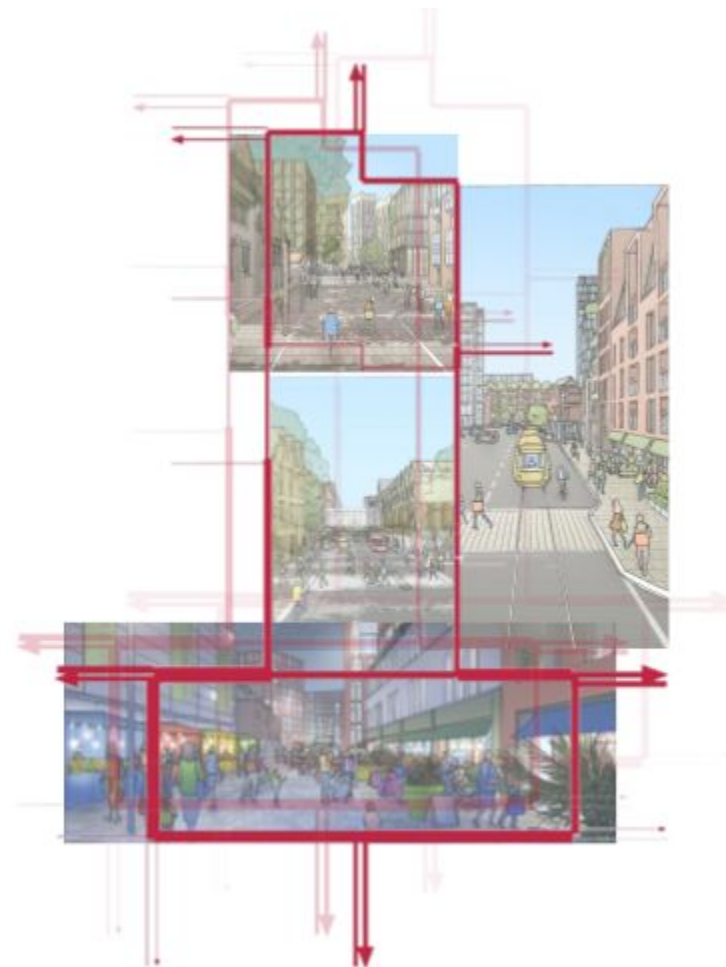


Sutton Town Centre Masterplan

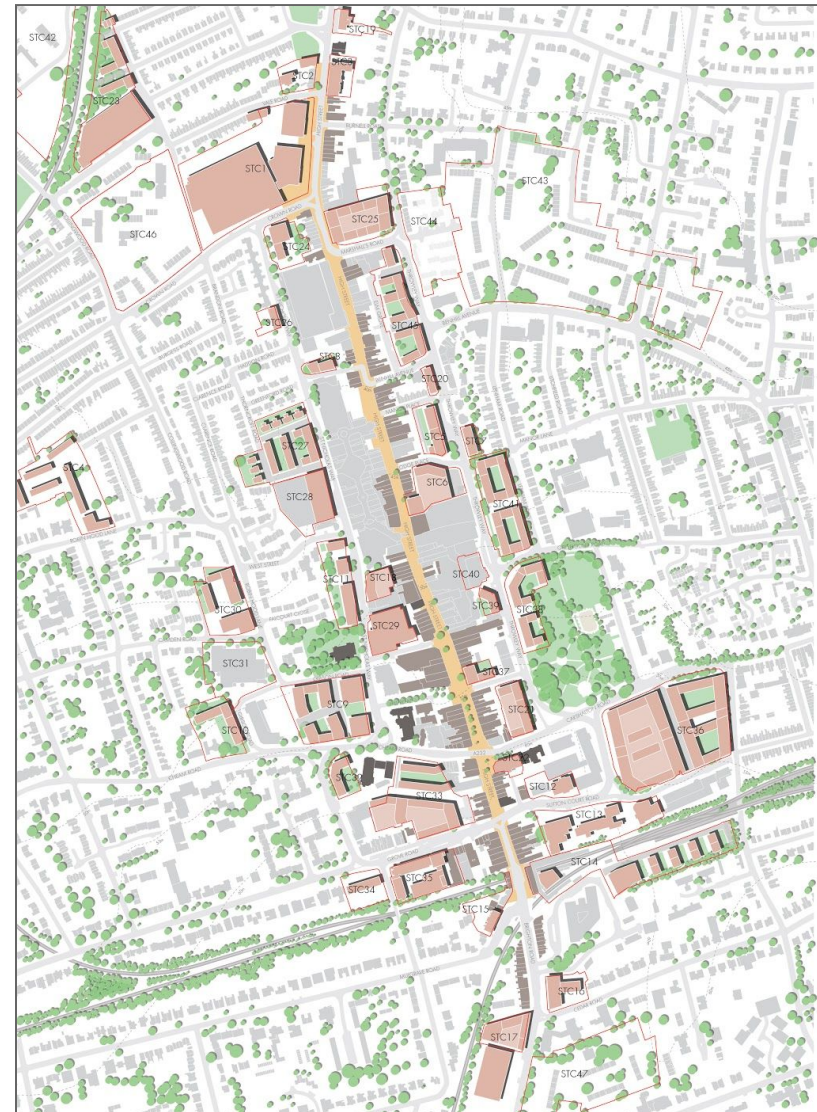
Appendix A

Ambitions, Challenges and Governance
Supplementary Brief



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Introduction

“There is tremendous opportunity for Sutton town centre as a place to visit, work, start a business and live.”

The London Borough of Sutton (the council) published a Sutton Town Centre Masterplan (the Masterplan) in June 2016. Prepared by a team led by Allies and Morrison and GVA, the Masterplan proposed a high level vision for future town centre regeneration and identified sites for redevelopment. Since this time, the council has embedded the vision and development principles through the Local Plan and Site Allocations, providing increased certainty for future investments.

The Borough’s ambition extends beyond delivering at least 3,400 new homes, 31,000 sqm of retail and food and beverage floorspace and 23,000 sqm of new office floorspace by 2031. We are committed to delivering a substantive town centre regeneration, which creates a step change in the environment for people to work, rest and play.

Our other key economic objectives include delivering both a tram extension and the world’s leading life science campus - The London Cancer Hub.

Publication of the Masterplan has acted as a catalyst for development activity and we are witnessing unprecedented interest in the Borough. Cranes are punctuating the skyline, sites are exchanging hands and we are negotiating major planning applications.

We recognise therefore that we are at a key junction in our regeneration journey. The Masterplan has also referenced the challenges that we face

in delivering substantive change. Unless we face these challenges head on and take bold decisions, we may miss significant opportunities.

