills have equipped her to shape spaces that adapt to the changing social, ecological, and political environments of each of the sites that have been studied throughout her degree. She has applied these skills to both rural and urban sites and through both group site analysis projects and individual research, has aimed to understand and meet the needs of each individual space and community.

She has joined Urban Movement and has gained further skills in urban streetscape design, learning to incorporate elements of landscape architecture within the urban public realm. Creating proposals for landscapes that are more inclusive and can evolve over time are the parts of Landscape Architecture she enjoys most.

#### CAREER

2022  
Landscape Architecture  
Assistant  
**Urban Movement**

2019  
Landscape Architecture  
Student  
**University of Edinburgh**

#### FLOURISHING MOLENDINAR

Cayetana has assisted in illustrating plans for a project in Glasgow that responded to several community engagement ideas. Utilising her existing knowledge and skills of designing for a community she, along with the team at urban Movement, has proposed a design that looks at creating safer spaces for people. The project will include the pedestrianisation of a road currently used for rat-running and the redevelopment of an outdoor park space to incorporate new spaces for play in the community. The design has to consider antisocial behaviour concerns as well as creating a place that people can enjoy.



#### WATERLOO ROUNDABOUT

Cayetana has been working with the team to assist in the proposals for a potential public space that will accompany the new layout of the Waterloo roundabout. The site will include a bidirectional cycle track and traffic will be moved to the east, leaving room for a new public space to the south west of the roundabout. The space can be transformed into a more people-friendly and ecologically rich space providing an area for many to use that pass through the space each day. Cayetana has used her knowledge of planting to incorporate different schemes such as SuDS and Ornamental Planting.



#### SUTTON GYRATORY

Cayetana has been working to develop a strategy and proposal for the transformation of Sutton's Gyratory. The project seeks to reclaim public space from an area predominately dominated by cars and traffic. The implementation of a bidirectional cycle track and the reduction of several lanes of traffic will create the opportunity to add planting, play and enhance the quality of the space for pedestrians and cyclists. Cayetana has worked on the baseline mapping for the project and visual proposals and plans for the space.



#### OTHER RECENT PROJECTS

- Whitesands Quarry Climate Hub
- Seafield Planting Project - specification and design
- Greenford and Perivale - Site Analysis and illustration
- Carrigaline Public Realm Design - Concept and Detail Design

Urban Movement  
Exmouth House, 3-11 Pine Street,  
London, EC1R 0JH

@UM\_Streets  
hello@urbanmovement.co.uk  
www.urbanmovement.co.uk



## 04 OUR EXPERIENCE



Urban Initiatives Studio has considerable expertise and experience in developing deliverable masterplans for town centres similar to Sevenoaks. We always look at the bigger picture and at how potential development sites can be integrated into an holistic and forward-looking vision with a strong sense of place.

Most town centres have been around for a long time and have been shaped through commercial and other pressures, often at the expense of the historic fabric and public realm. Understanding townscape is an integral part of our work, which aims to strengthen the distinctiveness of places and preserve and enhance their unique aspects and characteristics.

We understand how town centres function in terms of their retail and commercial spaces, the access and servicing, parking and public transport, the connectedness of routes and the quality of the public realm, and as places to live. The challenge is often how to combine these,

often conflicting, aspects into a workable and aspirational framework.

We have considerable expertise in consensus building and engaging with stakeholders and recognise the importance of building consensus amongst key players around a common vision to ensure the success of a project. We have developed a range of techniques to communicate urban design and planning issues clearly and imaginatively to stakeholders when this is required.

In recent years we have prepared town centre masterplans for Aylesbury, Woolwich, Dovercourt, Loughborough, Dorking, Basingstoke, Grays, Feltham, Alton, Romford and Norwich. These have either been adopted as SPD, directly informed local plans or guided positive change. We have worked with Urban Movement on many of these commissions and value their creative contribution to the design process.

A selection of our projects are presented on the following pages.



PROJECT	<b>Grays Town Centre Framework</b>
CLIENT	Thurrock Council
SCOPE	Preparation of framework masterplan

Grays is a chartered market town in Essex at the banks of the River Thames and the administrative centre of Thurrock. It benefits from excellent train links into central London, and has the potential to benefit from substantial residential growth in the future. The recent opening of the South Essex College has shifted the centre of gravity of the town centre, towards Grays' neglected riverside.

