

DEVELOPMENT AND REGENERATION TECHNICAL SERVICES FRAMEWORK

FTS 2022/S 000-029662

APPOINTMENT OF CONSULTANT

INSTRUCTION

Gloucester City Master Plan

Date	12 TH FEBRUARY 2026	The Council for the City of Gloucester Reference Number	JB/OL26795042 To be quoted on all correspondence relating to this Instruction
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The Consultant entered into a contract dated **21st August 2023** with Homes England whereby it was appointed as a consultant on the Development and Regeneration Technical Services Framework (the "Framework Contract").

The Council for the City of Gloucester is a Public Sector Body under the Framework Contract.

The Public Sector Body and the Consultant acknowledge and agree that this document is to be treated as an "Instruction" from the Public Sector Body under and for the purposes of the Framework Contract.

The Consultant agrees to supply to the Public Sector Body the Services specified below on and subject to the terms and conditions of this Instruction and the Framework Contract.

Unless otherwise defined in this Instruction, terms used in this Instruction shall have the meaning given to them in the Framework Contract.

The Employer

The Council for the City of Gloucester is the Public Sector Body.

In so far as they relate to the appointment of the Consultant to provide the Services all references to Homes England in the Framework Contract shall also be deemed to be references to the Public Sector Body for the purposes of the Instructions and the Framework Contract.

PUBLIC SECTOR BODY DETAILS

Public Body	Sector	The Council for the City of Gloucester
Public	Sector	North Warehouse, The Docks, Gloucester, Gloucestershire, GL1

Body's address	2FB
Invoice Address	<p>Gloucester City Council,</p> <p>Eastgate Management Suite,</p> <p>Eastgate Street,</p> <p>Gloucester,</p> <p>GL1 1PA</p>
Contact:	<p>Name: Andrew Hearne</p> <p>Address: 22 Eastgate Shopping Centre</p> <p>Phone: 07549016798</p> <p>e-mail: Andrew.Hearne@gloucester.gov.uk</p>

CONSULTANT DETAILS

Consultant	PRIOR+PARTNERS LIMITED ("Consultant")
Consultant's Address	70 Cowcross Street, London EC1M 6EJ
Consultant's Company number	10463462
Contact:	<p>Name: Elise Baudon</p> <p>Address: 70 Cowcross Street, London EC1M 6EJ</p> <p>Phone: 020 3951 0052</p> <p>e-mail: Elise.Baudon@Priorpartners.com</p>

1. INSTRUCTION PERIOD

(1.1) Commencement Date

This Instruction shall commence on: 01/02/2026

(1.2) Instruction Period

9 months

2. SERVICES REQUIREMENTS

The Services outlined in Appendix A shall be provided by the Consultant to the Public Sector Body.

3. DELIVERABLES

The following Deliverables will be supplied as part of the Services. An evidence-based Gloucester City master plan, and delivery and investment plan, in accordance with the programme attached in the Aims and Ambitions as per Consultant response to the Public Sector Body's brief (Appendix B).

4. RESOURCES

(4.1) Staff of the Consultant to be involved in the provision of the Services

The following people will deliver the Services as detailed in the Consultant response to the Public Sector Body's brief (Appendix B).

Elise Baudon - Project and Masterplan Director
Alix Roberts - Project Manager and Masterplan Associate Director
Stacey Lewis - Senior Urban Designer
JoJo Dorrington Ward - Urban Designer
Androniki Strongioglou - Associate Landscape Architect
Jack Schofield - Place Economics Lead
Patrick Gulliver - Place Economics Expert Advisor
Juliette Allen - Place Economics Consultant
Sophie Ward - Planning Lead
Simon Mattinson - Planning Expert Advisor
Barbel Gamm - Graphic Design Lead
Mitch Cooke - Sustainability Lead
Rodrigo Garcia Priego - Energy Associate
Chris Moss - Biodiversity Consultant
William Filmer-Sankey - Heritage and Conservation Lead
Trenton Williams - Transport and Infrastructure Lead

(4.2) Resource Schedule

The Consultant shall follow the Resource Plan as detailed in the Consultant response to the Public Sector Body's brief (Appendix B).

(4.2) Sub-contractors to be involved in the provision of the Services

Greengage & Co. Limited (11904803) of 9 Little Trinity Lane, London, England, EC4V 2AD

Providing services in sustainability, energy and green and blue infrastructure

Alan Baxter & Associates LLP (OC328839) of 75 Cowcross Street, London, EC1M 6EL
Providing services in heritage, and transport and infrastructure

As fully detailed in the Consultant response to the Public Sector Body's brief (Appendix B).
(See clause 32 of the Framework Contract)

5. PROGRAMME

The Services will be delivered in accordance with the programme attached in the Outline Programme Plan as per Consultant response to the Public Sector Body's brief (Appendix B)

6. FEE

(6.1) LUMP SUM FIXED

The total sum is £90,028.19 (excluding VAT) with a Payment Schedule as per below:

Month of 2026	Payment (excluding VAT)
February	£ 13,000.00
March	£ 13,000.00
April	£ 13,000.00
May	£ 13,000.00
June	£ 13,000.00
July	£ 13,000.00
August	£ 12,028.19

7. INSURANCE AND LIABILITY

Insurance requirements and Consultant liability levels in relation to this instruction shall be as set out in the Framework Contract unless different requirements are specified below:

Limit of Liability

The Consultant's total liability to the Public Sector Body for all matters arising under or in connection with this instruction, other than the unlimited matters referred to in clause 38 of the Framework Contract, is limited to £10,000,000 in the aggregate

Please seek legal and insurance advice on the appropriate limitation of liability – the limitation amount should be commensurate with the scale and value of the project for which the services are carried out.

Insurance

Insurance for a sum of not less than:-

£5m (5 million pounds) Professional Indemnity

£5m (5 million pounds) Public Liability

£10m (10 million pounds) Employer Liability

in the aggregate

8. INVOICING AND PAYMENT

Invoices in respect of the Instruction will only be processed for payment where:

1. they are for the current Instruction;
2. the Council for the City of Gloucester's name and Reference Number are quoted on the invoice;
3. invoiced in accordance with Schedule 2 of the Framework Contract; and
4. the invoice is addressed to the Council for the City of Gloucester

Payment will be made to the Consultant by the Council for the City of Gloucester.

BY SIGNING AND RETURNING THIS INSTRUCTION THE CONSULTANT AGREES it is entering into a legally binding contract for the Consultant's appointment (the "Consultant Appointment Contract") with the Public Sector Body to provide the Services. The Consultant Appointment Contract incorporates and is subject to all of the terms and conditions contained in the Framework Contract as may be varied and/or amended by the other provisions of this Instruction. If there is any inconsistency between any of the provisions of this Instruction and the provisions of the Framework Contract, the provisions of this Instruction shall prevail).

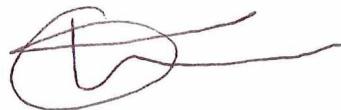
The Consultant and the Public Sector Body hereby acknowledge and agree that they have read this Instruction and the Framework Contract and by signing below agree to be bound by the terms of this Consultant Appointment Contract from the date appearing at the start of this Instruction.

For and on behalf of the Consultant:

Executed by PRIOR+PARTNERS LIMITED acting by, *THOMAS VENASCES*

a director, in the presence of:

SIMON MATTINSON



Director

SIGNATURE OF WITNESS



NAME OF WITNESS

SIMON MATTINSON

ADDRESS OF WITNESS

*70 COWCROSS STREET
LONDON EC1M 6EJ*

OCCUPATION OF WITNESS

COMPANY DIRECTOR

For and on behalf of the Public Sector Body:

THE COMMON SEAL OF THE)
COUNCIL OF THE CITY OF GLOUCESTER)
affixed hereto is authenticated)
by the undersigned a person authorised)
by the said council to act for that purpose)



Authorised Signatory

*SARAH FAROOQI
HEAD OF LAW*

Appendix A – Public Sector Body's brief

Gloucester City Council are seeking an experienced and knowledgeable Consultant, who can develop a comprehensive Masterplan for the City of Gloucester. It is essential that the Masterplan sets a strategic charter for sustainable growth, regeneration and development ensuring and enabling the City of Gloucester to remain a vibrant, inclusive, and economically sustainable city.

1. Key Objectives

The Public Sector Body require a Consultant who can demonstrate their expertise, understanding and capability of delivering a Masterplan that will align to the Gloucester City Plan and the Joint Core Strategy, by recognising that Gloucester is a transforming, growing and regeneration City.

Whilst not an exhaustive list we have identified the following Key Objectives together with the Consultant's role is assisting and supporting The Public Sector Body to achieve these: -

The key objectives of the Masterplan are as follows:

Key Objectives	Consultant's role
Development of a Shared Vision for the City of Gloucester aligned to the Gloucester City Plan and the Joint Core Strategy.	<p>The Consultant will: -</p> <ul style="list-style-type: none">• Create spatial masterplan to help the city understand and act on its opportunities and priorities.• Develop a vision that is nature-rich, inclusive, authentic, zero-carbon, flexible, smart, and co-created.• Identify and leverage place-based assets and qualities unique to Gloucester• Focus on outcomes for 2050, considering global, national, and local trends.
Achieve Value for Money	<p>The Consultant will:</p> <ul style="list-style-type: none">• Deliver best practice, quality service(s) across and throughout a varied area.• Provide clear, concise, detailed, and transparent reporting of all cost information, and workflow processes;
Excellent Customer Service	<p>The Consultant will:</p> <ul style="list-style-type: none">• Within the context of an ever-changing estate, with service peaks and troughs across months/years (and in increasingly heavily used buildings), meet the needs of a range of customers.• Work closely with other Public Sector Body service providers to ensure that there is a seamless service and communications with customers, who hold ever increasing expectations.
Enhance the Public Sector Body's reputation	<p>The Consultant will:</p> <ul style="list-style-type: none">• Support the provision of a safe and secure environment for all stakeholders in a range of buildings / precincts across and throughout the City of Gloucester.
Maximise opportunity for sustainability to enable the Public Sector Body to be Carbon Neutral by 2030	<p>The Consultant will:</p> <ul style="list-style-type: none">• Use their knowledge and experience to identify opportunities in relation to the three pillars of sustainability (economic development, social development, and environmental protection) and implement no cost / low costs interventions where applicable and bring forward to the Public Sector Body for our consideration, all larger scale initiatives (predominately energy/carbon reduction opportunities).
Enhance the Partnership	<p>The Consultant will:</p>

Key Objectives	Consultant's role
	<ul style="list-style-type: none"> Provide a good cultural fit that is aligned to The Public Sector Body's current and future relevant strategies and values;

2. Public Sector Body - Aims & Ambitions

In addition to the Key Objectives above, the Gloucester City Masterplan must be developed and designed specifically to support and reflect transformation, growth and regeneration of the city and future success.

Our Aims and Ambitions include by are not limited to: -

Project Scope: -

- Conducting background research and spatial analysis
- Development of strategic and spatial plans
- The provision of a robust communications and engagement plan, including the identification of key stakeholders for example residents of Gloucester City, and facilitating workings and collaborative discussions to include by not limited to:
 - Identification of Key Stakeholders, including a detailed stakeholder map of key participants, their roles and involvement, in readiness for formal engagement.
 - Develop and apply engagement methodologies that actively inform the resultant Masterplan, for example, discovery tours, community group/connections, citizen/resident meetings, participatory design, and surveys etc.,
 - Ensure meaningful and timely engagement and participation from local stakeholders to capture their views, values, needs and wants for the successful delivery of the Masterplan.
- Preparation of an informed and evidenced based Gloucester City Masterplan that includes the entire city

Economic Context and Delivery: -

- Address economic challenges and opportunities, focusing on high-quality employment, repurposing vacant spaces and leveraging existing economic assets.
- Explore different delivery models and opportunities, ranging from market led- to public sector led interventions.
- Reflect on The Public Sector Body's role and ambitions for specific site deliverables within the City Centre.

3. Strengths, Opportunities & Constraints

The Public Sector Body have identified the following Strengths, Opportunities and Constraints that will be influenced/impacted by the resultant Gloucester City Masterplan: -

Strengths

- provides options, opportunities, and direction on how we can develop the city over the long-term.
- recommend guiding investment in the city over the short to medium term.
- promote and advertise the various elements of the city's buildings, facilities, and spaces and how these can be better connected and integrated across and throughout the city.

Opportunities

- design and develop a Masterplan that enhances first impressions by breathing new life into our iconic buildings and areas.

- recognising that the city has a beautiful landscape, but that this is engulfed by an abundance of parking - cars must be a lesser dominance over time.
- improving cycle/pedestrian connectivity and encourage greater recreational use of our extensive facilities.

Constraints

- that all Masterplan recommendations and projects are balanced with current and future affordability.
- there is a focus on realistic delivery and commercial reality.
- that the current social, economic, transportation and environmental context of the city are understood and embedded in all Masterplan activities and projects.

Please note that the information contained within Sections 4 and 5 above will involve significant cultural and behavioural change that would benefit from the consideration and application of 'Nudge' theories and concepts/or similar. https://en.wikipedia.org/wiki/Nudge_theory

4. Conclusion

The Public Sector Body requires a complete and comprehensive review of our city in its entirety, which informs 'fit for purpose' and relevant development opportunities, that to enable and allow the city to grow and develop in line with the strategy and ambitions of the Gloucester City Plan and our Joint Core Strategy. Including the development of a sustainability strategy that makes a positive contribution to the city and the management of climate change.

Appendix B – Consultant's Response to Public Sector Body's brief

Lot 2 - Place-making, master planning and design services

Gloucester City Council – Master Plan

PRIOR
+ PTNRS

Pro-Contract Ref: DN786339

17 October 2025

Issued by Prior + Partners alongside
Greengage and Alan Baxter Architects

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Date	17 October 2025

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01

Supplier resources, capacity, experience and knowledge

Introduction

To deliver the Gloucester City Masterplan (herein the Masterplan), we have assembled an interdisciplinary team of leading practitioners and experts. Our approach is underpinned by a culture of collaboration, enabling Gloucester City Council (GCC) to work with us as if we were a single, integrated business.

The following sections introduce our **team resources and structure**, and demonstrate how our combined experience and knowledge will support us in **meeting and delivering on GCC's key objectives**. Embedded within is our approach to both **project management** as well as **engagement and communications**.

Team resources and structure

A multi-agency, expert team approach

At the helm of this commission as Lead Consultant is **Prior + Partners** (P+P). Regarded as one of the UK's leading placemaking consultancies, **we integrate expertise in masterplanning and urban design, landscape and public realm, planning, economics, and data analytics** to unlock the potential of places and communities worldwide. Our 100-strong team also bring expertise in **engagement, graphic design and visualisation tools**, allowing us to successfully and clearly communicate ambitious visions and masterplans for change, and aid decision-making throughout the design stages.

P+P already hold a nuanced understanding of Gloucester's priorities through our recent Place Futures workshop with GCC, which explored aspirations and the city's unique challenges. This knowledge provides a strong foundation for the Masterplan, enabling us to move forward with insight and momentum.

Based on this understanding, we have carefully curated our proposed resources, capacity and skills for this commission. **P+P will steer the project** with our expertise in masterplanning and urban design, with support from across P+P's wider team of planners, economists, landscape specialists, **alongside two leading sub-consulting practices**:

- **Greengage** – Sustainability specialists who deliver practical, measurable solutions that add value while reducing environmental impacts across masterplans, landscapes, and built developments;
- **Alan Baxter Associates** – Experts in transport, engineering and heritage, known for integrating modern infrastructure with historic environments, emphasising sustainability, adaptive reuse, and contextual design.

This team's combined experience will allow GCC to deliver imaginative, distinctive, and flexible place-making that is both visionary and achievable.

A three-tiered team structure

Our three-tiered team structure, comprising Project Leadership, a Delivery Team and an Expert Panel, **ensures that all workstreams — from technical analysis to stakeholder engagement — are integrated and aligned with GCC's objectives**. Below we have provided a summary of this structure and the aligned resourcing, with further details around the individuals and their experience provided as part of accompany biographies (page 11-12).

A committed core Project Leadership team

As Lead Consultant, members of P+P's senior team will oversee the project with a genuinely collaborative approach whilst also having overall responsibility for the cohesive development of its deliverables. This senior team is comprised of:

— Project and Masterplan Director

Elise Baudon, P+P Masterplanning Director MSc, BSc, AICP

In her role, Elise will draw on her experience as the Project Director for ambitious regeneration schemes for local authorities around the UK and internationally such as **Bristol Temple Quarter**, and the transformation of a mono-cultural estate into a 10,000 home, mixed used district — **Moffett Park** — for Google and the Municipality of Sunnyvale in California. Through this work, Elise has a **deep attunement to the many competing interests at play in the development process**: she brings expertise in strategic planning, resilient design, commercial analysis, and inclusive stakeholder engagement to all her design projects.

Additionally, Elise has many years of experience in leading teams with successful client collaboration and will ensure that good quality design principles and clear communication remain at the heart of the Masterplan for GCC. Aligned to this, she will be a core facilitator and participant at stakeholder engagement sessions, where she **excels in building narratives capable of building momentum and support for their vision, and communicating with various stakeholder groups**, from local government, to business owners, interest groups and residents.

— Project Manager, Urban Designer and Engagement Lead

Katherine Keyes, P+P Associate Urban Designer BA MSc PGCert

An experienced Project Manager and Urban Designer, Katherine takes a **pragmatic approach to managing the design process and excels at integrating contributions from team members** to ensure the potential of a place is achieved while being deliverable. Her track record includes **UK spatial planning, site and city-scale masterplanning, and long-term visions**, with projects such as **Southampton Renaissance, Newquay Town Centre Development Framework and Oxford City Centre Action Plan**. Each of these projects have included spatial masterplans and accompanying investment and delivery plans, allowing Katherine to build **capabilities in translating trend research and socio-economic potential to support the development of urban design strategies and site-specific schemes**.