This brief and the Invitation to Tender (ITT) sets out a process to procure an architect-led team to partner the Council in preparing a Sutton Town Centre Masterplan Delivery Plan (the Delivery Plan) to help achieve our ambitions. Building on the foundations of the Masterplan and prior transport studies, the Delivery Plan will assist in informing our investment decisions, promote comprehensive development, tackle our inherent development inhibitors and provide a high level plan and set of design principles for our public realm and gyratory.

Thank you for your interest in this project. We look forward to receiving your proposal and if your organisation is shortlisted, meeting you at the clarification interview stage.



Mary Morrissey
Strategic Director of Environment, Housing and Regeneration

Our Ambitions

“By 2031 Sutton town centre will be a destination of choice because of its distinctive offer that makes it stand out from its competitors. Combining great shops, services and facilities, Sutton will be known for the human side of its high quality High Street, its strong local heritage that will have been enhanced and celebrated, for the range of small independent retailers and the vibrant and bustling range of cultural activity and entertainment for people of all generations, supported by a diverse and rich dining offer.”

1. Development

- Our aim is to promote comprehensive redevelopment of sites to maximise the quantum and quality of development activity.
- We want to engage with stakeholders and support developers in assembling sites and will commit to using our statutory powers.
- We will demand design excellence, put forward a compelling case for mixed use development, respecting the local heritage and character and provide a holistic public realm to knit development sites together.
- By changing the nature of our gyratory, we will open frontages to both St Nicholas Way and Throwley Way.
- We will work with retailers to find a solution to unsightly service yards which front the gyratory.