Urban Initiatives Studio were commissioned to prepare a Framework for Grays that establishes a coherent spatial vision, identifies key design principles for sites and helps to guide Grays' regeneration. Our town centre framework proposes a number of strategies including for the distribution of uses and activities, response to heritage, changes to the transport and movement network and proposals for the enhancement of the public realm and open spaces. A major opportunity in Grays is to establish an enhanced relationship with the river.



Our proposals consolidate a number of disjointed green spaces, integrate the flood defences and animate the riverside with a new visitor destination and residential development.

Through the commission we identified potential development sites, tested different development scenarios and established their optimal development capacity.

We consulted on both the Town Centre Framework and the more detailed riverfront study, with an overwhelmingly positive response.

## EXPERIENCE



People's Voices participants

PROJECT	<b>Woolwich Town Centre Strategy</b>
CLIENT	Royal Borough of Greenwich
SCOPE	Preparation of town centre strategy

Urban Initiatives Studio were commissioned by the Royal Borough of Greenwich to prepare an urban design and public realm strategy for Woolwich Town Centre. The purpose of the project was to re-evaluate the town centre in respect of recent and ongoing developments that have taken place (development of the Royal Arsenal, Queen Elizabeth Line Station, development pressures in the town centre, Conservation Area designations), and to establish a new strategy to guide development and public realm interventions in the town centre.

The project was commissioned as the previous Town Centre Masterplan had become less effective in driving appropriate and meaningful change in the area and many of the development proposals that inform it were either nearing completion or had completely stalled. With the imminent arrival of Crossrail there was a renewed level of development interest in the town centre and the need for a forward-looking strategic plan to provide a framework to proactively manage development and

drive positive change in the town centre. The masterplan also informed site allocations, site specific planning briefs and emerging development proposals.

In order to develop a robust strategy and to complement our own urban design expertise we brought Urban Movement (transport) and Ash Sakula Architects (meanwhile uses) into our team.

It was clear from the outset that in order for this project to be successful, it needed to be built on engagement with local people and stakeholders that reflect the diverse local community.

As part of our project we prepared an engagement strategy that set out our approach to engaging with stakeholders and local people, within the time and budget constraints of the project. This included capturing 'People's voices' - the undertaking of street interviews in the town centre to get a snapshot of views and perceptions from a broad array of town centre visitors and residents. We also held successful stakeholder surgeries, two stakeholder workshops and a public exhibition.

Inputs from these engagements established priorities for change and helped to shape the framework. They also delivered a broad basis of support and corporate buy-in the process and promoted projects.



PROJECT	<b>'Top of Town' Basingstoke, Masterplan</b>
CLIENT	Basingstoke and Deane Council
SCOPE	Preparation of Concept masterplan

Urban Initiatives Studio was appointed by Basingstoke and Deane Borough Council to establish a vision for the Top of the Town, the historic focus of Basingstoke. Our work re-defined the role of the Top of the Town area in the context of the wider town centre and established a path towards successful regeneration.

Following extensive consultation with stakeholders our masterplan promoted a range of interventions from promotion and marketing of the town centre, events and temporary uses, reviving of Basingstoke market, public realm and shop front improvements, alteration to town centre access and parking and the development of under-used sites.