Katherine also has **demonstrable expertise in delivering highly participatory stakeholder engagement exercises** and is able to describe complex scenarios and propositions in an easy to understand manner. She will use this experience to act as Engagement Lead for the project, overseeing the wider team to deliver this workstream, whilst also providing oversight of our team's delivery of our Social Value commitments, as outlined in Question 5.

Together, **Elise and Katherine will act as the single source of communication with GCC** and ensure the Masterplan is meeting all GCC objectives.

A focussed and experienced Project Delivery team

Working closely under the Project Leadership is our Project Delivery team who will provide expert discipline input alongside **focused delivery of the various workstreams on a day-to-day basis**. These workstreams are:

— Masterplanning, Urban and Landscape Design P+P

P+P's Senior Urban Designer **Nella Abi Khalil** and Urban Designer **JoJo Dorrington Ward** bring **extensive experience applying contemporary urban design principles at every scale** — from city-wide strategies to street-level interventions. Their portfolio spans brownfield regeneration, heritage-led renewal, and the integration of new public realm and infrastructure. This breadth equips them to **tackle Gloucester's challenges, balancing masterplanning vision with the realities of viability and technical delivery**. Both are also skilled in **digital processes**, from baseline analysis and capacity studies to high-quality visualisation — renders, VR/AR, and 3D models — that clearly communicate project ambitions to clients and communities.

Working alongside them is P+P Landscape Associate **Androniki Strongioglou**, who will ensure that open space and public realm networks underpin Gloucester's future growth. Drawing on our experience from strategic frameworks to detailed public realm design, this **integrated approach to landscape will drive climate adaptation while enhancing environmental, social, and cultural value** — helping to create a greener, more sustainable, and more attractive city.

— Place Economics P+P

The Masterplan must capture Gloucester's full economic potential, setting out a clear narrative that links economic vision with placemaking and housing delivery. This approach will drive growth while meeting local housing needs. **P+P brings a distinct advantage through our in-house Place Economics team**, who work alongside our designers to embed economic strategy, appraisal, case-making, and forecasting into proposals. Senior Place Economics Consultant **Jack Schofield** will lead this workstream, collaborating with the design team to **shape a land-use mix and activity profile that intensifies development within a clear spatial framework**. While a full Investment and Delivery Plan sits beyond this commission, Jack's expertise in this field will inform our technical recommendations and **establish a strong foundation for future investment planning**.

— Planning P+P

P+P's in-house planning team has a strong track record in shaping city and town centre spatial strategies, alongside expertise in site-specific development briefs and parameters. Through integrating this specialism as part of our team, we will ensure the Masterplan bridges planning and design contexts, and identified opportunity sites are both policy-aligned and design-led, with clearly articulated visions, principles, and development potential. P+P are also **at the forefront of UK planning policy** — advising MHCLG on planning reform and recently completing a national study for the Local Government Association on best practice in town centre housing delivery. These insights will directly inform our work in Gloucester. Senior Planner **Sophie Ward** will lead this workstream, bringing specialist **expertise in plan-making, planning powers, and regulatory solutions**, while also supporting delivery of the engagement strategy.

— Sustainability Greengage

Through a series of workshops, Greengage will work provide **strategic input on sustainability matters** to inform the Masterplan, including **setting sustainability targets** which are accompanied by progress monitoring programmes, with regular stakeholder forums and client group feedback. To deliver this, Greengage have developed their own trackers, which can be tailored to suit the specific needs of GCC. Director **Mitch Cooke** will oversee this workstream, drawing on his experience leading city centre masterplanning projects which **align development strategies with local councils' Net Zero and climate action goals**.

— Heritage Alan Baxter Associates

P+P begin all projects by understanding a place's physical and cultural heritage. **By safeguarding and integrating this heritage, we reinforce a collective identity while unlocking new economic opportunities and gaining public support**. To identify these heritage opportunities, we work extensively with the heritage team at ABA, including Conservation Director, **William Filmer-Sankey** who, for this commission, will enrich the team with his expertise in conservation and asset management. Delivered through a series of workshops, this input will help us **shape design proposals for listed structures, assess heritage impacts, and establish a strong foundation for future opportunities**.

— Transport and Infrastructure Alan Baxter Associates

Bringing these aforementioned strands together requires **a deep understanding of interconnected systems such as transport**. ABA's engineering team is well placed to lead this, with Transport Director **Trenton Williams** drawing on extensive experience from similar projects. Through a series of workshops, these insights will inform the Masterplan and infrastructure strategy—**addressing housing and employment growth, creating attractive mixed-use places centred on sustainable movement, and overcoming fragmented land ownership to deliver coherent corridors and connections across Gloucester**.

— Graphics and Communication P+P

Finally, P+P Graphic Designer **Bärbel Gamm** will lead the design of all reports and engagement materials, applying her expertise in crafting branded visual narratives and translating spatial concepts into clear, **accessible graphics and engaging, well-structured layouts for all audiences**.

Expert Advisory

Providing strategic guidance, expert inputs and healthy challenges on our emerging proposals, **we are offering a pro-bono expert advisory panel who will participate in up to 3 key workshops** and will also be available to the internal team for ad-hoc project related discussions and guidance.

Expert Advisor — P+P Place Economics Director **Patrick Gulliver** brings a **reputation for advising National and Regional Government on city and regional competitiveness**. He has led city-centre masterplans in places like Sheffield and Cardiff as well as supported large-scale city-centre regeneration in Manchester, Liverpool and Newcastle.

Expert Advisor — P+P Planning Director **Simon Mattinson** offers a **strong track record of leading place visions and development frameworks across the UK that are supported by clear parameters that drive long term and focussed implementation**, underpinned by strong programmes of engagement.

How we will meet GGC's objectives

The regeneration of city centres is the focus of much of our team's work; it is where a significant amount of our expertise and interests converge. Aligned to this, over the following pages we have set out our broad approach to meeting and delivering GGC's objectives, evidenced through our team's work across comparable projects all over the UK.

Development of a Shared Vision for the City of Gloucester aligned to the Gloucester City Plan and the Joint Core Strategy

Our team's extensive experience in city-wide and site-level masterplanning directly supports GCC in achieving its objectives of creating a spatial masterplan and long-term vision that is nature-rich, inclusive, low-carbon, flexible, co-created, and grounded in local place-based assets. P+P's portfolio spans the UK and internationally, including recent work with local authorities in Birmingham, Manchester, Bristol, Southampton, Essex, Oxford, Cambridge, Luton, Great Yarmouth, and Newquay. This breadth of experience has honed our integrated approach to commissions such as Gloucester, where design is shaped by planning intelligence and underpinned by economic rigour, and typically centred on three outputs: a compelling long-term **Vision**, a spatial **Masterplan** coordinating transport, land use, public realm, green infrastructure, and the built environment, and a **Delivery Plan** that prioritises projects and identifies delivery models to turn ambition into action.

A recent example is for Southampton City Council, where P+P's team of designers, planners and place economists delivered the **Southampton Renaissance** — a transformative regeneration programme designed to enhance economic resilience, connectivity, and quality-of-life across the city. **P+P led three key deliverables: the Vision and Spatial Masterplan, a Delivery Strategy, and an Investment Prospectus.**

In delivering this, our team conducted **extensive socio-economic and spatial analysis**, identifying challenges such as stalled regeneration sites, widespread deprivation, poor-quality housing, degraded public realm, and infrastructure severance that limited connectivity and inclusivity. Using this evidence, we **identified priority areas for intervention**, addressing equity, sustainability, and economic opportunity. A **multi-phase stakeholder engagement programme** ensured consensus among the Southampton Renaissance Board — including landowners, universities, and employers — and wider engagement with potential investors and developers. **Six Renaissance Area Frameworks demonstrated sub-area potential, responding to hyper-local challenges** such as mixed-tenure housing, permeability improvements, industrial and creative workspace, and public realm enhancements, collectively delivering a city-wide vision that balances people, place, and planet.

We'll apply the same evidence-first approach in Gloucester, anchoring the framework in a robust, data-led evidence base, supplemented with a series of benchmarks — drawing on both local competitor centres and more aspirational examples. This exercise proved especially valuable in Southampton, helping stakeholders frame 'where-you-want-to-get-to' in an objective, measurable way, and shaping place-based objectives tied to actual city centre performance.

Similar to our proposal for Gloucester, P+P then led a delivery strategy which sets out recommendations for delivery approaches to overcome major viability and delivery constraints, low investor confidence—heightened by number of stalled developments — and change perceptions of place. We also identified priority projects to enable a wider programme of change and the levers available to the council to deliver them.

Other P+P project examples include **Newquay Town Centre** where through extensive engagement, we established a shared Vision and Spatial Framework addressing seasonality and fragility in the local economy. This was supported by an Investment Plan to guide growth, enhance public spaces, and strengthen the town centre's role as a global destination. Meanwhile, for **Bournemouth, Christchurch & Poole**, we led a suite of regeneration opportunities to catalyse new investment and deliver new jobs and homes, whilst elevating design quality and public realm through a sensitive approach to development growth and appreciation of local context.

Concurrently in Bristol, P+P's integrated in-house team, alongside ABA, are leading the transformation of **Bristol Temple Quarter** (BTQ), a 130-hectare brownfield site with complex private land ownership. The project **combines ambitious strategic thinking with a practical, implementable masterplan grounded in local policy, planning frameworks, and extensive community engagement**. Aligned with the One City Plan, the masterplan provides a **clear, robust Vision relevant to government and the private sector**, supporting funding applications and enabling partnerships with developers and landowners. Structured into workstreams for Phase-1 (Temple Meads) and Phase-2 (St Philip's Marsh), Phase-1 focuses on remaining dispersed plots to meet grant targets while establishing cohesive urban structuring, connectivity, public realm improvements, and ground-floor activation. **A 3D model facilitates iterative design testing of land uses, capacities, and layouts**, with sites categorised by ownership and delivery timelines to guide phased development. Phase-2 addresses low-density industrial uses, integrates flood risk planning, and identifies opportunities to repurpose structures, preserving character and minimising waste. Overall, our work for the BTQ masterplan is delivering a flexible, **delivery-focused framework** to guide regeneration, enhance public realm, and inform planning decisions, creating a coherent, resilient, and connected urban quarter for the city.

To further enrich P+P's experience, **ABA brings valuable insights from projects such as Staples Corner Masterplan, Central Milton Keynes Growth Opportunity Study, Aylesbury Garden Town (with P+P), Chase Park Spatial Framework, and Bedford Town Centre Masterplan**. These projects highlight approaches to accommodating housing and employment growth, promoting sustainable movement, and overcoming fragmented land ownership to deliver connected, coherent places.

These insights will be further supplemented by Greengages extensive experience leading sustainability and climate resilience strategies across urban and residential masterplans including for **Oldham, Luton, and Catford town centres** where they developed frameworks aligning development with **council net zero targets, integrating climate adaptation, green infrastructure, and social value through job creation and community health initiatives**.

Achieve Value for Money

— Delivering best practice, quality service across and throughout a varied area

Our team for this commission unites three award-winning, UK-based consultancies, each recognised for delivering best practice. Collectively, **we bring respected professional accreditations** — including but not limited to RIBA, RTPI, RICS and the Landscape Institute — **ensuring our projects meet legislative requirements while achieving the highest standards of design, sustainability, and professional integrity**. To this end, we invest in continuous learning through CPD and practice-wide sessions, embedding the latest economic, environmental, and social insights into our work.

Sustainability, inclusivity, and resilience are central to both our governance and our project outcomes.

We also each have a proven record of delivering complex visions and masterplans collaboratively, creating inclusive working environments that draw on the full breadth of our expertise, encourage integration across disciplines, and respond precisely to each brief, whether in historic city centres like Oxford, regeneration areas such as Birmingham, or rural contexts like East Hemel for the Crown Estate.

— Provide clear, concise, detailed, and transparent reporting of all cost information, and workflow processes

As lead consultant for the commission, **P+P will manage the contract including the work of our trusted subconsultants** with whom we have a **strong track record of collaboration**. We employ a consistent, proven project management approach across all projects, regardless of size or complexity, ensuring clarity, quality assurance, and timely resolution of key issues. Open and transparent communication will be maintained across both project and client teams. The project will be **managed primarily from our London offices**, with regular visits to Gloucester to support collaboration and decision-making. **P+P will serve as the single point of contact for the client**, streamlining communication and enhancing overall efficiency.

— Monitoring of Performance: At inception, the project leadership will review the project programme and budget with the client group and refine accordingly. This will confirm clear goals, aspirations, and deliverables against an agreed time-frame. Given the unknown full scope at this stage, the project programme and deliverables will be reviewed at regular project team meetings.

— Approach to Quality Assurance Management: All outputs will be delivered under established quality management systems. P+P will take responsibility for the work of both our team and subconsultants, with all key outputs signed off by the Project Director and Project Manager before issue.

— Cost Management: Alongside performance management, we propose regular progress reports to track spend to date against a clear estimate to complete. This ensures transparent budget reporting aligned with the agreed scope. Any tasks deemed out of scope or taking longer than anticipated would be flagged early, facilitating timely discussions on cost management.

Excellent Customer Service

— Within the context of an ever-changing estate, with service peaks and troughs across months/years, meet the needs of a range of customers

Our team will help Gloucester City by **bringing together our experience in strategic estate planning, flexible design, and collaborative governance**, ensuring that GCC's evolving estate can meet the seasonal, cyclical, and long-term needs of diverse customers — from residents to visitors — while maintaining financial and operational resilience.

This is particularly evident as part of P+P's role over the last few years in supporting **The Crown Estate**, including our commission to support their Place Strategy which focusses on their central London assets and establishes a robust and tangible delivery strategy for the Client's three major pillars for improvement: social and accessible inclusion, the transition to carbon Net Zero and biodiversity, as well as building-in adaptability to changing needs.

In our role, we have **established an overarching Place vision for the Estate's collection of districts in Central London and derived a comprehensive approach to creating long-term value and tackling urban change**. The process has seen us develop a creative workshop series designed to reveal how holistic place thinking can add value to distinct districts; solidify relationships with customers, end users, and external partners; and deliver tangible placemaking moves that uniquely define TCE's places yielding meaningful and lasting financial, social and environmental value, today and for future generations.

— Your proven approach to stakeholder engagement and associated communication approaches

As placemaking specialists, P+P bring a **proven approach to stakeholder engagement, combining masterplanning, visioning, and participatory techniques with clear, concise, and visually compelling communication**. Our outputs — written, spoken, and graphic — are designed to reach diverse audiences and reflect big ambitions.

— Active Participation and Tailored Engagement:

We reject a "one size fits all" approach. Engagement strategies are tailored to stakeholder needs, using workshops, online tools, virtual sessions, and interactive platforms to co-create a shared vision. Feedback is integrated at key stages to build understanding, consensus, and ownership;

— Process as Priority: The engagement process is as important as the outcome. Carefully curated activities enable stakeholders to explore differing viewpoints, resolve or embrace differences, and become champions of the Masterplan;

— Flexible Communication: We use a mix of digital and physical tools to convey ideas clearly and unambiguously, integrating ambition with context and community. All materials are concise, evidence-led, and graphically engaging, designed to foster commitment and active participation;

— Resilient to Change: Our strategy is flexible to accommodate evolving political or project conditions, ensuring continuity, adaptability, and successful delivery;

— Building on Existing Momentum: We leverage existing evidence and successes, transforming them into accessible, visually-led insights that inform forward-looking ambitions;

— A Local Voice: The Strategic Vision is rooted in local identity, reflecting the distinct character of Gloucester. Tailored communication ensures all stakeholder input shapes a shared, supported, and locally owned vision.

Enhance the Council's reputation

— Support the provision of a safe and secure environment for all stakeholders in a range of buildings / precincts across and throughout the City of Gloucester

Our experience as placemakers has shown that a holistic approach to masterplanning can foster a safe, secure, and inclusive environment across Gloucester through coordinated urban design, building strategies, and neighbourhood-wide measures.

A strong example is our work at **Smithfield Birmingham** with Birmingham City Council and Lendlease — an ambitious zero-carbon neighbourhood delivering 3,000 new homes and 8,000 jobs. The masterplan reintegrates historic street patterns, introduces 2ha of open space, and enhances safety with well-lit streets, clear sightlines, active frontages, and legible circulation. Environmental measures such as a green street network, extensive tree planting, and rain gardens improve the microclimate while creating safe, attractive streetscapes.

At the building scale, secure access, flexible layouts, and clear emergency routes safeguard occupants, while neighbourhood measures such as pedestrian and cycling networks, targeted lighting, CCTV, and cultural programming promote safety and active use of public space. Low-cost interventions — temporary pop-ups, signage, and regular maintenance — complement longer-term strategies like CPTED principles, flexible phasing, and adaptable infrastructure, embedding safety and resilience over time. Together, these urban, building, and community-level strategies illustrate how a layered, holistic approach can successfully foster safety and inclusivity in the city.

Maximise opportunity for sustainability to enable the Council to be Carbon Neutral by 2030

— Use knowledge and experience to identify opportunities in relation to the three pillars of sustainability and implement no cost / low costs interventions and bring forward to the Council for our consideration, all larger scale initiatives

Our team's expertise across design, planning, economics, infrastructure, and sustainability enables us to identify opportunities that address the three pillars of sustainability — economic growth, social inclusivity, and environmental resilience. This integrated perspective allows us to bring forward holistic masterplans that can be implemented incrementally, starting with no- and low-cost interventions and extending to larger-scale initiatives for Gloucester City Council's consideration.

Economically, we focus on diversity, resilience, and long-term growth through measures such as **planning policies, flexible lease structures, and incentives to support small businesses**, paired with larger investments in **modernised facilities, mixed-use development, and infrastructure** that create jobs and stimulate activity.