2. Employment

- We will support the delivery of new office accommodation which will promote Sutton as a viable and economic base for business.
- Development will promote and facilitate the creation of a life science cluster in the borough.
- We will create a provision of both well specified traditional office and flexible co-working accommodation.
- A more fluid retail offer will enable traders to manufacture and sell their products in the borough.
- We will create a compelling package of incentives and facilities to attract start up, tech companies and SMEs to the borough.

3. Retail

- Improve retail quality and offer of our high street.
- Create large, well specified units, to attract national retailers.
- Diversify our retail offer with small flexible units within mixed use developments to attract start ups and deliver a point of retailing difference.
- Significantly increase our food and beverage offer.
- Significantly improve the night time economy.
- Activate alleys and access yards to break up the long linear high street.
- Create a renewed market offer to enhance the town centre experience.
- Significantly improve the leisure offer.

4. Transport

- Promote a significant modal shift to walking and cycling.
- Create change in the relationship between the public realm and the gyratory which currently acts as a physical barrier to pedestrian movement which cuts off the town centre from the residential hinterland beyond. The gyratory will become a tree lined boulevard activated by new development and transport infrastructure, subject to viability and feasibility.

- Our comprehensive growth ambitions will enhance our case for significant infrastructure improvements.
- We will continue to lobby for the tram extension. This delivery plan will investigate the interaction of the tram with the town centre and how mutual benefits with new development can be realised.

5. Life Science

- The science, health and social care sector has grown considerably, becoming the highest share of total employment within the borough.
- We will deliver the world's leading life science campus - The London Cancer Hub.
- The town centre regeneration must reap the benefits of the London Cancer Hub. We will create links on an economic, cultural and educational level.
- We will promote life science through the principles and strategic objectives of the 'Sutton for Science Skills Strategy'.



6. Public Realm

- The transformation of the gyratory to an attractive pedestrian and cycling friendly boulevard will significantly improve east-west connections for walking and cycling.
- There will be a coherent plan and design principles for the public realm which knits town centre development together in a logical manner giving more certainty to developers to preferred locations for town centre uses at street level.
- The public realm will promote our science and heritage USP.
- We will be ambitious in our intentions for the public realm, to excite and engage. Visiting our town centre should be an experience that delights and is enjoyed.

7. Smart Place

- We are aiming to create a Smart Town Centre by using Smart City technological solutions to deliver sustainable growth in all aspects of the Masterplan, including heritage management, building control, public realm, transport and movement.
- Sutton's Smart Town Centre will drive prosperity, provide jobs and the 21st century smart living solutions for Sutton's residents and business needs.
- Sutton's smart place approach is focussed on improving outcomes for all segments of our society and ensuring enabling infrastructure is in place to support this.

8. Heritage Action Zone

- Sutton Town Centre is the first Heritage Action Zone (HAZ) in London and one of nine across England. Sutton Council is working with Historic England and our local partners. The Council recognises the Town Centre heritage assets as a catalyst to help support economic growth and social vitality of its Metropolitan Town Centre. It is necessary that to support the future growth at Sutton Town Centre, there is a need to enhance Sutton's local distinctiveness and manage its unique identity.

For further information please visit -

https://www.sutton.gov.uk/info/200554/heritage_and_culture/1722/sutton_town_centre_heritage_action_zone_haz

- Two Sutton HAZ projects are of relevance to this commission:
 - As part of Sutton HAZ, a comprehensive Historic Area Assessment work is underway and led by Locus Consulting. It will be available in January and inform the overall strategy, what makes an area special and site specific development proposals.
 - [London Advisory Committee \(LAC\)](#) will be reviewing the Sutton HAZ's growth ambitions at a meeting in February 2018. The appointed team will present draft proposals and outcome of the work to date to LAC and take on board their advice in shaping the emerging proposals.