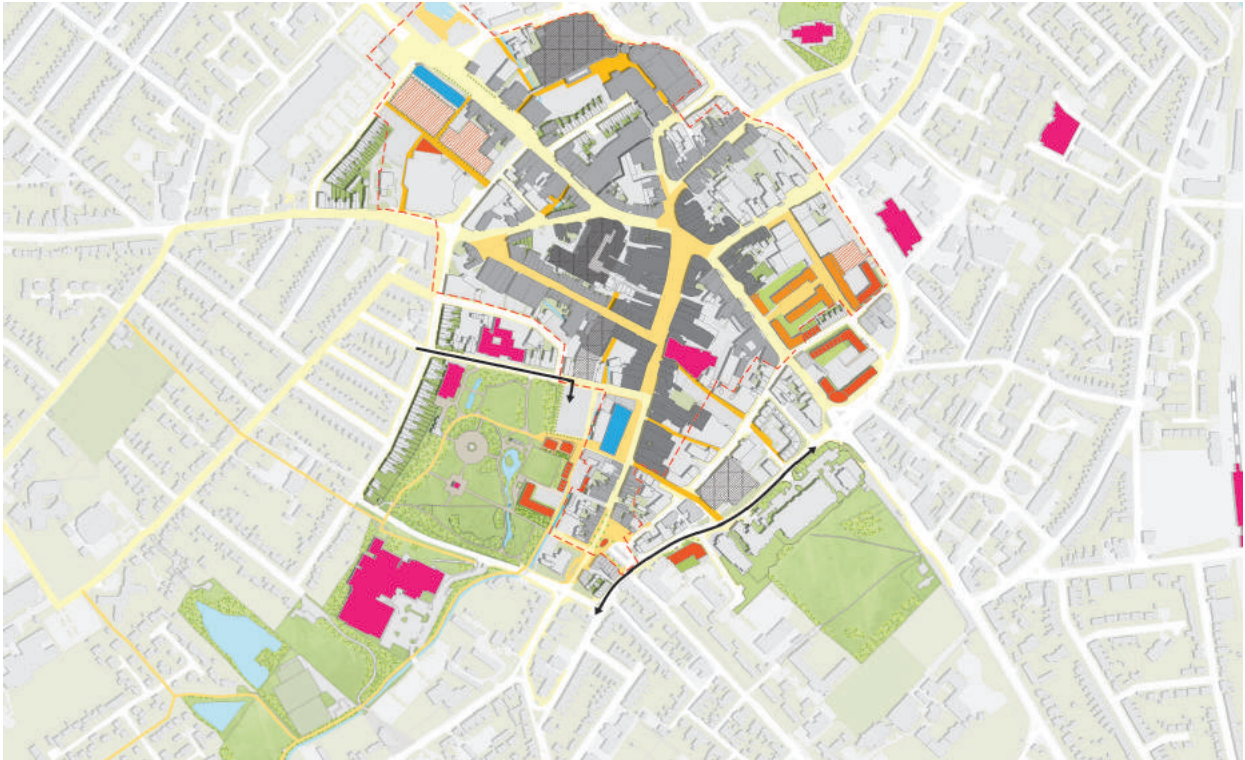
Detailed feasibility work was carried out to test the potential to re-develop council owned car park sites for residential development with car parking re-provided within multi-storey structures. Property consultants GVA provided commercial advice to the team.



Following completion of the work the council committed significant investment in the public realm, revived the market and is considering proposals to develop a number of key sites. We have since advised the Council on a strategic framework for the wider town centre.



## EXPERIENCE



PROJECT	<b>Loughborough Town Centre masterplan</b>
CLIENT	Charnwood Borough Council
SCOPE	Preparation of masterplan

Loughborough is going through a period of growth with a planned urban extension to the west of the town expected to deliver 3,000 new homes by 2028. This will be accompanied by the expansion of important employment sites such as the Science and Enterprise Park. The purpose of our masterplan was to revitalise and regenerate the town centre so that it can take advantage of this growth and encourage new and existing residents and workers to support the shops and services in the town centre.

We worked with stakeholders to establish a vision for the town centre that builds on the positive characteristics of the town including its history and heritage, attractive market, the presence of Loughborough University and its walkable centre. The masterplan guides development and change through a spatial strategy that identifies the location and form of new development and public realm improvements and alterations to the movement network.



Through the masterplan process we explored the capacity of key development sites and tested viability through development appraisals. An important part of the plan was a programme of smaller interventions that includes a lighting and arts strategy for the towns' numerous lanes and a programme of temporary interventions and meanwhile uses. The masterplan also includes a marketing and promotional strategy to support the proposed spatial interventions and an implementation and delivery strategy.

PROJECT	<b>East Dorking Regeneration Masterplan</b>
CLIENT	Mole Valley District Council
SCOPE	Preparation of masterplan

Urban Initiatives Studio was commissioned by Mole Valley District Council to prepare a masterplan for the 'East Dorking Regeneration Site'. Our challenge was to identify a viable mix of uses that can be delivered to both provide a long-term future for the former council offices 'Pippbrook House' a listed building which has been vacant for several years and to regenerate the eastern approach to the town.