Socially, we strengthen communities by improving accessibility, connectivity, and public engagement. Low-cost actions like **improved signage, temporary pedestrianisation, and enhanced street furniture** deliver immediate gains, while longer-term projects such as **active travel networks, civic squares, and cultural hubs** build lasting connections.

Environmentally, we emphasise resilience and ecology, from quick wins like tree planting, **community gardens, and temporary green spaces** to major initiatives such as **linear parks, ecological corridors, and sustainable stormwater systems** that restore natural processes, enhance biodiversity, and mitigate climate risks.

This layered approach has been proven internationally, such as in our **Moffett Park** masterplan for Google and the City of Sunnyvale, where economic, social, and environmental benefits were achieved through both immediate, low-cost measures and transformative infrastructure. **Applying this model in Gloucester, we can deliver practical interventions now while shaping a long-term framework for sustainable development that is ambitious, adaptable, and achievable.**

Our team also always endeavours to minimise our environmental footprint in carrying out contracts; this approach to environmental governance, as well as that our projects, is expanded on as part of our response to Question 4 on page 26.

Enhance the Partnership

Provide a good cultural fit that is aligned to The Councils current and future relevant strategies and values

P+P's expertise in sustainable design, economic development and engagement make us an excellent cultural fit and a valuable partner for GCC. **Our approach to placemaking, as illustrated throughout this section, aligns seamlessly with the Council's current and future strategies and values, positioning us to contribute effectively to the City's development goals.** We have selected our subconsultants that we've worked with successfully with before, and can vouch for their own culture mirroring that of our own and GCC. As an overview, our team is aligned across:

- **Commitment to Net Zero and Climate Action:** Like GCC, our organisations all have organisational commitments to achieving net zero within the next few years, and have a strong commitment to sustainability, integrating climate resilience and low-carbon design into our projects, achieving carbon neutrality wherever possible.
- **Inclusive and Community-Centric Approach:** P+P's specialism in community and stakeholder engagement aligns with The Council's Cultural Strategy 2021–2026, ensuring that the voices of local residents and stakeholders are integral to the planning and design processes.
- **Long-Term Vision and Strategic Planning:** The Council's strategies focus on long-term outcomes, aligning P+P's specialism in developing visions and place narratives to communities articulate their ambitions for long-term transformation. We also share GCC's commitment to Strategic Planning, with the practice in 2024 establishing the Strategic Planning Group. Driven by the belief that vision-led, strategic planning should be a force for good, the group has held a series of expert-led workshops, culminating in the highly anticipated report, "Planning Positively for the Future."
- **Cultural Compatibility:** P+P, alongside our subconsultant team, all share ethos of collaboration, inclusivity, and sustainability, mirroring the Council's values. Our multi-disciplinary approach ensures diverse perspectives, enhancing the quality and relevance of their work in line with the Council's objectives.

Proposed team — Biographies

Elise Baudon

Prior + Partners
Masterplan Director
MSc, BSc, AICP

Role on Gloucester — Project and Masterplan Director

Elise is a Director at P+P and a licensed member of the American Institute of Certified Planners, with extensive experience leading some of the most significant city centre regeneration masterplans in the UK and US. She brings a **rare combination of strategic planning expertise, resilient design thinking, commercial analysis, and inclusive stakeholder engagement to her leadership roles**. Her career has spanned collaborations with local authorities, major technology firms, and sustainability-driven developers, equipping her with a **deep understanding of the competing interests that shape successful urban regeneration**.

She has directed multi-disciplinary teams on transformative projects including the **Bristol Temple Quarter masterplan**, one of the UK's largest regeneration initiatives delivering 10,000 homes and 22,000 jobs around a Grade I listed station, and developed a **Place Strategy for The Crown Estate**, shaping the long-term social, economic, and environmental value of its central London estate.

Elise was also Project Director for Google's **Moffett Park** in California, a 400-acre redevelopment transforming a mono-use estate into a vibrant mixed-use district with 10,000 homes and new town centres. She is also leading the **Birmingham Sports Quarter masterplan**, unlocking regeneration through a new stadium and sports-led commercial ecosystem; contributed to the **Old Oak masterplan** in London, the capital's most significant regeneration since 2012; and she is directing the **University of Leeds campus framework**, redefining how academic estates integrate with their cities.

Across these projects, Elise has demonstrated her ability to **manage complex land ownership, deliver coordinated responses to major transport infrastructure, and ensure that high-quality design principles remain at the forefront**. She is a clear and strategic thinker, well-versed in leading large client and user groups, and committed to creating environmentally, socially, and economically resilient urban communities.

Elise **excels at building narratives that generate momentum and support for a vision, communicating effectively with diverse stakeholders** — from local government and business owners to interest groups and residents. In this capacity, Elise is able to act in a **mediator role to synthesise competing agendas** — an ability critical to the success of the Gloucester Masterplan.



Katherine Keyes

Prior + Partners
Associate Urban Designer
BA, MSc, PGCert

Role on Gloucester — Project Manager, Urban Designer and Engagement Lead



Katherine Keyes is an Associate Urban Designer and Planner at Prior + Partners, with extensive experience in UK spatial planning, site and city-scale masterplanning, and long-term visioning. She brings a **track record of delivering ambitious, place-led strategies underpinned by rigorous research, feasibility testing, and careful coordination across multi-disciplinary teams**.

As a Project Manager, Katherine is known for her meticulous attention to detail in client and team coordination. She takes a **pragmatic approach to managing the design process, excelling at integrating contributions from all stakeholders to ensure that the potential of a place is realised in a deliverable and implementable way**. This approach will be invaluable to the delivery of the Gloucester masterplan, which requires high-quality synthesis and understanding across a wide variety of specialisms and workstreams.

Katherine draws on extensive project experience, including: **Newquay Town Centre Development Framework and Investment Plan** — Project Manager and Senior Urban Designer, leading engagement, research, design development, and investment planning for town centre renewal; **Southampton Renaissance** — Senior Urban Designer, research, design development, and investment planning for town centre renewal; **Oxford City Centre Action Plan and Inclusive Economic Strategy** — Developed spatial masterplans and strategies linking socio-economic potential to urban design interventions; and **Waltham Forest Character and Intensification Study** — Contributed spatial analysis and planning research to optimise borough-wide growth in line with local character.

Katherine's strong research and analysis skills, combined with her ability to translate trend research and socio-economic potential into practical design solutions, will be central to appraising Gloucester and developing site-specific urban design strategies. She also brings a strong passion for historic buildings and environments, with expertise in integrating heritage assets as key placemaking elements, supporting a constructive approach to balancing growth with conservation.

Through her **combination of strategic vision, hands-on project management, urban design expertise, and engagement skills**, Katherine ensures projects are deliverable, community-informed, and capable of generating lasting value for both people and place. For this commission, she will act as Engagement Lead, overseeing the team's workstream delivery and supporting the fulfilment of Social Value commitments, while collaborating with Elise as a single point of communication with GCC to ensure all project objectives are met.

Nella Abi Khalil**Prior + Partners****Senior Urban Designer***BArch, MArch***Role on Gloucester —
Senior Urban Designer**

Nella is a Senior Urban Designer with **experience spanning large-scale masterplanning, detailed design, and stakeholder consultation**. Her recent work includes the **Silvertown masterplan** in London, where she used her **advanced digital and research skills** to help deliver a residential-led regeneration scheme with over 6,000 homes, dynamic civic spaces, and a vibrant public realm. She contributed to Design Codes, coordinated consultations with the London Borough of Newham, the GLA, and the public, and ensured **alignment with environmental and social sustainability goals**. Nella also supported the Regent Street Vision Study, developing engagement materials, stakeholder workshop outputs, and design research on public realm evolution and precedents.

Through these experiences, Nella demonstrated her **strong illustrative capabilities and expert abilities in developing urban design strategies and knowledge of building typologies suitable for different land uses** including, housing, commercial, and high-density, mixed-use developments; this will help ensure that good quality design remains at the heart of the Masterplan for Gloucester.

Androniki Strongioglou**Prior + Partners****Associate Landscape Architect***MArch (Hons)***Role on Gloucester —
Landscape and Public
Realm Lead**

Androniki is a Landscape Architect with over a decade of experience in masterplanning, landscape, and public realm projects across the UK, US, Europe, Australia, China, and the Middle East. She has worked on large-scale schemes, including supporting P+P's masterplanning and economics team in their recent appointment in setting an all encompassing, forward looking vision for the **spatial and economic regeneration of the South Denes region** for Great Yarmouth Borough Council.

Passionate about design and the storytelling potential of a site's 'genius loci,' Androniki has gained expertise with design-focused practices like Gustafson Porter + Bowman and Gillespies, delivering successful commercial and public projects such as as Stag Brewery in Richmond and the landscape-led Kensal Green Gasworks - both projects which have been landscape led masterplans. She **excels in spatial analysis and strategies** (including wayfinding, play, softscape etc), **landscape-led storytelling and vision, and supporting teams to understand the landscape opportunities and constraints of any site.**

JoJo Dorrington Ward**Prior + Partners****Urban Designer and Town Planner***MSc, Bsc (Hons), MRTPI***Role on Gloucester —
Urban Designer**

JoJo is an Urban Designer and Chartered Town Planner with expertise in urban design, urban integration, and large-scale masterplanning. She takes a research-led approach, combining robust evidence with sensitivity to local context and community needs. **Skilled in project coordination and GIS, JoJo integrates technical analysis with creative design to deliver meaningful and implementable outcomes.**

She has contributed to projects across rail, tourism, and residential sectors, focusing on urban integration studies, strategic spatial frameworks, and masterplans. JoJo is **experienced in conducting in-depth urban and spatial analysis**, coordinating design teams, and responding to client and consultant requirements. Most recently, she has worked on P+P's spatial masterplan for **Crews Hill** in Enfield. She has also supported the development of long-term visions and evidence bases to guide sustainable growth, including strategic planning work for P+P's role as part of the **Greater Cambridge growth study**, demonstrating her **ability to shape large-scale, place-led futures**.

Jack Schofield**Prior + Partners****Senior Economist***BSc, MSc***Role on Gloucester —
Place Economics Lead**

Jack Schofield is a Senior Economist at P+P, **specializing in integrating economic strategy into masterplanning and urban regeneration**. He links economic vision with placemaking and housing delivery, shaping land-use mixes, activity profiles, and spatial frameworks to drive growth and maximize economic potential. Jack has applied his expertise on major UK projects, including the **Newquay Town Centre Development Framework and Investment Plan**, where he helped align interventions with local challenges and growth priorities; the **Southampton Renaissance**, conducting socio-economic analysis and benchmarking to inform strategic development and a delivery strategy which sets out recommendations for delivery approaches as well as key priority; and the **Luton Rising Strategic Framework**, developing an economic rationale to guide investment and support industrial and commercial growth. **His work ensures that economic insights are embedded into spatial planning, providing a strong foundation for sustainable growth, investment readiness, and long-term regeneration outcomes.**

Sophie Ward**Prior + Partners****Senior Planner****MPlan, MRTPI****Role on Gloucester —
Planning Lead**

Sophie is an experienced Planner who **works across urban regeneration, masterplanning, and planning consultancy**, supporting projects from feasibility and concept through to submission, negotiation, and approval. She brings **specialist knowledge in planning-making, planning powers, regulatory solutions, and stakeholder engagement**, ensuring projects meet policy, deliverability, and community needs. Sophie is currently contributing to the **Bristol Temple Quarter masterplan**, providing planning strategy advice for an SPD on this major urban renewal project with significant housing delivery requirements. Under previous practice, she worked on schemes including the **North West Quadrant** in Slough, advising the Council on the preparation of a masterplan and outline application for the regeneration and redevelopment of the former Thames Valley University Site for mixed-use development. Sophie assisted in extensive planning history and policy research, with specific reference towards community facilities, residential mixes, parking, understanding the future townscape, and the potential impacts of tall buildings on the townscape and heritage assets.

Mitch Cooke**Greengage****Director****BSc, MSc, CEnv, MCIEEM****Role on Gloucester —
Sustainability Lead**

Mitch is the founding Director of Greengage with almost 30 years' experience in the environmental sector. A Chartered Environmentalist and full member of CIEEM, he is a **recognised expert in climate resilience, sustainability, and green infrastructure**. He has led sustainability teams at major consultancies (WYG and WSP) and now oversees Greengage's multi-disciplinary team, embedding climate adaptation, Net Zero strategies, and social value into large-scale masterplanning and regeneration projects. He also sits on several Design Review Panels, advising local authorities on climate resilience and sustainable placemaking.

Mitch has directed climate resilience and sustainability strategies for a range of high-profile projects for local authorities including Oldham Town Centre, Luton Town Centre Framework, Catford Town Centre Masterplan, Wisley, and Swansea Central. His expertise lies in coordinating design and technical teams to deliver clear, actionable frameworks that help towns and cities meet their climate commitments while enhancing community wellbeing and long-term resilience.

Barbel Gamm**Prior + Partners****Head of Graphic Design****Dipl Ing (FH) Architecture****Role on Gloucester —
Graphics and
Communications Lead**

Bärbel is a highly experienced graphic designer with over 20 years in the built environment sector. She **specialises in the production of high-quality reports and engagement material that make complex strategies accessible to a wide range of audiences**. Her work is defined by clarity, strong visual hierarchy, and a consistent design language that brings projects to life and supports meaningful dialogue with stakeholders.

As Head of Graphics at P+P, Bärbel has led the design and delivery of major reports, consultation material, and digital platforms for projects including the **Southampton City Centre Masterplan**, **NEC Herts Place Vision**, **Cambridge Growth Company**, and the **Shared Vision & Place Narrative for the Cambridge & Peterborough Authority**. She combines creative skill with a rigorous design methodology to ensure every output — whether a technical report, workshop presentation, or consultation document — **communicates complex ideas clearly and effectively**.

Trenton Williams**Alan Baxter Associates****Director****BSc(Eng) MPhil****Role on Gloucester —
Transport and Infrastructure Lead**

Trenton leads the transport and movement team at Alan Baxter, bringing over **20 years' experience in integrated urban planning and civil engineering**. He develops movement strategies for urban regeneration, masterplans, and neighbourhood plans, and also facilitates collaborative design workshops, helping stakeholders and communities explore innovative approaches to enhancing streets and public spaces.

Trenton's masterplanning experience spans large-scale urban renewal areas, busy city centres, market towns, and rural settlements, supporting growth while prioritising active and sustainable travel. Key projects include **foundational experience in Gloucester**, where alongside Terence O'Rourke in 2006, ABA delivered a Regeneration Framework for the Gloucester Heritage Urban Regeneration Company. More recent work includes **Old Oak and Park Royal** (walking, cycling, streets and public realm strategy for the UK's largest Opportunity Area), **Central Milton Keynes** (strategic masterplan to support higher-density development and sustainable transport), and the **Bedford Masterplan** (concept designs for place- and cycle-focused highway improvements).

William Filmer-Sankey**Alan Baxter Associates**

Director

MA, DPhil, FSA, MCIfA

**Role on Gloucester —
Heritage Lead**

William leads Alan Baxter's conservation, townscape heritage, and urban design team, with extensive experience in historic urban areas such as Oxford Castle and York Minster. He also brings **foundational experience in Gloucester**, having led the 2003 characterisation study and Heritage Plan for the City. He is also involved with P+P's **Bristol Temple Meads masterplan**, with his role spanning for over 10 years leading the 2019 Masterplan's heritage input and producing the 2020 Conservation and Asset Management Strategy. He continues to guide projects enhancing station access, retail, and historic research, ensuring sensitive integration of heritage within major urban regeneration initiatives.

A former Director of the Victorian Society and trained Early Medieval archaeologist, **William brings deep heritage expertise, a strong understanding of urban context, and a passion for using the past to create vibrant contemporary places**. He is a Member of the Chartered Institute for Archaeologists.

Simon Mattinson**Prior + Partners**

Planning Director

MPLan, BSc (Hons), MRTPI

**Role on Gloucester —
Expert Advisor - Planning and
Engagement**

Simon is a Planning Director at P+P with extensive experience delivering visionary and implementable development strategies for public and private sector clients. He **specialises in city and town centre spatial strategies, site-specific development briefs, and planning frameworks that balance clarity with long-term flexibility**. His work ensures projects are guided by clear, design-led visions while identifying opportunities for transformational investment.

Renowned for his collaborative approach, Simon excels at building strong relationships with clients, stakeholders, and communities, using participatory workshops and engagement programs to shape strategies that are widely supported. He has led high-profile projects including the **Newquay Town Centre Development Framework**, **Huntingdonshire Futures**, and **Central Bedfordshire 2050**. He has also overseen cross-authority initiatives like the **Herts Joint Strategic Plan Visions**, ensuring alignment across multiple stakeholders.

Patrick Gulliver**Prior + Partners**

Place Economics Director

MA, MPhil

**Role on Gloucester —
Expert Advisor - Place Economics**

Patrick is an economist with over **30 years' experience specialising in the economics of place**, helping towns and city centres thrive through strategic masterplanning and evidence-based economic analysis. His work focuses on defining the role of urban centres, driving demand for high streets, and creating distinctive, high-quality places that attract investment and people. Housing has been a core focus, both in assessing demand and using residential development to energise city and town centres and support wider economic growth.

Patrick has led major strategies across the UK and internationally. In **Stockport**, he shaped the town centre and station area growth strategy; in **Monmouthshire**, he developed a long-term plan addressing ageing populations and economic decline; in **Sheffield**, he guided city centre transformation through residential, commercial, and public realm interventions; and in **Limerick**, he helped reposition the city centre as a hub for employment, retail, and education. He also supports government funding programmes, including the Future High Street Fund, Towns Fund, and Levelling Up Fund, quantifying economic impacts and making robust strategic cases. **Patrick combines analytical rigour with a deep understanding of place to create vibrant, resilient, and economically successful urban centres**.