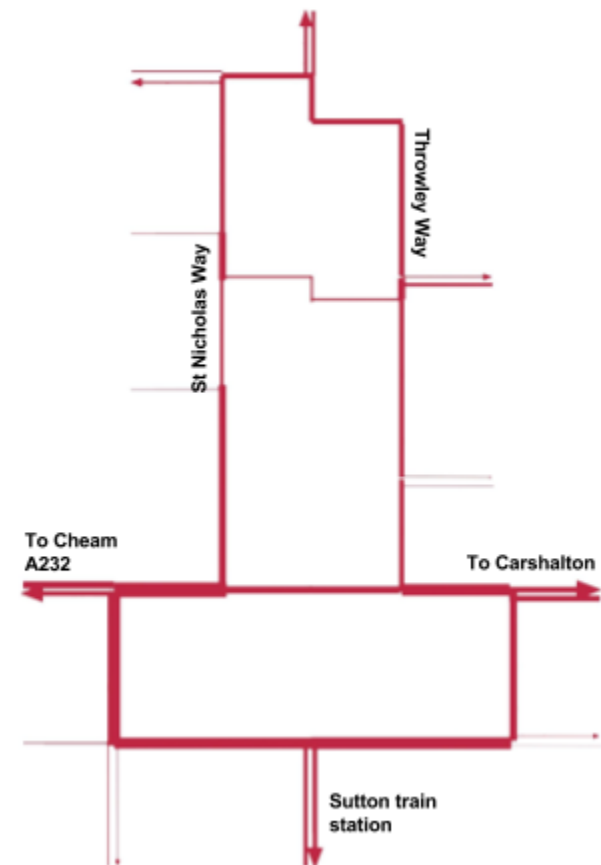
Our Challenges

“Sutton town centre currently has a number of factors which mean that it both requires and is poised for change. However, there is a risk that Sutton town centre will not progress if specific issues are not addressed. It could fall further behind other centres, losing local loyalty and failing to establish loyalty among new residents.”

1. The Gyratory

The vast majority of allocated sites front the gyratory which presents a poor environment to would be investors. It is vital that the gyratory is improved otherwise the capacity to maximise regeneration opportunities will be severely diminished. Specifically you will be tasked with assessing how it can be improved to deal with:

- The Gyratory encloses and isolates the high street from the surrounding areas by preventing easy pedestrian access.
- High speed nature is preventing significant investment from the owners of the St Nicholas Centre.
- Cause of poor air quality.
- The large service areas present an unsightly image of the centre.
- Improved access to Sutton Station across the southern link of the Gyratory across Carshalton Road and Sutton Court Road



An example of traffic movement in the town centre based on traffic surveys taken during the morning pick.

2. Retail Offer

- High vacancy rates along the high street which is becoming increasingly dominated by discount retailers.
- Dominated by town centre supermarkets.
- Lack of shopping centre investment or placemaking.
- A narrow food and beverage offer which leads to a poor night time economy.
- The arts, cultural and entertainment offer is narrower than other centres offer.
- The small-scale economy has come under pressure from lack of space, lack of suitable premises and increasing rents.



Vacant shops on the High street

The back facades of two of the major retailers in the area



3. Office Market

- A large number of office buildings have been subject to permitted development.
- The Masterplan highlights a number of offices as suitable for redevelopment to residential use.
- Unless we create new commercial space within mixed use schemes, we risk creating a dormitory town which will further weaken the high street, create a job shortage and further out commuting.
- We anticipate demand linked to The London Cancer Hub and need to be able to offer good quality accommodation.