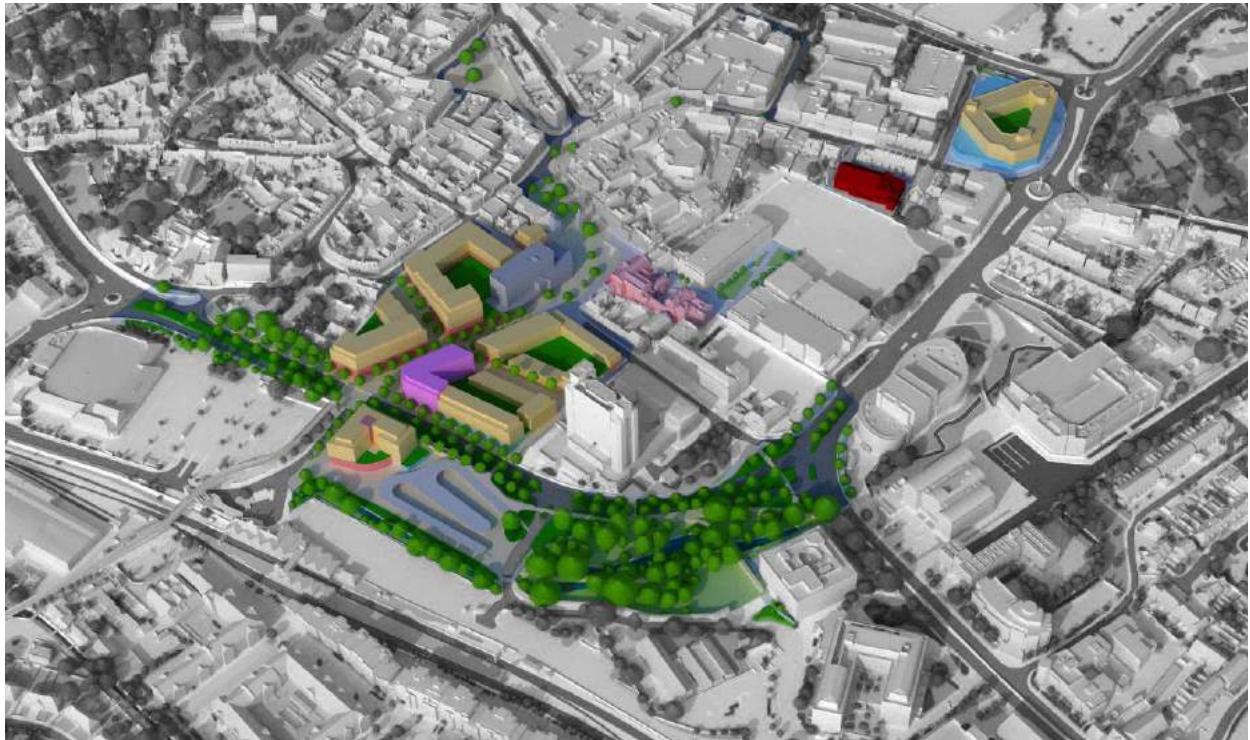
Our study area was the civic focus for the town and includes the councils' offices and Dorking Halls and leisure centre. The land is owned by the Council and whilst the immediate curtilage of Pippbrook House includes many mature trees the area is generally under-utilised, dominated by surface car parking and presents a poor quality pedestrian environment and approach into the town.

We worked with property advisors Montagu Evans and with transport advisors Urban Movement to test the viability and deliverability of numerous options for the site. These balanced the value of development (hotel and residential uses) with the cost of re-providing existing surface car parking within a multi-storey structure and refurbishing Pippbrook House as a potential community asset.

The proposals were politically sensitive and we worked closely with officers and members to weigh up the pros and cons of different scenarios and recommend a positive way forward.

Our plan considers the sites relationship with the wider town, the potential for sensitive development that enhances the setting of Pippbrook House and maintains attractive views to Box Hill. It delivers a hotel, new housing (resisting pressure on greenfield sites out of the town) and significant public realm improvements. These improve connectivity between the Pippbrook site and Dorking Halls and enhance the eastern approach into Dorking.





PROJECT	<b>Aylesbury Regeneration Framework</b>
CLIENT	Buckinghamshire Council
SCOPE	Preparation of regeneration framework



Aylesbury is one of the fastest growing towns in the country and was awarded Garden Town status in 2017 by the Government. The town centre is at the heart of this growth and UIS was appointed alongside Montagu Evans and Urban Movement to prepare a regeneration framework that sets a clear and overarching vision and spatial plan that will guide change in the centre.