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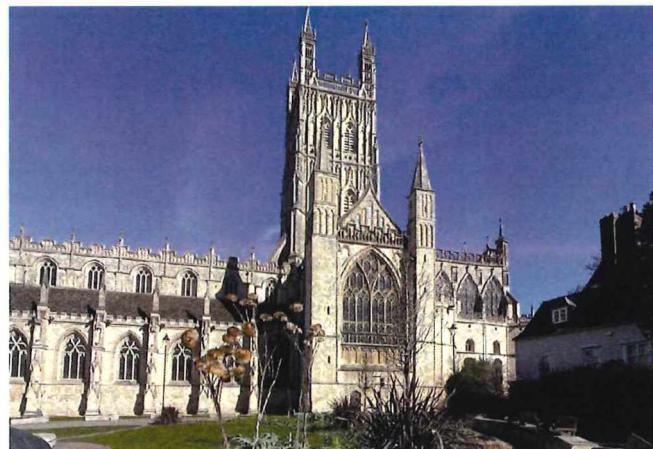
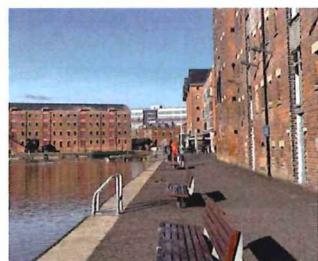
Aims & ambitions

A city ready for its next chapter

Gloucester stands at a pivotal moment. With a proud heritage, a rich cultural landscape, and an enviable natural setting, the city has all the ingredients for **long-term prosperity** — yet it also faces the familiar challenges of many UK cities: a shifting economy, changing patterns of work and leisure, and a high street in transition. The Gloucester City Masterplan (herein the Masterplan) is the opportunity to **align Gloucester's historic identity with a forward-looking strategy** that inspires confidence, attracts investment, and creates a city where residents, businesses, and visitors can thrive. By carefully integrating the city's cultural, social, and economic assets, the Masterplan will provide a **clear framework for sustainable growth**, helping Gloucester adapt to emerging trends while safeguarding its unique character. It will also set out practical interventions that can be delivered incrementally, ensuring early wins build momentum and demonstrate the transformative potential of the plan.

In delivering the scope of work, **Prior + Partners (P+P) will steer the project** with our expertise in masterplanning and urban design, with integrated support from across P+P's wider team of planners, economists and landscape specialists, **alongside our subconsultants for this commission: Greengage — Sustainability specialists; and Alan Baxter Associates — Experts in transport, engineering and heritage.**

At all times, P+P's approach — as summarised over the following pages — recognises the dual role of the Masterplan: to be grounded by a compelling Vision that unites stakeholders and residents, and practical enough to guide development and investment decisions over the next 15–20 years. This will be a framework for change — one that understands **Gloucester's economic realities and capitalises on its unique strengths.**



Imagery from our initial site visit to Gloucester

Approach to meeting and delivering the project scope and ambition

A process underpinned by a robust engagement plan and communication style

Our overarching approach to meeting and delivering the project scope recognises that central to the Masterplan's success is how it is shaped — not just what it delivers. We believe that cities are built as much through conversation as through design, and our **engagement plan** will incorporate active spaces for design workshops and idea testing with local people, businesses, and institutions. This will help ensure the our work profoundly incorporates the multiple voices across Gloucester and **unites them around a shared Vision** for their City's future and accompanying Masterplan.

During the first 2 weeks following inception, we will work with the GCC to refine a list of stakeholders categorised by type, e.g. political stakeholders, landowners, businesses, and community groups, and will identify any seldom-heard groups, while considering the best techniques to secure their inputs. These will include a mix of online meetings and physical workshops. We will then establish a project steering group, to include key stakeholders, partners and community groups.

As part of our engagement plan P+P has identified **three meaningful engagement milestones** within the Masterplan process, each delivered through dedicated **in-person stakeholder workshops**. Our initial suggested programme and themes for each workshop is as below:

- **Stakeholder Workshop 1:** Benchmarking and vision: Sharing of the baseline headlines with initial discussions and thoughts about the future;
- **Stakeholder Workshop 2:** Masterplanning: Providing targeted feedback on the emerging place-specific Vision and spatial principles.
- **Stakeholder Workshop 3:** Delivery: Providing targeted feedback on the draft Delivery and Investment Plan.

Aligned to these workshops, P+P will work with the Client Group to tailor a bespoke engagement toolkit that will use a mix of digital and physical techniques, from discovery tours with community leaders, to participatory design sessions with local schools, to targeted workshops with major employers and transport providers, alongside a variety of mediums and content for the engagement material, each tailored to the varying audiences. The outcomes of the workshops will also be **incorporated into key project deliverables**, including the **Vision Sketchbook, the Masterplan Report, and the Delivery Plan Report.**

As placemaking specialists, collaboration and engagement are integral to our approach and all of our team members are expert facilitators. Our proposed Project Leadership group for this commission, Project Director **Elise Baudon** and Project Manager **Katherine Keyes** will be in attendance to lead the workshops, and will be supported by other members of our project Project Delivery Team and Expert Advisory Panel, where deemed relevant.

Stage 1: Baseline, economic context and insights

The objective of this stage is to initiate the project effectively, agree on a stakeholder engagement strategy, and develop a robust spatial and economic evidence base as a strong project foundation to develop the place-specific Vision and Masterplan.

— Conducting background research and spatial analysis

We will establish a **comprehensive understanding of Gloucester's current conditions and opportunities by integrating insights from background information** provided by the Client Team and existing local, regional, and national strategies and plans such as: Cultural Vision and Strategy; Draft Council Plan 2025–2028; and Gloucestershire's Economic Strategy (2024-2034).

We will **identify heritage buildings, key vacant sites and existing economic assets** within the council's portfolio and study area that could act as regeneration accelerators, balancing potential impact with cost and viability, and draw lessons from key projects such as Kingsway and the Greyfriars Quarter to understand how spaces are used and delivered. **Green assets**, including Robinswood Hill and the wider park network, **will also be mapped** for their contribution to well-being, connectivity, and urban resilience.

— Identifying economic challenges and opportunities

In parallel with our spatial analysis, we will establish a **robust economic evidence base which refreshes and sets the economic context for Gloucester and the Masterplan**. Socio-economic performance in terms of population, labour market, educational attainment, employment, retail performance, and business counts will be assessed against comparator towns such as Cheltenham, Shrewsbury, and Hereford, as well as regional & national averages. **Trend and concentration analysis of sectoral employment** will be conducted to identify economic specialisms and growing sectors.

Outputs: Baseline findings (socio-economic and spatial analysis) as part of the preparation of an informed evidence base

Stage 2: Benchmarking

We will draw **qualitative insights** from five nationally and internationally recognised examples of successful city centre placemaking, ensuring Gloucester can both preserve its identity and remain competitive as a modern, liveable city. This will include successful examples of re-purposing vacant city centre spaces and leveraging existing economic assets to maximise economic opportunities for heritage-led regeneration and waterside activation. By doing this, we can develop a series of **actionable recommendations and develop Placemaking Benchmarks**.

Output: A compelling and visual narrative of the city's spatial and socio-economic baseline as part of a structured report. A clear SWOT assessment will guide the initial city positioning and next-stage recommendations.

Stage 3: A collaborative process for a shared Vision

— What's next for Gloucester?

Building on the existing Place Narrative and 5-year City Centre Vision, our team will develop a refreshed, unifying Vision to guide Gloucester's evolution over the next 15–20 years. Using insights from the baseline report, we will produce initial scenario planning and directions, which will be tested through stakeholder engagement. This will include:

- **Emerging Vision and Objectives** – an initial spatial vision with supporting text outlining objectives and desired outcomes;
- **Draft Development Scenarios** – potential scenarios for individual sites and the cumulative impact of investment;
- **Infrastructure Schedule** – a definition of known requirements, including costs, timing, and responsibilities.

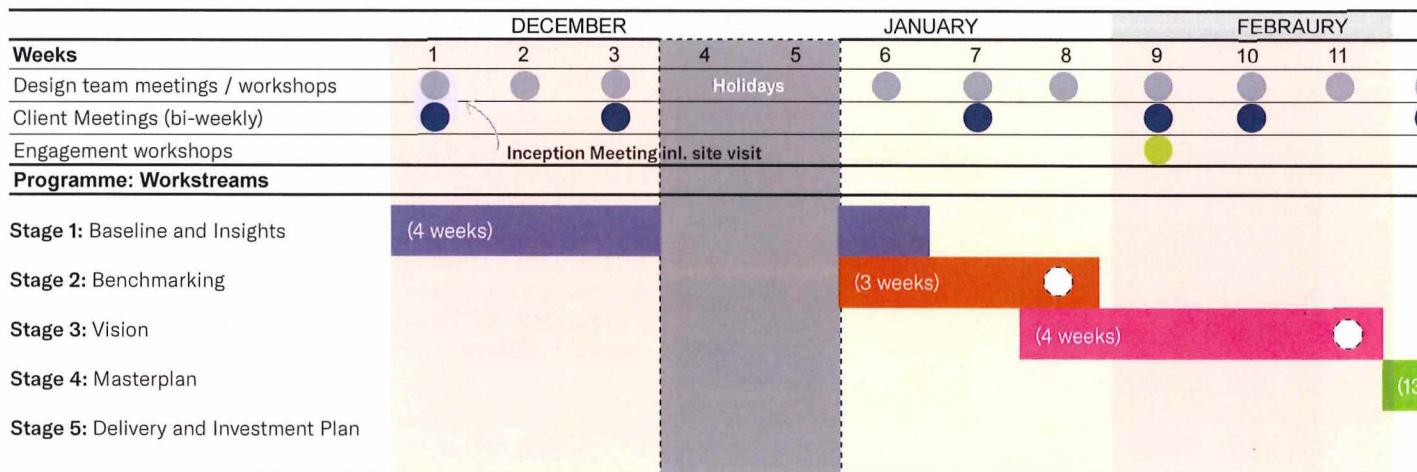
— Stakeholder workshop 01: Benchmarking and vision

In the first engagement workshop, tailored exercises will help participants understand Gloucester today and envision its future. Sharing baseline headlines alongside discussions and exercises will explore key challenges and opportunities. Outcomes from this workshop will be synthesised with our findings from the spatial and economic evidence base.

As part of our Social Value commitments, we will also deliver a free co-creation workshop with local young people from nearby schools, incorporating their feedback and ideas into the emerging vision (see our response to Question 5 Social Value for details).

Outputs: A refreshed Vision that establishes a shared foundation for the subsequent stages of the Masterplan, guiding investment, development, and placemaking decisions.

Outline Programme



Stage 4: A Masterplan for a lasting change

— Development of strategic and spatial plans

The Masterplan will be more than a set of drawings. It will be a tool for decision-making, a statement of intent to potential investors, and a source of civic pride for residents. It will be ambitious yet realistic, rooted in the city's strengths but unafraid to tackle its challenges head-on. **Building on a robust evidence base, our iterative design process begins with defining a set of guiding principles that steer design decisions and are embedded throughout the Masterplan.** These principles are **adaptable**, allowing the plan to respond to feedback from engagement exercises or statutory consultees, ensuring that vision, heritage, and local context are consistently respected while providing clear parameters for future development.

— A structured masterplan for phased implementation reflecting the GCC's role and ambition for specific site deliverables in the city centre

As part of the masterplanning process, we will identify up to four city-wide opportunity areas to focus masterplanning interventions, defining their characteristics, high-level objectives, and development scale. Each opportunity area will then be developed through a set of strategies and principles, including but not limited to capacity and density studies, access, movement, and servicing, open space strategy, land use mix strategy, activation, frontages, and public realm. These opportunity areas will act as catalysts for change, translating the city's vision into tangible interventions that respond to local needs and priorities. They will provide a structured masterplan for phased implementation, ensuring that each site contributes meaningfully to Gloucester's long-term growth, connectivity, and distinctive identity.

Drawings, visualisations, and supporting commentary will form the core of the Masterplan document. We'll refine its structure with GCC, but anticipate it will include scaled 2D plans, diagrams, typological studies with visualisations, and commentary.

The Masterplan document can then be refined into local planning policy and supported by either a Supplementary Planning Document (SPD) or a Supplementary Plan, with the latter recently introduced through planning reforms to replace the former. While Supplementary Plans continue to provide additional detail and guidance, they will carry the same statutory weight as a local plan and other parts of the development plan. Leveraging Prior + Partners' in-house planning expertise, we will advise GCC on the most appropriate route to pursue at each stage of the process.

— Stakeholder workshop 02: Masterplanning

A second dedicated stakeholder engagement workshop will be held as the P+P team is working through the Masterplan. **This workshop will focus on the work-in-progress Masterplan principles to ensure the Masterplan is shaped through a participative process.** It will also **inform the 4 opportunity areas** to ensure they respond to local needs and aspirations, align with wider city objectives, and **provide a robust basis for more detailed design and implementation.**

Outcome: An evidenced based Gloucester City Masterplan.

Stage 5: Delivery and investment plan summary

— Investment and Delivery Plan

Based on the Masterplan, a technical note will be produced which will form a clear and robust starting point for further and more detailed Investment and Delivery Plan. We will draw on project level information held by the Council and its partners to set out a high-level assessment of delivery challenges within the town centre.

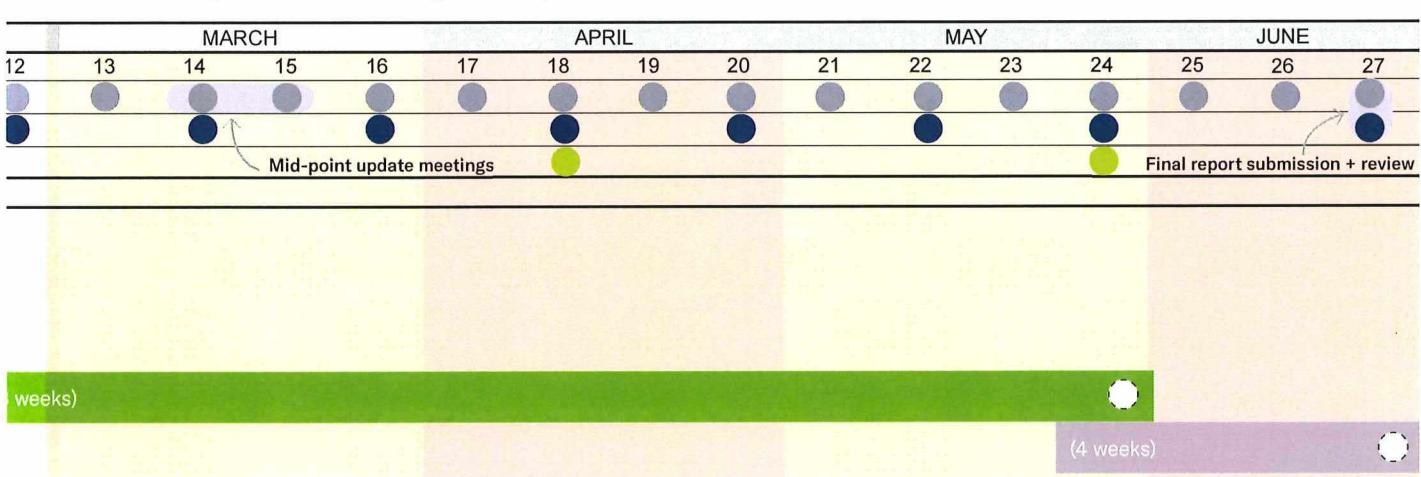
For each of the key opportunities and interventions within the masterplan, we will summarise:

- **Strategic Context and Need for Investment** - A summary to how the project will deliver the Vision established at Stage 2;
- **Market failures** - Any known barriers to overcome;
- **Summary of likely outcomes and outputs** - including population and employment;
- **Identify a road map and menu of options to consider for delivery** - exploring both public and private funding options;
- **The role of Gloucester City Council in bringing forward key opportunities.**

— Stakeholder workshop 03: Delivery

As part of Stage 5, a final stakeholder session will be held to review the draft Delivery and Investment Plan, ensuring it aligns with local priorities and addresses key challenges. This session will provide a platform for discussion on funding options, phasing, and the roles of the Council and partners in delivery. Feedback from this workshop will refine directly shape the final Investment and Delivery Plan, providing a strong foundation for moving the Masterplan into delivery.

Outcome: Investment and Delivery Plan



03

Strengths, opportunities & constraints

A strong foundation

City centres throughout the UK are navigating significant challenges. Limited investment over recent years, changing work and travel patterns in the aftermath of the pandemic, and the continued rise of online retail — coupled with shifting leisure and consumer behaviours — have created uncertainty about their future role. These issues are further intensified by declining disposable incomes, highlighting **the need for a clear identity for city centres and a robust strategy to support long-term, sustainable growth.**

A **strong, evidence-led Masterplan** is essential to guide interventions that can enhance demand, support the local economy, and improve perceptions of the city. This requires challenging conventional thinking about the mix of uses, particularly at the edges of the city centre, where new residential, commercial, and leisure uses can have a transformative effect. Understanding the scale, quality, and type of residential and employment provision is vital to improving the viability of other city centre functions.

Earlier this year, Prior + Partners (P+P) facilitated a **Place Workshop with Gloucester City Council (GCC)**, where we collectively explored the key themes of Strengths, Opportunities, Weaknesses, and Threats. The objectives of this exercise were threefold: to provide the ingredients to:

- **Understand Gloucester's unique and place-specific context;**
- **Capture non-spatial qualities** such as people, communities, and the economy alongside the physical environment;
- Establish what will make **Gloucester distinctive at the global, national, and local level.**

The workshop revealed a **city with significant potential**: strong foundations in its heritage, waterways, sporting culture, and strategic geography, but held back by fragmented infrastructure, car dependence, underused open spaces, and a lack of cultural infrastructure or clear economic identity.