Alleyways

4. Back of house areas / residential upper parts

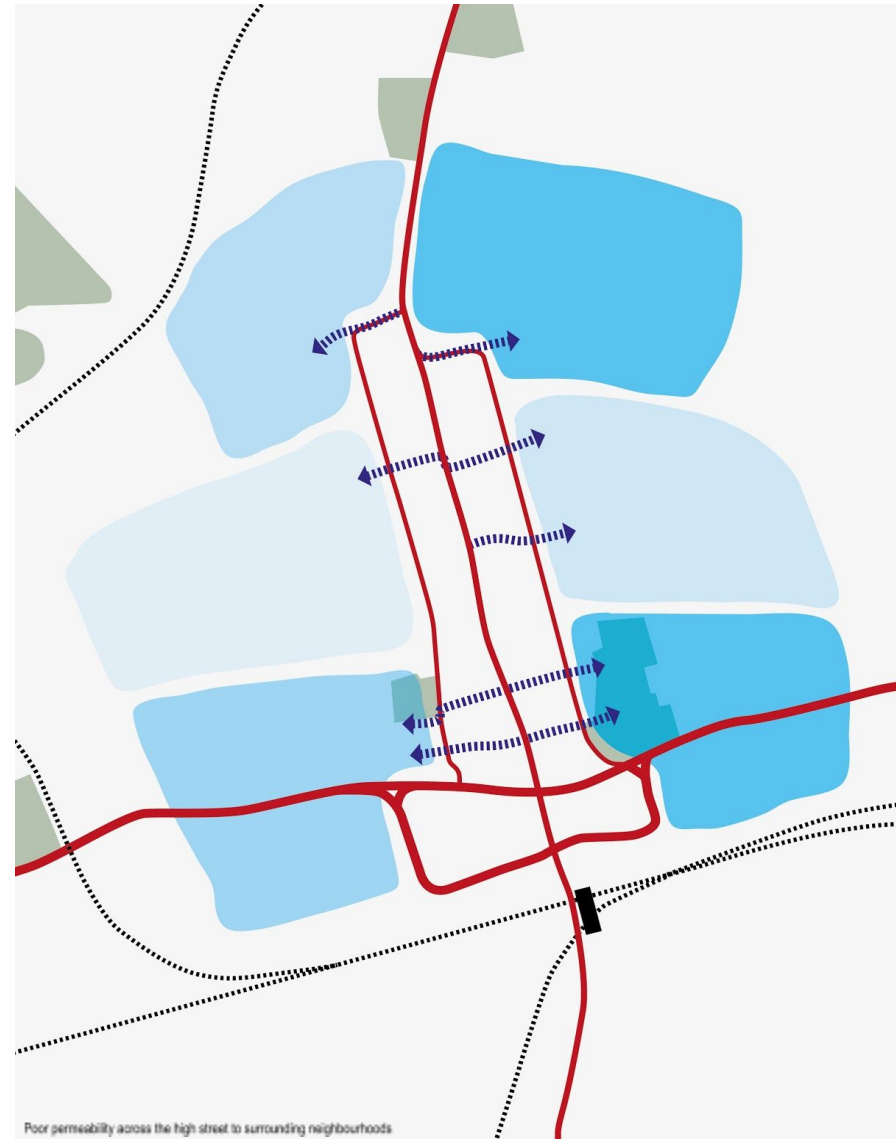
- We have some poor back of house areas used for retail servicing, which attract illegal parking and flytipping.
- The upper parts of retail units have been developed for residential use and subject to historic extensions.
- We cannot pedestrianise access to the town centre and limit vehicle movement if these areas remain as they are currently.
- 'Right of light' claims from residential occupiers will restrict redevelopment.



Back of houses used for parking only

5. Transport and Movement

- We suffer from inferior transport connections than the majority of London Boroughs.
- Whilst progress is being made to secure the tram extension, its delivery is not yet certain. We need to demonstrate our ambitious regeneration plans to make an overwhelming case for investment.
- New residential developments coming forward will bring traffic congestion on parts of the highway network, as well as parking issues.
- The connectivity between the High Street and areas such as the Civic Centre site, Manor Park and the residential hinterland is poor and safety issues on the east-west alleyways cause concerns.



Project Team and Governance

The Project Team

You will be able to illustrate that you possess the vision, experience and tactics to implement major regeneration projects. The Project Team will be a champion for the Council's vision for Sutton Town Centre when interacting with the development community and with statutory bodies such as the GLA.

Skills

Town Planning, urban design and masterplanning, architecture, public realm, highways engineering, value engineering and retail led regeneration experience.

Governance and project management

The project will be managed by George McCullough, (Town Centre Regeneration Programme Manager) and supported by Katie Wren (Programme Officer). The commission will report into the Sutton Town Centre Programme Board.

Other principal contacts include:

- Andy Webber (Head of Development Management and Strategic Planning)
- Nuala Kennedy (Principal Urban Designer)
- Ian Price (Team Leader Strategy & Commissioning Highways and Transport)