The regeneration framework was prepared through a collaborative process and with ten principles established to guide change.

The plan identifies and promotes site specific proposals set within a wider framework that encourages and facilitates a shift to more movement by foot, bicycle and public transport. Critical to this is reducing the barrier created by the ring road and delivering a finer grain of animated safe, streets and spaces within the centre. The plan also promotes a redevelopment of the existing shopping centre and a new bus station and interchange at the station.



PROJECT	<b>Venn Street, Clapham</b>
CLIENT	Glasgow City Council
SCOPE	Street Design and Implementation

Urban Movement designed the multi-award winning Venn Street proposals in the historic heart of Old Town Clapham transforming a utilitarian expanse of concrete and asphalt to provide space for cafes, restaurants and pubs to spill out over widened footways and adding to the vibrancy of this local centre.

Through traffic was encouraged to by-pass the centre of the Old Town, whilst maintaining access for residents and businesses, through inventive junction design. Traffic speeds were reduced by narrowing carriageways and introducing twenty mph zones making it easier and safer for pedestrians to cross. The several zebra crossing in the Old Town were all retained but re-sited to relate to the new circulation patterns.

Over 100 new trees were planted in the widened footways and public spaces. A mix of species were used including native Field Maples, Limes and London Planes. The footways and public spaces were paved with traditional yorkstone slabs in standard and narrow widths where they were to be over-run by vehicles. Most of the historic wide granite kerbs were lifted and re-laid to edge the carriageways but set at a new lower height of 50mm to reduce the step height and make informal crossing easier.



PROJECT	<b>The Avenues, Glasgow</b>
CLIENT	Glasgow City Council
SCOPE	Street Design and Implementation

Firstly as part of a team including Gehl Architects, and currently as part of a team with Austin Smith Lord, UM led the development of Glasgow's public realm, streetscape and transport Regeneration Framework. This 10-year Action Plan developed 15-minute city principles for Glasgow, packaging these into easily actionable projects at a variety of scales and levels of complexity. Designs were developed to demonstrate the potential of future interventions and raise excitement, with several having been delivered.

A hugely ambitious project worth of £100 million followed which is creating (over the next ten years) a connected network of streets in Glasgow city centre that carry substantial elements of green and blue infrastructure in the form of planted raingardens with semi-mature street trees, within streets designed to encourage active travel.

Urban Movement is the lead designer on several of the 'Avenue' streets including Argyle Street, Cambridge Street, Dixon Street and North Hanover Street. All these streets will carry raingardens, planted with a mix of grasses, shrubs and herbaceous material along with native and non-native semi-mature trees at strategic points through each street, carefully placed to avoid conflicts with utilities.



PROJECT	<b>Andover Town Centre Masterplan</b>
CLIENT	Test Valley Borough Council
SCOPE	Public realm concept design

Furthermore, UM worked closely with the County to ensure that the proposals represented exemplar application of their latest policy direction described within their draft Local Transport Plan.

Urban Movement were recently commissioned by Test Valley Borough Council to develop RIBA Work Stage 2: Concept Designs, with costings, for six key areas identified within the Andover Masterplan. These included the high street and western gyratory.

UM worked alongside specialist ecological consultants, to re-imagine the western gyratory in the town in order to release existing highway and to create a new linear park that will both reconnect the town with its unique chalk stream and open-up new development opportunities.

The project necessitated close collaboration with Hampshire County Council as the highway authority, including their term consultants who managed a strategic traffic model for the town centre. Based on UM's recommendations and subsequent feedback, Urban Movement worked with the County to test and optimise their proposals.

Constructive engagement was also required with the local bus operator in order to optimise the routing of buses serving the town's bus station. UM's proposals also responded to Test Valley Borough Council's parallel aspirations to expand and enhance the cycling network, introducing high-quality, segregated cycling infrastructure along two strategic corridors to better connect the town centre with key destinations including the train station, sixth form college and main park.

Crucially, UM worked closely with council officers to develop a compelling narrative around the proposals that linked specific interventions back to ambitious, far-reaching policies. This strong project narrative also assisted the council when bidding for potential funding.

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