Opportunities identified included **green and active travel connections** enabled by flat topography, **water-based tourism**, a **night-time economy**, and **new cultural and sporting partnerships**, while constraints such as the inner ring road, competition from nearby centres, and poor perceptions of the city must be directly addressed. These insights give us a clear mandate to **build on Gloucester's assets, unlock growth through distinctive place-based strategies**, and tackle constraints through **targeted interventions** that combine physical investment with programming, stewardship, and cultural change.

Building on this strong foundational understanding of GCC from the Place Workshop and those already outlined in the brief, we have reviewed and synthesised Gloucester's **strengths, opportunities, and constraints** to develop clear **design principles** that will shape the Gloucester City Masterplan (herein the Masterplan). This process is about moving from analysis to action - taking what makes Gloucester unique, addressing what holds it back, and setting out a clear path for change. In doing so, the masterplan develops from **purposeful evidence-based interventions** and understanding to create a **shared vision** for all.



Using the SWOT analysis, we are working with the City of Gloucester to understand key strengths, opportunities and constraints that will be key to informing the development of the masterplan.

Addressing constraints and understanding strengths of Gloucester

We have identified key elements that will guide the Masterplan, providing a structured framework to **capitalise on strengths, unlock opportunities, and address constraints**:

Identification of economic opportunities

Having established an **evidence base** which profiles Gloucester's **economic challenges and opportunities**, as well as through the **development of a Shared Vision**, we will seek to identify key economic opportunities for inclusion in the masterplan. Seeking to **leverage key vacant sites and existing economic assets** in Gloucester, we will establish **Critical Success Factors (CSFs)** to score and prioritise interventions for Gloucester over the short, medium and long-term. These opportunities will be evidence-based, ambitious, with a focus on **deliverability and inclusive growth outcomes**. A collaborative process involving iterations between the client team, project team, and relevant stakeholders will be undertaken to agree on key opportunities and interventions for inclusion within the masterplan.

Rebalancing movement and place

We identify **connectivity** as a key theme and a priority area for action as **Gloucester shifts from car-dominated streets to a human-scaled city centre**. Prioritising **active travel** will connect key destinations such as the Cathedral, the historic four-street core – Northgate St, Southgate St, Westgate St, Eastgate St – to Gloucester Docks through Barbican Road, and subsequently to the surrounding local neighbourhoods. Connectivity is also enhanced through **better-designed streetscapes**, and we will identify key areas within the public realm for active, welcoming spaces for all. Through our initial research, we have identified the north-eastern edge of **Northgate Street and Clarence Street** as key public realm activation opportunities.

In addition, **enhancing the arrival experience** from Gloucester train station and the bus interchange, and **improving transitional links** and places to the Historic Centre such as King's Square and Clarence St will create a strong first impression of the city, making it easier and more enjoyable for visitors and residents to move into and through the centre.

This approach demonstrates how **transport infrastructure** can act as a **catalyst for broader placemaking**, creating vibrant, connected districts rather than isolated corridors. It highlights how strategic integration of movement and public spaces can enhance economic activity, social interaction, and overall city centre vitality.

Character areas

Like Gloucester, many urban areas possess a mix of qualities that together create a rich and varied character. A good masterplan is one that capitalises on these qualities to **enhance local identity** and guide growth. In P+P's **District Plan for Haymarket**, we identified seven well-connected yet distinctive character areas, each with its own design drivers and guiding principles. These proposed characters and uses are intended to **shape and inform future developments** without limiting the potential for innovative schemes.

We will **identify character zones** across the city of Gloucester, taking into consideration existing land uses, edge conditions, and the distinct identity of areas such as the **historic core, Gloucester Quays, and residential neighbourhoods**. For example, in Gloucester, the street patterns of Eastgate and Westgate, along with the riverside walk and the Severn waterfront, provide strong physical cues that can guide sensitive new development. In addition, local landmarks such as Robinswood Hill, Kingsholm Park, and cultural assets like the Guildhall and Museum of Gloucester will be celebrated to **reinforce each area's unique character and sense of place**.

Social and economic context

The evidence base established for this commission will refresh our **understanding of local conditions** and help to inform opportunities which can be leveraged as part of the masterplan. For example, we know that Gloucester has a **growing population**, with a higher concentration of **working-age economically active residents** compared to regional and national averages. However, **employment opportunities in the city are typically lower value** with poor productivity constraining Gloucester's economic potential. Opportunities within the masterplan should seek to deliver high-quality employment floorspace, repurpose vacant floorspace into diverse and flexible spaces, and leverage existing economic assets such as the nearby universities, docks and business parks.

Celebrating heritage in a contemporary way

Breathing new **life into iconic buildings and spaces**, using heritage as a driver for regeneration. Gloucester Cathedral, buildings on the four original Roman streets such as the Fleet hotel and the New Inn, Guildhall, Museum of Gloucester, and other heritage sites will inform the design of public spaces, cultural activations, and evening activities. For example, while clusters of historic streets and buildings remain intact, we've observed that some sites are isolated or underused. This frames the opportunity for new development to provide **improved settings for these assets**, with a coherent public realm to bind them all together.



The role of historic structures is critical; in P+P's masterplan for the **regeneration of Silvertown in London**, **heritage structures are a driver for the masterplan**, notably Millennium Mills and Silo D which anchors a new public space network, opens up opportunities for curated mixed-use synergies, and creates a distinguished destination true to its locality and character. By **leveraging these historic assets**, the scheme demonstrates how adaptive reuse can be used to stimulate economic activity and local excitement and shape a vibrant, layered urban environment. Within the Masterplan, we will consider the setting and **role of Gloucester's historic assets** and explore how they can be brought back into use for today's population. We will integrate and build upon the Cathedral Quarter High Street Heritage Action Zone, identifying ways to bring empty commercial and residential spaces back into use, improve the public realm, and reinforce Westgate Street as a vibrant focal point

Green & blue infrastructure as the city's backbone

Enhancing public realm and open spaces, Gloucester can expand and connect its network of parks, riverside walkways, and community green spaces to support recreation, play, and active travel while **strengthening biodiversity and climate resilience**. In our large-scale masterplanning work, we have found it is as important to explore the quality of open space as much as quantity in order to achieve right balance with development density. Balancing open space and density with the right typologies is central to P+P's work in San Francisco where our masterplan for **Google's Moffett Park** transforms a car-dominated business estate into a compact, **walkable neighbourhood** with human-scaled spaces and a highly active and lively ground plane.

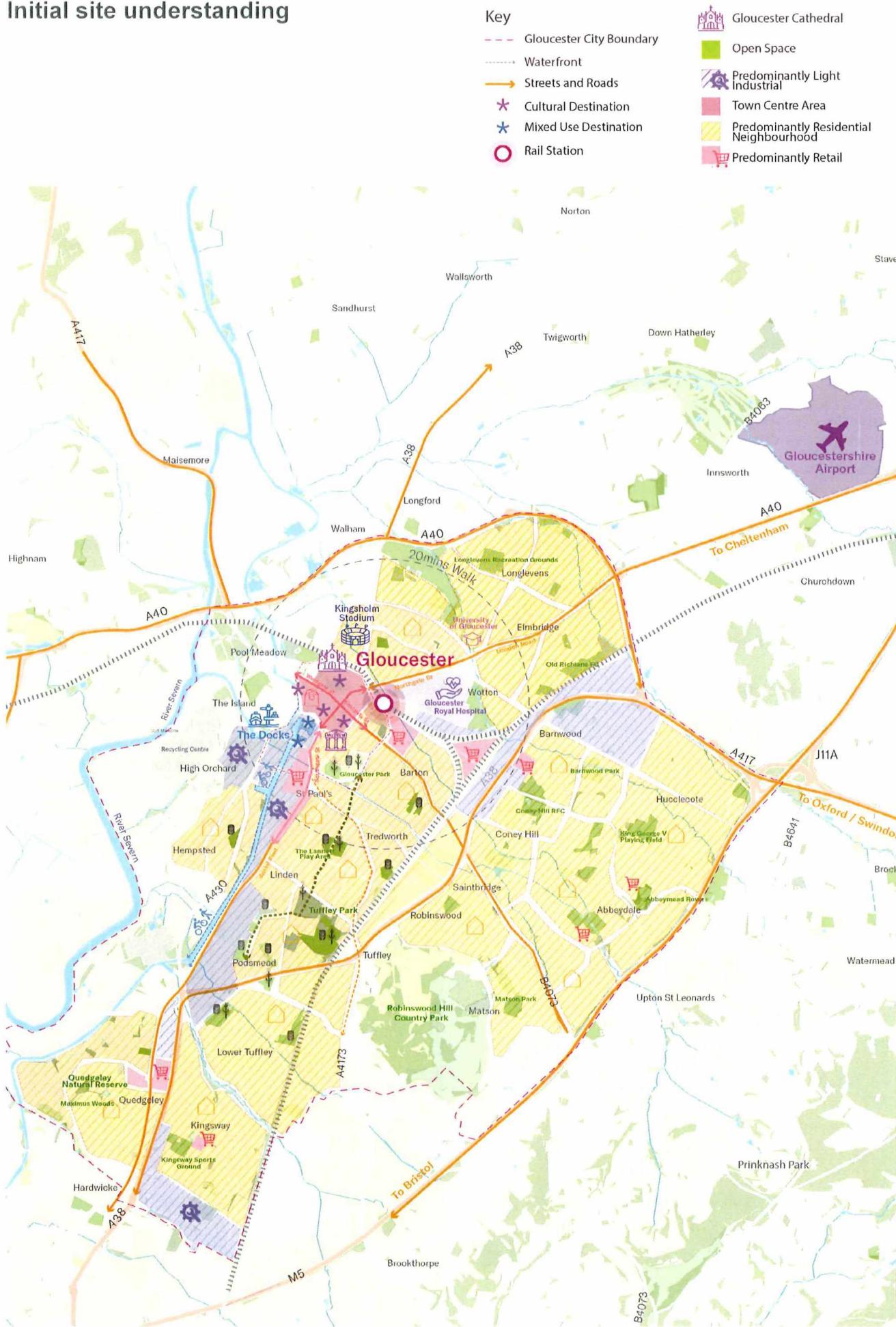
At Gloucester, we've identified the potential for a **strategic new green infrastructure** along the Bristol Road corridor and the Severn waterfront to better link key neighbourhoods, **unlock regeneration potential**, and create attractive, inclusive spaces for all. Key considerations include unlocking the potential of Robinswood Hill, Kingsholm Park, and the riverside park network, alongside underutilised community green spaces, to form a **connected and resilient green-blue foundation** for the city.

Embedding sustainability

Sustainability is a defining principle in our work and central to the delivery of the Gloucester City Masterplan. We recognise the **Council's ambition to achieve net zero emissions** across its own operations by 2030 and **district-wide carbon neutrality by 2050**, alongside early adoption of biodiversity net gain and investment in urban greening. Our approach is therefore designed to ensure that the Masterplan contributes directly to these targets through a balanced focus on energy, water, waste, and nature. Working in partnership with **Greengage**, we will embed best practice sustainability frameworks from the outset, by weaving sustainability into every layer of the masterplan, and through the development of a sustainability strategy that sits as part of the Masterplan.

Using a place-based approach for the revival of existing heritage assets such as an existing Silo at P+P's Silvertown masterplan.

Initial site understanding



Site-specific masterplanning – From constraints to opportunity areas

We will identify up to **four citywide Opportunity Areas** that will become the focus of **masterplanning interventions**. The selection of these sites will be shaped not only by Gloucester's distinctive strengths, opportunities, and constraints, but also by their potential to act as **catalysts for change** — accelerating growth and helping to bring the shared vision for the city into reality. For each Opportunity Area, we will set out **clear development characteristics and guiding masterplan principles**, alongside an appropriate **scale of growth**. This will require balancing ambition with sensitivity to local context, community expectations, and planning considerations. By taking this approach, site-specific constraints are not treated as barriers, but instead re-imagined as drivers of design innovation. Through this process, each Opportunity Area will be transformed from a set of challenges into a coherent and deliverable strategy for growth and regeneration, supporting Gloucester's evolution into a more **connected, resilient, and distinctive city**.

To ensure coherence, overarching structuring principles will guide how sites integrate into the wider urban fabric while respecting Gloucester's heritage, character, and social context. Site-specific strategies will address capacity, land use, layout, and density, alongside heritage sensitivity, community expectations, and financial viability. Access, movement, and servicing interventions will strengthen connectivity across the city, while open space, active frontages, and placemaking measures will deliver attractive public spaces that enhance quality of life and the visitor experience.

Collectively, these approaches ensure proposals are realistic, commercially deliverable, and responsive to Gloucester's social, economic, transport, and environmental context. Each Opportunity Area will therefore be developed through a **clear set of strategies and principles** as suggested over the following pages:



Birmingham Smithfield - Our placemaking strategy sees a tapestry of pedestrian and cycling streets along with active ground floors and structures

Placemaking opportunities

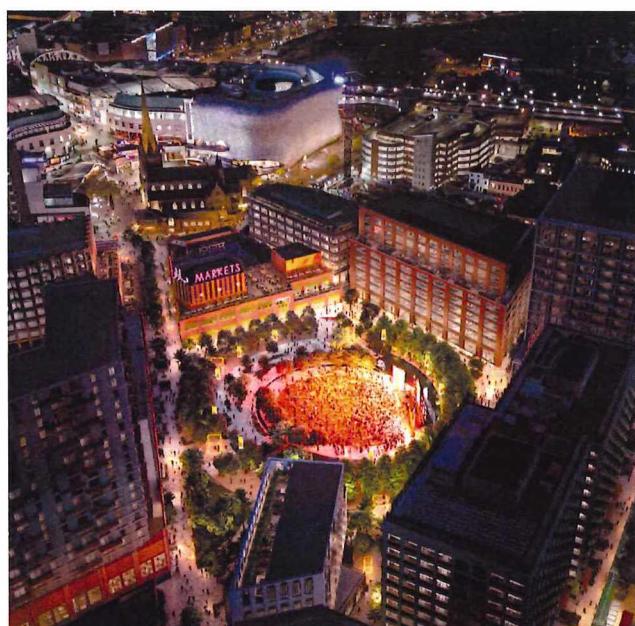
Elevating existing heritage assets and public spaces to reinforce local identity and support the **cultural and evening economy**. These interventions enhance land value and create distinctive, attractive environments that underpin long-term financial sustainability. We have identified the north-eastern edge of **Northgate Street and Clarence Street** as an underutilised piece of public realm. Their regeneration as **key arrival experiences** from the station to the city centre will improve first impressions, strengthen pedestrian connectivity, provide engaging active spaces linking heritage assets with surrounding commercial and residential areas, and enhance land value.

Capacity studies

For each identified opportunity site, we will explore residential and commercial building massing, heights, overall capacity (GEA), and site coverage. This ensures that **densities are optimised** to maximise residential units and commercial floorspace while remaining sensitive to heritage, character, and community expectations, enhancing both viability and long-term revenue potential. We will base our test-fit on our analysis of recent developments in Gloucester such as **Kingsway and Greyfriars Quarter**. These precedents provide a proven benchmark for achievable densities and mixed-use outcomes, ensuring our proposals are both realistic and commercially deliverable.

Access, movement, and servicing

Transport connections, pedestrian pathways, and cycle networks will be assessed at a site-specific level, ensuring each opportunity area not only integrates seamlessly into the wider city but also actively enhances overall permeability. For example, we've identified the **Prison Site** as a key opportunity to strengthen citywide connectivity and active travel between the historic core and the Docks, acting as a **catalyst for improved movement and sustainable travel** linking residential and commercial areas. This approach will ensure that **movement and access improvements are fully integrated** into the character and function of each site.



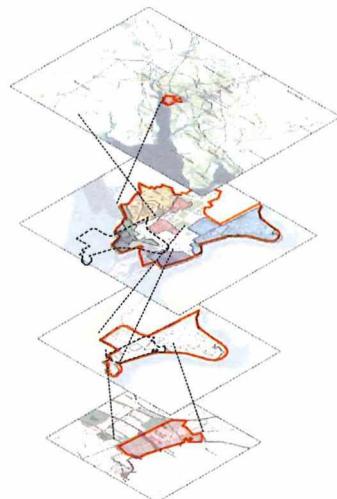
Open space strategy

Site-specific open space provision will be carefully designed for each Opportunity Area, responding to the constraints and opportunities of the individual plots. This will consider the size, shape, orientation, and relationship to surrounding buildings, streets, and heritage assets, ensuring that spaces are both functional and welcoming. Open spaces will be **integrated with surrounding green and blue infrastructure**, providing connections to wider city networks while enhancing biodiversity and resilience. The strategy balances higher-density development with well-planned, usable public spaces that support resident well-being, encourage activity, and create vibrant settings for **community interaction and commercial vitality**.

Land-use mix strategy

For each site, the **optimal mix** of residential, commercial, cultural, and community uses will be determined. This ensures developments contribute to **vibrant, economically viable neighbourhoods** while responding to social and cultural needs. The strategy will also consider flexibility, allowing land uses to adapt over time as market conditions and community priorities evolve. By aligning new development with Gloucester's **wider economic objectives**, the land-use mix will support long-term resilience, create jobs, and **attract investment while reinforcing the city's distinctive identity**.

1. Region
City Centre's role in the Region



2. City Centre
City-wide interventions (infrastructure / mobility)

3. Regeneration Areas (6 x Renaissance Areas)

4. Catalysts Priority Projects / Sites

Southampton Renaissance - Scales of Intervention



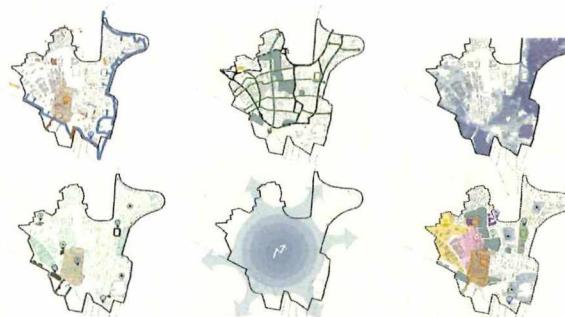
Southampton Renaissance - Each framework area has been envisioned to demonstrate the art of the possible for its individual area and emphasise the outcomes that change can achieve for the city, not just in terms of development quantities but also in terms of benefits for people, place, and planet.

Activation, frontages, and public realm

Streets, squares, and key frontages within each site will be identified to encourage activity and social interaction. **High-quality public realm and active frontages** enhance the character of each area, making higher-density development more attractive while sensitively **connecting new interventions with Gloucester's heritage assets**. These interventions will also be designed to create cohesive, legible routes and gathering spaces that strengthen the overall sense of place and encourage vibrant, everyday use by residents and visitors alike.

To ensure these proposals can be realised, P+P will establish a **clear Delivery and Investment Plan summary**, providing a practical roadmap that translates the masterplan into prioritised, fund-able interventions.

P+P recently developed the **Delivery Strategy** which set out the mechanisms and arrangements for **bringing forward key opportunity sites** as part of the **Southampton Renaissance**. The Delivery Strategy provided a series of **guiding principles and building blocks for the long-term regeneration of Southampton City Centre**. A series of priority regeneration opportunities, referred to as 'Renaissance Zones', were determined based on their ability to enable change and realise the vision, with recommendations provided to the Council in terms of the **delivery road map and mechanisms**. This experience demonstrates our ability to translate masterplan principles into actionable delivery strategies that balance ambition with practicality, ensuring **long-term impact and successful implementation**.



Southampton Renaissance spatial masterplan moves: Waterfront and heritage; Improved mobility; Climate resilience; Design quality; Economic and innovation powerhouse; and Liveable urban neighbourhoods

04

Sustainability

Prior+Partners (P+P) is committed to becoming a **net-zero business by 2030**. This means when delivering our consultancy services, we purposefully consider and shape our operational activities and processes to **reduce their environmental impact**.

For projects, we recognise the powerful influence of the built environment on long-term outcomes and work collaboratively with clients, stakeholders, and communities to ensure we **maximise opportunities for positive impact**, accruing a strong track record of creating places that are **sustainable, socially inclusive, and economically successful**.

For the Gloucester City Masterplan, we will continue this approach to ensure both our Masterplan, as well as the way we deliver the contract, makes a measurable contribution to the Council's vision for Gloucester in becoming a leading **carbon-neutral city by 2050, as set out in the Gloucester City Plan**.

Our commitment to climate change and sustainability

To demonstrate our commitment to climate action and sustainability, P+P has spent the past several years developing an in-house working group that advises teams on best practices for integrating sustainability into projects. Alongside this, we have established a comprehensive organisational framework for measuring and monitoring our greenhouse gas (GHG) emissions, ensuring that our operational decisions are grounded in evidence.

Net-zero operational strategy

Building on this foundation, we developed a net-zero strategy for our operations, structured around three key steps:

— Step 1: Set a baseline and develop a net zero roadmap

We began by creating a robust baseline of our GHG emissions, covering direct emissions from our operations, indirect emissions from energy use, and wider impacts across our value chain. Using this baseline, we developed a net-zero roadmap with clear and measurable reduction targets. This roadmap guides our transition, highlighting priority areas for action and innovation.

— Step 2: Develop an action plan to reduce GHG emissions

With the roadmap in place, we designed a detailed action plan to drive meaningful reductions in our GHG emissions. This plan prioritises high-impact initiatives and actively engages employees, clients, and stakeholders to foster a culture of shared responsibility for sustainability. The plan is dynamic, with built-in monitoring and review mechanisms that allow us to adapt to new technologies and emerging best practices.

— Step 3: Offset the remaining GHG emissions

While our focus remains on reducing emissions, some residual impact is unavoidable. To address this, we invest in rigorously verified carbon offset projects that provide transparency and accountability. We are also committed to exploring local offset opportunities that deliver co-benefits beyond carbon—such as enhancing biodiversity, improving air quality, and creating social value.

Operational policies and processes

P+P have developed a suite of sustainability policies and practices to ensure a robust understanding of regulatory drivers and to apply these across a wide range of sectors. These policies are reviewed annually through engagement with clients, stakeholders, and communities, ensuring that sustainability is embedded both organisationally and within every project.

We are currently adopting **ISO14001**, underpinned by a **Sustainability Action Plan** with clear climate targets and supporting actions to help realise our vision of shaping a sustainable future. Oversight is provided by our **Climate Working Group**, a governance body with Director-level leadership, Champions, and members from across the practice.

The Climate Working Group also regularly convene to discuss sustainability-related risks, issues and innovations relevant to our industry, and are responsible for sharing these with the wider practice through regular communication and practice meetings. Externally, P+P advocate for industry change as signatories of **UK Architects Declare Climate and Biodiversity Emergency** and through active participation in international and national climate events, including **COP28** and sector-leading sustainability panels. This positions us at the forefront of industry innovation and climate action.

Progress made against our organisational targets

To monitor and manage our sustainability performance scientifically, we have developed a **list of KPIs** (including those for gas, water and electricity) for regular data collection, analysis and reporting. We have established FY2022 data as our baseline and we continue to monitor and report on our ongoing performance.

— P+P operational GHG emissions for 2024

Our FY2025 GHG emissions will be calculated after year-end. We are able to provide our latest FY2024 (Dec 2023 - Nov 2024) GHG emissions below:

	FY2024 GHG emissions (tCO2e)
Scope 1 direct emissions from natural gas	38
Scope 2 indirect emissions from purchased electricity	59
Scope 3 other indirect emissions from value chain	1,563
Total GHG emissions (Scope 1+2+3)	1,660
GHG avoidance and removal from tree planting	-3
Net GHG emissions	1,657

As per this commitment, P+P have pledged to continually strive to find ways to **reduce our annual carbon footprint over our 2022 baseline** amount, whilst compensating for the remaining emissions. In line with GHG protocol guidance, our greenhouse gas emissions are always categorised and measured for Scope 1, 2 and 3 emissions.

Through our collected baseline measurements, structured KPI monitoring, and strong governance, as a practice we are already making **tangible progress towards our 2030 net zero target**. Our current trajectory demonstrates that sustainability is not only embedded in our operations but is **delivering measurable results** that guide continual improvement.

Procedures in place to ensure our direct supply chain are also committed to sustainability

In our pursuit of sustainable development, P+P prioritise **collaboration with like-minded clients and consultants** committed to addressing climate change.

As the **indirect GHG emissions** from our sub-consultants account for **59% of our total emissions (2022 baseline figure)**, it is imperative that all critical suppliers are subject to a selection and assessment process which takes into account their **sustainability management approach and performance**. Aligned to this, our Sustainability Action Plan requires all potential suppliers to complete a **Sub-consultant Due Diligence questionnaire** which calls for disclosure of their sustainability-related governance, performance and targets, particularly on their per £M GHG emissions intensity; this helps us to improve the quality of our Scope 3 supplier GHG data. Suppliers will only be approved if P+P is satisfied that they have demonstrated strong climate governance credentials, aligning closely with our own. This expectation of alignment is subsequently embedded within any sub-contractual agreement.

We can confirm this alignment applies for this contract, with both our sub-consultants **Alan Baxter Architects** and **Greengage** sitting on P+P's approved supplier list. In 2025, Greengage's net zero targets were validated by the **Science Based Targets initiative (SBTi)** which provides the only framework in line with climate science of reaching net-zero emissions by 2050, **in accordance with the Paris Agreement's target of limiting global warming to 1.5°C**. Similarly, Alan Baxter Architects has a formal **Carbon Reduction Plan** with the goal of achieving Net-Zero practice emissions by 2050 or earlier.

Additionally, where we need to procure other services such as printing, couriering etc., we will use the same **suppy chain commitment to hire eco-friendly, CO2 neutral suppliers**, for example Nettl Printing in Gloucester.



Project processes for monitoring and reporting sustainability issues to the authority

Sustainability is a defining principle in our work and **central to the delivery of the Gloucester City Masterplan**. We recognise the Council's ambition to achieve **net zero emissions** across its own operations by 2030 and district-wide carbon neutrality by 2050, alongside **early adoption of biodiversity net gain and investment in urban greening**.

From the outset of each project, the practice establishes a clear framework for monitoring sustainability performance, both on a contract as well as project level.

Monitoring and reporting through contract delivery

As lead consultant, P+P have **robust processes for monitoring and reporting the sustainability performance of our contracts**, with in-house capability to calculate and **provide reports on their GHG emissions**. This includes emissions from office operations proportional to the project contract amount, and project-specific emissions from business travel, accommodation, printing and sub-consultant activities.

In order to **monitor and report on our sustainability performance** and GHG emissions throughout the contract lifetime, the following approach is adopted by the project team, with a contract specific GHG Emissions report being provided to the client and/or stakeholders.

A **Sustainable Project Management Working Group** is set up with representatives from P+P and sub-consultants to **review, evaluate and report their contract specific sustainable actions**, progress and performance at quarter-yearly meetings. This ensures a coordinated and collaborative approach in managing environmental impacts, fostering a culture of continuous improvement in sustainable project management. For Gloucester City Masterplan this will be lead by **Project Manager, Katherine Keyes**.

We then calculate and provide reports on GHG emissions at an agreed interval and set these figures against a KPI to **measure environmental sustainability** of the project management. The scope includes the following material impacts:

- **Scope 1&2:** Emissions from P+P's office operations proportional to the project contract amount;
- **Scope 3:** Project-specific emissions from P+P's business travel, accommodation and printing;
- **Scope 3:** Emissions from sub-consultant activities. Carbon offset credits purchased.

A **Sustainable Project Management Update** will then be issued every three months to the client team during the lifetime of the contract. It covers updates on the Contract Specific GHG emissions, sustainability achievement and activities carried out by the project team, and possible improvements. It will serve as a **valuable tool for fostering open communication** between the project team and the client, ensuring **alignment with the client's sustainability goals** and expectations. This demonstrates accountability and reinforces a **shared commitment to environmental stewardship**.

P+P's Moffett Park masterplan adopts a holistic approach, embedding climate innovation across every scale

Monitoring and reporting through project delivery

We recognise that local authorities increasingly expect measurable, transparent outcomes on sustainability issues such as embodied carbon and biodiversity net gain. Our approach ensures these are not just aspirations, but clearly tracked and reported throughout the masterplanning process. For the Gloucester masterplan, the following will be delivered in close working with sub-consultants **Greengage**, our proposed sustainability experts for this commission. Greengage are currently working with Hereford City Council, Halifax and Hull on the implementation of embodied targets and biodiversity net gain within their masterplans. These targets are accompanied by monitoring programmes for progress against relevant targets, with regular stakeholder forums and client group feedback. Technical trackers provide key stage or timetabled updates that enable embodied carbon or biodiversity net gain targets and ambitions to be tracked against overall targets.

— 1. Setting clear goals with the client and authority

At project inception, we agree a **sustainability framework** with the client and local authority. This identifies key priorities—such as reducing embodied carbon, enhancing biodiversity, managing resources, and creating social value—and sets measurable indicators for each.

— 2. Understanding the site baseline

We begin with a clear understanding of the site as it stands today. This includes surveys of existing ecological value, baseline carbon performance, and environmental characteristics. These **studies provide a benchmark** against which progress can be measured.

— 3. Embedding sustainability into the design

Sustainability targets are built into the design process from day one. For embodied carbon, we test material and infrastructure choices with our engineering and cost partners to identify lower-carbon solutions. For biodiversity, we work with ecologists to plan green corridors, habitats, and long-term management strategies that deliver measurable biodiversity net gain.

— 4. Using recognised tools and metrics

We use **industry-standard tools**—such as whole life carbon assessments and DEFRA biodiversity metrics—to provide evidence that is robust, consistent, and aligned with planning policy expectations.

— 5. Clear and transparent reporting

At each design stage, we prepare concise sustainability reports for the client and local authority. These explain progress against agreed targets, highlight key design decisions, and set out any mitigation strategies where needed.

— 5. Clear and transparent reporting

Whilst P+P do not typically work beyond planning consent, we often set out recommendations as part of our masterplans for how clients can ensure sustainability commitments are monitored and reported through construction and in the activation of places, so local authorities have confidence that outcomes are being achieved in practice.

Project we have delivered that have achieved significant sustainability improvements

Our team have a **strong track record of delivering sustainable masterplans**, with measurable benefits in carbon, biodiversity, and community outcomes. Examples include:

Moffett Park for City of Sunnyvale and Google

P+P were appointed as lead consultant and masterplanners for this Masterplan in Sunnyvale, California which re-imagines a car-oriented business estate into a pioneering Eco-Innovation district.

To confront the climate crisis and deliver a carbon-neutral development, the Masterplan **adopts a holistic approach, embedding climate innovation across every scale of design**. The plan introduces **carbon-free and water-efficient infrastructure, energy-efficient and adaptable buildings, active mobility networks, restored habitats, and resilient landscapes to promote community health and climate resilience** in the wider South Bay region.

Investments in urban ecology will provide **35 hectares of accessible ecological open space, integrated into the urban fabric, alongside the re-mediation of existing water channels to strengthen water stewardship**. The requirement to raise ground floor levels to +12 feet above sea level to meet flood standards is used as a design opportunity, employing subtle grading to direct water flows into green infrastructure. This strategy will enable 80% of annual stormwater to be treated on site, significantly reducing the need for conventional drainage infrastructure.

Southampton Renaissance for Southampton City Council

P+P's leadership of the Southampton Renaissance comprises a **comprehensive urban regeneration initiative that integrates sustainability at its core**, aiming to transform the city into a greener, more resilient, and future-ready urban environment. By revitalising the waterfront, creating green spaces, and upgrading infrastructure, Southampton will become more resilient to climate change while improving residents' quality of life. Developments like West Bay and the Mayflower Waterfront integrate parks and biodiversity, blending nature into urban living. Transport is being transformed with a mass rapid transit system, upgraded stations, and a water mobility hub, promoting sustainable travel. Local universities, especially the University of Southampton, contribute expertise aligned with the Green City Charter.

British Land Portfolio for British Land

Since 2010, Greengage has partnered with British Land to drive sustainability across corporate strategy and individual projects. They have helped **set targets, develop standards (including WELL and housing sustainability), and integrated sustainability into project delivery through workshops, reporting frameworks, and contractor specifications**. A flagship example is 100 Liverpool Street, where Greengage coordinated sustainability from design to completion, embedding net zero, embodied carbon, biodiversity, and social value initiatives. Their work also shapes the broader Broadgate Campus redevelopment, establishing sustainability objectives for the next 20 years.

05

Social Value

At Prior+Partners (P+P) we are committed to embedding Social Value through our projects as well as how we run our practice. Aiming to be a positive partner to the community, P+P's purpose aligns directly with **Gloucester City Council's (GCC) priority themes** of tackling economic inequality, fighting climate change, and driving equal opportunity.

Social value commitments

Gloucester has the potential to become a thriving, optimistic and resilient community. In line with the Council's priorities, the **Gloucester City Plan**, and the **Gloucester Corporate Plan 2025-2028**, our team is committed to using our expertise to deliver meaningful social value outcomes for the local community from day one of this commission.

To deliver successful Social Value, the best approach is to understand the community's needs and where opportunities lie. Using our baseline analysis of Gloucester, including **in-depth socio-economic analysis**, a **review of council priority themes** and drawing on initial research from **Inform Gloucestershire** we will focus our activities where they can have the greatest impact, aligned with delivery of the masterplan. This ensures that our commitments are relevant, deliverable, and directly connected to our expertise.

These commitments will be embedded in the development of the Masterplan design and will continue to evolve through conversations with the community and stakeholders. Please note the ensuing proposed actions — aligned to each of the GCC's key priority theme — **are suggestions and we would expect to refine these with the client team during project mobilisation.**

Tackling economic inequality, including creating new businesses, jobs, and skills, as well as increasing supply chain resilience

We are committed to promoting local skills and employment, especially in areas of high deprivation. While the short Gloucester programme and our London location limits our ability to offer direct work experience, we have tailored our actions to provide the most deliverable and lasting impact for the local community:

— SV Outcome: Tackling economic inequality through skills development for local people

Our strategy to support unemployed individuals focuses on partnering with Gloucestershire Employment & Skills Hub and Forwards Gloucester, volunteering on their employment programmes and providing career guidance in the built environment. This helps local people overcome barriers to work, particularly in areas where 11 parts of Gloucestershire rank among the 10% most deprived nationally. Two P+P staff members will deliver a 90-minute workshop for 10 participants with each organisation (20 people total), covering built environment careers, applications, CVs, interview preparation, and Q&A, raising awareness and helping prevent future skills gaps.

2 staff x 1.5 hours = 3 hours of volunteering

Example: As lead consultant for the **Smithfield Birmingham** masterplan, we delivered two career talks at local schools and mentored a University of Birmingham town planner apprentice - upskilling local young people. Through the practice's **membership with Future of London**, we also host placements via their Emerging Talent Programme, supporting individuals from ethnic minority backgrounds to begin careers in our sector.

— SV Outcome: Improve local supply chain resilience and secure thriving local businesses

We commit to using a locally sourced supply chain to deliver economic and environmental benefits for Gloucester. From the outset, our SVT will work with GCC and groups such as **Together Gloucestershire** to identify suitable local suppliers. For the proposed engagement events, we suggest using local businesses including **Nettl Printing** for printing services and **Nelson's Trust Hub** (part of the Sober Parrot café, which provides employment experience for volunteers) for Catering. We will also work with **VCSE Gloucestershire Alliance** for venue hire such as for the **Civic Trust Folk EdShed**, supporting local initiatives and the economy.

£500 spend on local supply chain

Example: For **Thamesmead Waterfront**, we created opportunities for Black- and women-led practices by including micro and SME businesses in the team. Of 13 consultants, 12 are SMEs, ten employ fewer than 30 people, and five are microbusinesses. Half the practices were led by women or BAME individuals, several being grassroot - working directly with local communities to support improved life opportunities.

Fighting climate change and reducing waste

The Masterplan Framework presents a valuable opportunity to support Gloucester's approach to become a net-zero county by 2050 as outlined in their 'Climate Change' and 'Urban Greening' Strategies. We will also work with Council and Climate Leadership Gloucestershire to ensure our commitments are locally relevant and maximise impact in addressing the climate emergency.

— SV Outcome: Support Gloucester-based charity to tackling climate change

P+P commit 2 staff for half-day volunteering with local organisations to protect and improve the environment in the county of Gloucestershire. As a suggestion this could include volunteering with **Gloucestershire Wildlife Trust** or through the GCC's volunteer scheme as a **city litter picker**. Both schemes help support the Council's priorities of reducing waste and improve Gloucestershire's environment.

2 people x 4 hours volunteering = 8 hours of volunteering

We will also donate a £500 to the following organisations:

- **£150 to Vision 21** a charity dedicated to helping local people to become more resilient and environmentally conscious through grassroots projects and community initiatives.
- **£150 to CPRE Gloucestershire** to help fund volunteer-driven conservation projects, environmental campaigns, community grants, and initiatives that safeguard Gloucestershire's countryside.

£300 donation to environmental charities

Example: On **Smithfield Birmingham**, we volunteered as part of a community day, whereby members of our team joined local students for a local park clean-up. For the **Ealing's Regional Park masterplan**, we have also volunteered with the Ealing Wildlife Group, participating in a session on the maintenance of the a local Nature Reserve.

Driving equal opportunity and improving health, wellbeing, and community integration

As outlined in the Gloucester City Plan the Council aims to deliver a city that works for everyone — tackling deprivation across the city, building stronger and more resilient communities. As advocates for designing places that make every community feel welcome, safe and valued, this is a key component we would address through the Masterplan and social value commitments.

— SV Outcome: Co-creation workshop with local young people to align with the masterplan deliverables

P+P will deliver a co-creation workshop with local young people, working with **Young Gloucestershire** and/or secondary schools such as **Gloucester Academy** or **Holmleigh Park High School**. A minimum of 25 young people will take part in a 3-hour design session led by 3 P+P staff, focusing on placemaking, design thinking, and masterplanning tailored to the Gloucester Masterplan context. With 24.6% of Gloucester's population under 19, these voices are vital. Feedback and ideas will be documented and help shape the draft vision, whilst also helping reduce inequalities, promote wellbeing, and build long-term trust with the community.

3 people x 3 hour workshop = 9 hours of volunteering

Example: For **Bristol Temple Quarter**, we have delivered pro-bono engagement, donating 50 hours to date. This has generated over 200 adult responses through community drop-ins and 210 from young people via Youth Engagement Workshops. These insights are directly informing the refinement of the masterplan, helping ensure it reflects community expectations and supports the long-term success of the regeneration.

— SV Outcome: Improving health, wellbeing and community integration in Gloucester

We will donate to the following organisations:

- **£250 to Gloucester foodbank** who provide emergency three-day food and essential parcels to people referred by local agencies, and supports them with compassionate care and additional help like financial advice.
- **£250 to Rethink's Empowering Minds Gloucestershire** to improve individual mental health outcomes for Gloucestershire residents with a Serious Mental Illness and/or common mental health conditions.

£500 donations to community projects

Example: For **Bristol Temple Quarter regeneration**, we volunteered 56 hours to support The Dings, a key facility for St. Philip's community, and contributed £9,348 towards refurbishment, strengthening local resources and creating lasting social value. For **Ealing's Regional Park masterplan**, we donated to MindFood, an Ealing charity helping people with depression, anxiety, and stress improve well-being through gardening and creative activities.

— SV Outcome: Improved opportunities and raising knowledge for future career pathways

We commit to partnering with a higher education provider, such as **Gloucestershire University** or **Gloucester College**, to deliver a built environment seminar on the Gloucester City Masterplan. Three project team members will run a 90-minute session for up to 20 students, covering: Healthy City Centre Design (P+P), Climate-Resilient Solutions (Grengage), and Sustainable Neighbourhoods and Green Infrastructure (Alan Baxter). The seminar will be followed by practice interviews and a Q&A, giving students insight into potential career paths and fostering a sense of investment in the future development of their city.

3 people x 2 hour seminar = 6 hours

Example: At **Euston Station Masterplan**, we enabled social value by offering two-week work experience for LB Camden students from disadvantaged backgrounds. We also provided an apprenticeship for a Camden student via BeOnsite, with both commitments ensuring lasting impact through education and skills development.

Social value management

For each commission, we establish a **Social Value Taskforce** (SVT), comprising representatives from our project team and mobilised at the outset. The SVT works closely with the Council, stakeholders, community groups, and other consultants throughout project delivery. It is responsible for implementing and managing our **Social Value Action Plan** (SVAP), ensuring actions are progressed, monitored, reported, and, where possible through contract extension, continuously improved. For this project, **Katherine Keyes**, Project Manager, will lead the SVT, supported by **JoJo Dorrington-Ward**, Urban Designer.

During the first month (November), we will refine our SVAP, establishing communication, risk, quality, and change control protocols. Proposals will be tested through early discussions with GCC and stakeholders, adjusting actions to best meet community needs and priorities while partnering with aligned organisations. Any amendments will be made without altering our initial financial or time commitments.

Our proposed **SVAP prioritises deliverability**, sequencing activities with the project program and community calendar.

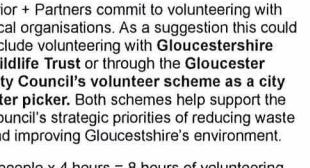
The SVT will provide **bi-monthly progress reports** to the client, tracking advancements against the agreed plan and highlighting any challenges. Where issues arise, the SVT will propose alternative approaches that deliver equal or greater social impact. Reports will include quantitative metrics and qualitative feedback from recipients, informing the Masterplan and guiding adjustments to upcoming activities to maximise social value, with client agreement.

At contract end, the SVT will produce a concise, graphical **Social Value Outcomes Report**. This will collate key outcomes and feedback, using text, photography, and infographics. SVT members and participants will provide reflections to capture the true social value delivered. For transparency, the report will include recommendations for future improvements and can be shared with GCC and, if desired, stakeholders and the community.

As each Social Value activity is underpinned by **robust reporting processes**, our approach aligns fully with **GCC's Social Value Policy** and the **TOMs framework** - delivering outcomes that are transparent, measurable, and consistently focused on client priorities to deliver a meaningful, lasting benefits for the local community.

Social value action plan

*Suggested months for estimated 6-month programme

Year	2025						2026					
Months	December	January	February	March	April	May	June					
Programme												
- Community calendar		School holiday (SH)		SH		SH		SH		SH		
Social value project management	●	●	●	●	●	●	●	●	●	●	●	●
Social Value Monitoring via bi-monthly sessions and reports												
THEME	COMMITMENTS											
Tackling economic inequality, including creating new businesses, jobs, and skills, as well as increasing supply chain resilience.	<p>Project Mobilisation</p> <p>Social Value Taskforce established</p> <p>Establish list of Gloucester suppliers agreed</p>	<p>← Working with the council delivery partners and stakeholders, the SVT and supplier list are confirmed. The list will be approved and signed-off the council.</p>										
	<p>Partnering with local suppliers for additional services</p>	<p>← At the outset of the commission, our SVT will work with the Council and organisations such as Together Gloucestershire to establish a list of local suppliers who meet the requirements of Prior + Partners Supply Chain Commitment. This could include, Nettl Printing, Nelson's Trust Hub Catering and VCSE Gloucestershire Alliancse.</p> <p>Approximately £500 local spend</p>			<p>← Our strategy for supporting unemployed people into work involves partnering with Gloucestershire Employment & Skills Hub and/or Forwards Gloucester to volunteer on each of their respective employment schemes and offer built environment career advice.</p> <p>2 staff x 1.5 hours = 3 hours of volunteering</p>							
Fighting climate change and reducing waste.	<p>Donation 1 - £150</p> <p>Donation 2 - £150</p>	<p>← We will donate to Vision 21 a charity dedicated to helping local communities become more resilient, environmentally conscious, and socially supportive through grassroots projects and community wellbeing initiatives. As well as to CPRE Gloucestershire to help fund volunteer-driven conservation projects, environmental campaigns, community grants, and initiatives that safeguard Gloucestershire's countryside.</p> <p>£300 donated</p>			<p>← Prior + Partners commit to volunteering with local organisations. As a suggestion this could include volunteering with Gloucestershire Wildlife Trust or through the Gloucester City Council's volunteer scheme as a city litter picker. Both schemes help support the Council's strategic priorities of reducing waste and improving Gloucestershire's environment.</p> <p>2 people x 4 hours = 8 hours of volunteering</p>							
Driving equal opportunity, including reducing the disability employment gap and tackling workforce inequality. Improving health, wellbeing, and community integration.	<p>Co-creation workshop with local schools</p> <p>We will donate to Gloucester foodbank who provide emergency food and essential parcels to people referred by local agencies. We will also donate to Rethink's Empowering Minds Gloucestershire to improve individual mental health outcomes for Gloucestershire residents with a Serious Mental Illness and/or common mental health conditions.</p> <p>£500 donated</p>	<p>← Prior+Partners will deliver a co-creation workshop with local young people such as by working with Young Gloucestershire and/or secondary schools like Gloucester Academy or Holmleigh Park High School, to ensure young people's voices directly inform the masterplan vision and deliverables.</p> <p>3 people x 3 hour workshop = 9 hours of volunteering</p>		<p>Donation 1 - £250</p> <p>Donation 2 - £250</p>	<p>← We commit to working with a higher education provider, such as Gloucestershire University and/or Gloucester College, to deliver a built environment seminar about the Gloucester City Masterplan, covering: Healthy city centres design (P+P), Climate resilient solutions (Greengage), and Sustainable neighbourhoods and green infrastructure (Alan Baxter).</p> <p>3 people x 2 hour seminar = 6 hours of volunteering</p>		<p>Employment workshop with local higher education bodies</p>	<p>OUTCOME: Social Value Outcome Report</p> <p>★</p>				

Key:

← Client and stakeholder inputs

← Social Value suggested actions against programme - ensuring that we engage at the most appropriate and impactful moments

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Part 1: Your information and the bidding model.

Suppliers are required to complete all of the cells highlighted in Yellow

Section 1	Your information		Response - All of the questions must be answered, if 'Not Applicable' this must be stated only a completed document will receive a PASS.	Evaluation	
Question number	Question				Result
1.1(a)	Name (if registered, please give the registered name)		Prior + Partners Limited		Fail
1.1(b) - (i)	Registered address (if applicable) or head office address		70 Cowcross Street, London, EC1M 6EL		Fail
1.1(b) - (ii)	Registered website address (if applicable)		www.photofandpartners.com		Fail
1.1(c)	Trading status a) - public limited company b) - private limited company c) - limited liability partnership d) - other partnership e) - sole trader f) - third sector g) - other (please specify your trading status)		Private Limited Company		Fail
1.1(d)	Date of registration (if applicable) or date of formation.		4-Nov-16		Fail
1.1(e)	Registration number (company, partnership, charity, etc if applicable).		10463462		Fail
1.1(f)	Registered VAT number.		257850671		Fail
1.1(g) - (i)	Are you registered with the appropriate professional or trade register(s) specified for this procurement in the country where your organisation is established?		Yes = (Information Provided Accepted) /No = (No Information Provided/Response is NOT Accepted) or N/A = (Not Applicable)		Fail
1.1(g) - (ii)	If you responded yes to 1.1(g) - (i), please provide the relevant details, including the name of the register and registration numbers(s), and if evidence of registration is available electronically, please provide - the website address, - issuing body - reference number.		Companies House 10463462 https://find-and-update.company-information.service.gov.uk/company/10463462		Fail

1.1(h) - (i)	For procurements for services only, is it a legal requirement in the country where you are established for you to: a) possess a particular authorisation, or b) be a member of a particular organisation, to provide the requirements specified in this procurement?	No <input type="checkbox"/>	Fail
1.1(h) - (ii)	If you responded yes to 1.1(h) - (i), please provide additional details of what is required, confirmation that you have complied with this and, if evidence of compliance is available electronically, please give the website address, issuing body and reference number.	N/A = (Not Applicable)	Fail
1.1(i)	Relevant classifications (state whether you fall within one of these, and if so which one) a) Voluntary Community Social Enterprise (VCSE). b) Sheltered Workshop. c) Public service mutual.	N/A = (Not Applicable) - Prior + Partners does not fall into any of the below classifications.	Fail
1.1(j)	Are you a Small, Medium or Micro Enterprise (SME)?	Yes = (Information Provided Accepted)	Fail

1.1 (k)	<p>Details of Persons with Significant Control (PSC)^[2], where appropriate^[3]:</p> <ul style="list-style-type: none"> - Name - Date of birth - Nationality - Country, state or part of the UK where the PSC usually lives - Service address - The date he or she became a PSC in relation to the company. - Which conditions for being a PSC are met: <ul style="list-style-type: none"> - Over 25% up to (and including) 50% - More than 50% and less than 75% - 75% or more (Please enter N/A if not applicable) 	<p>Name: Jason Prior Date of Birth: 15th February 1961 Nationality: British Country, State or part of the UK where the PSC usually lives: Swindon The he or she became a PSC in relation to the company (for existing companies the 6th April 2016 should be used): 4th November 2016 Which conditions for being a PSC are met: -Right to appoint and remove directors</p> <p>Name: Graham Goymour Date of Birth: 14th November 1961 Nationality: British Country, State or part of the UK where the PSC usually lives: London The he or she became a PSC in relation to the company (for existing companies the 6th April 2016 should be used): 13th November 2017 Which conditions for being a PSC are met: -Right to appoint and remove directors</p> <p>Name: Prior + Partners Trustee Limited Notified on: 30 June 2023 Governing Law: The Companies Act 2006, Incorporated in England Legal form: Private Company Limited By Guarantee Without Share Capital Place registered: Registrar Of Companies In England And Wales Registration number: 14948443 Service address: 70 Cowcross Street, London, EC1M 6EJ Which conditions for being a PSC are met, Ownership of shares – More than 50% but less than 75% Ownership of voting rights - More than 50% but less than 75%</p>		Fail
1.1(l)				
1.1(m)				Fail
				Fail

Please provide the following information about your approach to this procurement:

Section 1 (cont.)	Bidding model		
Question number	Question	Evaluation - All of the questions must be answered, if 'Not Applicable' this must be stated only a completed document will receive a PASS.	Result
1.2	<p>Please indicate if you are bidding as a single supplier or as part of a group or consortium?</p> <p>If you are bidding as a single supplier please go to Q 1.3.</p> <p>If you are bidding as part of a group or consortium (including where you intend to establish a legal entity to deliver the contract, or you are a subcontractor), please tell us:</p> <p>a) The name of the group/consortium.</p> <p>b) The proposed structure of the group/consortium, including the legal structure where applicable.</p> <p>c) The name of the lead member in the group/consortium.</p> <p>d) Your role in the group/consortium (e.g. lead member, consortium member, subcontractor).</p> <p>e) If you are the lead member in the group/consortium, whether you are relying on other consortium members to meet the selection criteria (i.e. are you relying on other consortium members for economic and technical standing and/or technical and professional ability?) and, if so, which criteria you are relying on them for</p>	<p>Prior + Partners Limited</p> <p>Lead consultant with sub-contractors</p> <p>Prior + Partners Limited</p> <p>Lead consultant</p> <p>As a lead consultant, we are relying on our subconsultants for technical and professional criteria but not economic and technical standing. The technical criteria we are relying on them for pertains to transport, infrastructure, heritage, energy, biodiversity and sustainability services.</p>	Fail Fail Fail Fail Fail
1.3	<p>If you are proposing to use subcontractors/a supply chain, please provide the details for each one[4].-</p> <p>- Name</p> <p>- Registration number</p> <p>- Registered or head office address,</p> <p>- Trading status</p>	<p>Greengage Environmental Limited</p> <p>08155937</p> <p>Cambridge House, 27 New Dover Road, Canterbury, Kent, CT1 3DN</p>	Fail Fail Fail Fail

a. Public limited company	Fail
b. Private limited company	Fail
c. Limited liability partnership	Fail
d. Other partnership	Fail
e. Sole trader	Fail
f. Third sector	Fail
g. Other (please specify your trading status)	Fail
- Registered VAT number	Fail
- SME (Yes/No)	Fail
- The role each subcontractor will take in providing the works and/or supplies e.g. key deliverables - if known	Sustainability, energy and biodiversity expertise
- The approximate % of contractual obligations assigned to each subcontractor, if known	Fail
- Is the subcontractor being relied upon to meet the selection criteria (i.e. are you relying on the subcontractor for economic and/or technical standing and/or technical and professional ability?) and, if so, which criteria are you relying on them for?	Fail
Name	Alan Baxter Associates
- Registration number	06600598
- Registered or head office address,	70 Cowcross Street, London, EC1M 6EJ
- Trading status	Fail
a. Public limited company	Fail
b. Private limited company	Fail
c. Limited liability partnership	Fail
d. Other partnership	Fail
e. Sole trader	Fail
f. Third sector	Fail
g. Other (please specify your trading status)	#NAME?
- SME (Yes/No)	Yes

- The role each subcontractor will take in providing the works and /or supplies e.g. key deliverables - if known	Transport, engineering and heritage expertise		
- The approximate % of contractual obligations assigned to each subcontractor, if known	6%		
- Is the subcontractor being relied upon to meet the selection criteria (i.e. are you relying on the subcontractor for economic and technical standing and/or technical and professional ability?) and, if so, which criteria are you relying on them for?	<input type="checkbox"/> No		Fail
Part 2: Exclusion Grounds Please answer the following questions in full. Note that every organisation that forms part of your bidding group/consortium, as well as every organisation that is being relied on (including subcontractors being relied on) to meet the selection criteria must complete and submit responses to part 1 and the declarations in part 2.			
Section 2	Grounds for mandatory exclusion		
Question number	Question	Declaration	Evaluation - All of the questions must be answered, if 'Not Applicable' this must be stated only a completed document will receive a PASS .
2.1 (a)	Within the past five years, anywhere in the world, have you or any person who: • is a member of the supplier's administrative, management or supervisory body or has powers of representation, decision or control in the supplier, • been convicted of any of the offences within the summary below and listed in full in Annex D in the ITT?	<input type="checkbox"/> Participation in a criminal organisation.	Fail
		<input type="checkbox"/> Corruption.	Fail
		<input type="checkbox"/> Terrorist offences or offences linked to terrorist activities.	Fail

	Money laundering or terrorist financing.	No <input type="checkbox"/>	Fail
	Child labour and other forms of trafficking in human beings.	No <input type="checkbox"/>	Fail
	Any other offence within the meaning of Article 57(1) of the Directive as defined by the law of any jurisdiction <u>outside</u> England, Wales or Northern Ireland.	No <input type="checkbox"/>	Fail
	Any other offence within the meaning of Article 57(1) of the Directive created after 26th February 2015 in England, Wales or Northern Ireland	No <input type="checkbox"/>	Fail
2.1(b)	If you have answered yes to any part of question 2.1(a), please provide further details, including:	N/A = (Not Applicable)	
	• date of conviction and the jurisdiction,		Fail
	• which of the grounds listed		Fail
	• the reasons for conviction,		Fail
	• the identity of who has been convicted.		Fail
	If the relevant documentation is available electronically please provide:		
	• the web address,		Fail
	• issuing authority,		Fail
	• precise reference of the documents.		Fail
2.1(c)	If you have answered yes to any part of the question above please explain what measures have been taken to demonstrate your reliability despite the existence of relevant grounds for exclusion. (Self cleaning).	N/A = (Not Applicable)	Fail
Section 7	Additional Questions including Project Specific Questions		

Question number	Question	Response	Evaluation - All of the questions must be answered, if 'Not Applicable' this must be stated only a completed document will receive a PASS.	Result
7.1	Insurance Please confirm whether you already have, or can commit to obtain, prior to the commencement of the contract, the levels of insurance cover indicated below.		Suppliers who confirm that they will have the required levels of insurance should they be successful will receive a PASS	
	Employer's (Compulsory) Liability Insurance = £10m			Fail
	Public Liability Insurance = £5m			Fail
	Professional Indemnity Insurance = £5m			Fail
	*There is a legal requirement for certain employers to hold Employers (Compulsory) Liability Insurance of £5 million as a minimum. See the Health and Safety Executive website for more information: http://www.hse.gov.uk/pubs/hse9.pdf			
	Section 3 The detailed grounds for mandatory and discretionary exclusion of a supplier for non-payment of taxes and social security contributions, are set out in Annex D, and should be referred to before completing these questions.			
Question number	Question	Declaration	Evaluation - All of the questions must be answered, if 'Not Applicable' this must be stated only a completed document will receive a PASS.	Result
3.1(a)	Please confirm that you have met all your obligations relating to the payment of taxes and social security contributions, both in the country in which you are established and in the UK.			Fail
	If documentation is available electronically please provide:			Fail

<ul style="list-style-type: none"> the web address, issuing authority, precise reference of the documents 	<p>https://find-and-update.company-information.service.gov.uk/company/10463462</p> <p>Companies House</p> <p>Evidence of our economic and financial standing on Companies House is available here.</p>	<p>https://find-and-update.company-information.service.gov.uk/company/10463462/filing-history</p> <p>For the last three years' records, please see documents 'Total exemption full accounts made up to 30 November 2024', 'Total exemption full accounts made up to 30 November 2023', and 'Total exemption full accounts made up to 30 November 2022'.</p>										
<p>3.1(b)</p>	<p>If you have answered no to 3.1(a) please provide further details including the following:</p>											
	<ul style="list-style-type: none"> Country concerned, what is the amount concerned 			<ul style="list-style-type: none"> how the breach was established, i.e. through a judicial or administrative decision or by other means. 	<ul style="list-style-type: none"> if the breach has been established through a judicial or administrative decision please provide the date of the decision, 	<ul style="list-style-type: none"> if the breach has been established by other means please specify the means. 	<p>Please also confirm whether you have paid, or have entered into a binding arrangement with a view to paying, the outstanding sum including, where applicable, any accrued interest and/or fines.</p>	<p><input type="checkbox"/> No</p>				

Please Note: We reserve our right to use our discretion to exclude your bid where we can demonstrate by any appropriate means that you are in breach of your obligations relating to the payment of taxes or social security contributions

Section 4 Grounds for Discretionary Exclusion

The detailed grounds for discretionary exclusion of an organisation are set out in Annex D, and should be referred to before completing these questions.

Question number	Question	Declaration

4.1(i) –(iii)	You have undertaken to unduly influence the decision-making process of the contracting authority to obtain confidential information that may confer upon you undue advantages in the procurement procedure, or to negligently provide misleading information that may have a material influence on decisions concerning exclusion, selection or award.						
4.2	You are a relevant commercial organisation subject to Section 54 of the Modern Slavery Act 2015 if you carry on your business, or part of your business in the UK, supplying goods or services and you have an annual turnover of at least £36 million.	N/A – Note: Whilst Prior + Partners is not a relevant commercial organisation subject to Section of the Modern Slavery Act, our practice is still committed to the prevention of Modern Slavery and have therefore created a Modern Slavery Statement for the year 2025 that can be made available upon request.					
	If you are a relevant commercial organisation please -	N/A = (Not Applicable)					
	<ul style="list-style-type: none"> • confirm that you have published a statement as required by Section 54 of the Modern Slavery Act. 	N/A = (Not Applicable)					
	<ul style="list-style-type: none"> • confirm that the statement complies with the requirements of Section 54. 	N/A = (Not Applicable)					
4.3	If you have answered YES to any of the questions in 4.1, or NO to question 4.2, please explain what measures have been taken to demonstrate your reliability despite the existence of a relevant ground for exclusion. (Self cleaning)	N/A = (Not Applicable)					

I declare that, upon request and without delay I will provide the certificates and/or documentary evidence referred to in this document except where this documentation can be accessed by the contracting authority via a national database free of charge or the contracting authority already possesses the documentation.

I understand that the information will be used in the selection process to assess my suitability to participate further in this procurement.

I understand that the authority may reject this submission in its entirety if there is a failure to answer all the relevant questions fully, or if false/misleading information or content is provided in any section.

I am aware of the consequences of serious misrepresentation.

Signature (electronic is acceptable)	
Date	9/17/2025
Contact details of those making the declaration	
Contact name	Elise Baudon
Name of organisation	Prior + Partners Limited
Role in organisation	Managing Director
Phone number	020 3951 0032
E-mail address	elise.baudon@priorpartners.com
Postal address	70 Cowcross Street, London, EC1M 6EU

Suppliers are required to populate the tables below adding details of each costs, in the green cell/s.

Suppliers are 'required' to provide a breakdown of ALL costs and associated activities required to deliver a Gloucester City Council Masterplan. Please Note:- Gloucester City Council can only agree and be liable for those costs detailed/contained within this Pricing Schedule.

*Whilst we are seeking an estimated number of days; we are expecting suppliers experience and knowledge of developing our Masterplan, will enable you to provide a sufficient level of accuracy in estimating the number of days required to complete such tasks.

Note to Evaluators: We have provided a full breakdown of the activities and costs required to deliver a Gloucester City Council Masterplan. Please refer to Question 2 - Aims and Ambitions for an understanding of our Methodology and Activities.

Suppliers are required to provide details in this column	Name and Project Role	Day Rate	*Estimated Number of Days	Net	VAT @ 20%	Total
Stage 1: Baseline, Economic Context and Insights						
Elise Baudon - Project and Masterplan Director	1174.15	1	£1,174.15	£234.83	£1,408.98	
Katherine Keyes - Project Manager and Urban Designer	699.39	2.5	£1,748.48	£349.70	£2,098.17	
Nella Abi Khalil - Senior Urban Designer	561.55	3.5	£1,965.43	£393.09	£2,358.51	
JoJo Dorrington Ward - Urban Designer	459.45	5.5	£2,526.98	£505.40	£3,032.37	
Androniki Strongioglou - Associate Landscape Architect	699.39	0	£0.00	£0.00	£0.00	
Jack Schofield - Place Economics Lead	699.39	1.25	£874.24	£174.85	£1,049.09	
Patrick Gulliver - Place Economics Expert Advisor	1174.15	0.5	£567.08	£117.42	£704.49	
Katherine Rayner - Place Economics Consultant	561.55	3	£1,684.65	£336.93	£2,021.58	
Sophie Ward - Planning Lead	699.39	4	£2,797.56	£559.51	£3,357.07	
Simon Mattinson - Planning Expert Advisor	1174.15	0.25	£293.54	£58.71	£352.25	
Barbel Gamm - Graphic Design Lead	699.39	2	£1,398.78	£279.76	£1,678.54	
Mitch Cooke - Sustainability Lead	1174.15	0.5	£567.08	£117.42	£704.49	
Rodrigo Garcia Priejo - Energy Associate	699.39	1	£699.39	£139.88	£839.27	
Chris Moss - Biodiversity Consultant	561.55	1	£561.55	£112.31	£673.86	
William Filmer-Sankey - Heritage and Conservation Lead	1174.15	1	£1,174.15	£234.83	£1,408.98	
Trenton Williams - Transport and Infrastructure Lead	1174.15	1	£1,174.15	£234.83	£1,408.98	
Stage 2: Benchmarking						
Elise Baudon - Project and Masterplan Director	1174.15	0.25	£293.54	£58.71	£352.25	
Katherine Keyes - Project Manager and Urban Designer	699.39	0	£0.00	£0.00	£0.00	
Nella Abi Khalil - Senior Urban Designer	561.55	1	£561.55	£112.31	£673.86	
JoJo Dorrington Ward - Urban Designer	459.45	2	£918.90	£183.78	£1,102.68	
Androniki Strongioglou - Associate Landscape Architect	699.39	0	£0.00	£0.00	£0.00	
Jack Schofield - Place Economics Lead	699.39	0	£0.00	£0.00	£0.00	
Patrick Gulliver - Place Economics Expert Advisor	1174.15	0.5	£587.08	£117.42	£704.49	
Katherine Rayner - Place Economics Consultant	561.55	2	£1,123.10	£224.62	£1,347.72	
Sophie Ward - Planning Lead	699.39	1	£699.39	£139.88	£839.27	
Simon Mattinson - Planning Expert Advisor	1174.15	0	£0.00	£0.00	£0.00	
Barbel Gamm - Graphic Design Lead	699.39	1.5	£1,049.09	£209.82	£1,258.90	
Mitch Cooke - Sustainability Lead	1174.15	0.5	£587.08	£117.42	£704.49	
Rodrigo Garcia Priejo - Energy Associate	699.39	1	£699.39	£139.88	£839.27	
Chris Moss - Biodiversity Consultant	561.55	1	£561.55	£112.31	£673.86	
William Filmer-Sankey - Heritage and Conservation Lead	1174.15	0	£0.00	£0.00	£0.00	
Trenton Williams - Transport and Infrastructure Lead	1174.15	0	£0.00	£0.00	£0.00	
Stage 3: A Collaborative Process for a Shared Vision						
Elise Baudon - Project and Masterplan Director	1174.15	1.25	£1,467.69	£293.54	£1,761.23	
Katherine Keyes - Project Manager and Urban Designer	699.39	2	£1,398.78	£279.76	£1,678.54	
Nella Abi Khalil - Senior Urban Designer	561.55	3	£1,684.65	£336.93	£2,021.58	
JoJo Dorrington Ward - Urban Designer	459.45	6	£2,756.70	£551.34	£3,308.04	

Androniki Strongioglou - Associate Landscape Architect	699.39	0	£0.00	£0.00	£0.00
Jack Schofield - Place Economics Lead	699.39	0.5	£349.70	£69.94	£419.63
Patrick Gulliver - Place Economics Expert Advisor	1174.15	0.5	£587.08	£117.42	£704.49
Katherine Rayner - Place Economics Consultant	561.55	0.5	£280.78	£56.16	£336.93
Sophie Ward - Planning Lead	699.39	0	£0.00	£0.00	£0.00
Simon Mattinson - Planning Expert Advisor	1174.15	0.25	£293.54	£58.71	£352.25
Barbel Gamm - Graphic Design Lead	699.39	1.5	£1,049.09	£209.82	£1,258.90
Mitch Cooke - Sustainability Lead	1174.15	0	£0.00	£0.00	£0.00
Rodrigo Garcia Prieago - Energy Associate	699.39	2	£1,398.78	£279.76	£1,678.54
Chris Moss - Biodiversity Consultant	561.55	2	£1,123.10	£224.62	£1,347.72
William Filmer-Sankey - Heritage and Conservation Lead	1174.15	0.5	£587.08	£117.42	£704.49
Trenton Williams - Transport and Infrastructure Lead	1174.15	0.5	£587.08	£117.42	£704.49
Stage 4: A Framework Masterplan for Lasting Change					
Elise Baudon - Project and Masterplan Director	1174.15	2.25	£2,641.84	£528.37	£3,170.21
Katherine Keyes - Project Manager and Urban Designer	699.39	8	£5,595.12	£1,119.02	£6,714.14
Nella Abi Khalil - Senior Urban Designer	561.55	13	£7,300.15	£1,460.03	£8,760.18
JoJo Donnington Ward - Urban Designer	459.45	16	£7,351.20	£1,470.24	£8,821.44
Androniki Strongioglou - Associate Landscape Architect	699.39	5.5	£3,846.65	£769.33	£4,615.97
Jack Schofield - Place Economics Lead	699.39	0	£0.00	£0.00	£0.00
Patrick Gulliver - Place Economics Expert Advisor	1174.15	0	£0.00	£0.00	£0.00
Katherine Rayner - Place Economics Consultant	561.55	0	£0.00	£0.00	£0.00
Sophie Ward - Planning Lead	699.39	7	£4,895.73	£979.15	£5,874.88
Simon Mattinson - Planning Expert Advisor	1174.15	0.25	£293.54	£58.71	£352.25
Barbel Gamm - Graphic Design Lead	699.39	1	£699.39	£139.88	£839.27
Mitch Cooke - Sustainability Lead	1174.15	0	£0.00	£0.00	£0.00
Rodrigo Garcia Prieago - Energy Associate	699.39	1	£699.39	£139.88	£839.27
Chris Moss - Biodiversity Consultant	561.55	1	£661.55	£112.31	£673.86
William Filmer-Sankey - Heritage and Conservation Lead	1174.15	1.5	£1,761.23	£352.25	£2,113.47
Trenton Williams - Transport and Infrastructure Lead	1174.15	1.5	£1,761.23	£352.25	£2,113.47
Stage 5: Delivery and Investment Plan					
Elise Baudon - Project and Masterplan Director	1174.15	1.25	£1,467.69	£293.54	£1,761.23
Katherine Keyes - Project Manager and Urban Designer	699.39	0	£0.00	£0.00	£0.00
Nella Abi Khalil - Senior Urban Designer	561.55	1.5	£842.33	£168.47	£1,010.79
JoJo Donnington Ward - Urban Designer	459.45	2.5	£1,148.63	£229.73	£1,378.35
Androniki Strongioglou - Associate Landscape Architect	699.39	0	£0.00	£0.00	£0.00
Jack Schofield - Place Economics Lead	699.39	2.5	£1,748.48	£349.70	£2,098.17
Patrick Gulliver - Place Economics Expert Advisor	1174.15	0.5	£587.08	£117.42	£704.49
Katherine Rayner - Place Economics Consultant	561.55	4	£2,246.20	£449.24	£2,695.44
Sophie Ward - Planning Lead	699.39	1	£699.39	£139.88	£839.27
Simon Mattinson - Planning Expert Advisor	1174.15	0.25	£293.54	£58.71	£352.25
Barbel Gamm - Graphic Design Lead	699.39	0	£0.00	£0.00	£0.00
Mitch Cooke - Sustainability Lead	1174.15	0	£0.00	£0.00	£0.00
Rodrigo Garcia Prieago - Energy Associate	699.39	2	£1,398.78	£279.76	£1,678.54
Chris Moss - Biodiversity Consultant	561.55	2	£1,123.10	£224.62	£1,347.72
William Filmer-Sankey - Heritage and Conservation Lead	1174.15	0.5	£587.08	£117.42	£704.49
Trenton Williams - Transport and Infrastructure Lead	1174.15	0.5	£587.08	£117.42	£704.49
Total			£0.00	£0.00	£0.00
			£90,028.19	£18,005.64	£108,033.83

Annex II: Form of Tender

Dear Sir or Madam

Form of Tender

*I/We, the undersigned, tender and offer to provide the Services as listed below, which is more particularly referred to in the Invitation to Tender supplied to *me/us for the purpose of tendering for the provision of the Agreement and on the Framework Agreement/Call off terms.

Note: If Suppliers do not provide a completed Form of Tender, this may result in the response being treated as non-compliant and therefore rejected.

*I/We confirm that *I/we can supply the Services as specified in our Tender and in accordance with the financial model response submitted.

Please include the details below of the whole life costs inclusive of VAT

£108,033.83 and in words **one hundred eight thousand thirty-three pounds and eighty-three cents**

*I/We confirm that we accept the Framework Agreement/Call off terms as issued with the Invitation to Tender.

*I/We understand that the Authority reserves the right to accept or refuse this Tender in accordance with the Public Contracts Regulations 2015 and/or the Invitation to Tender.

*I/We confirm that all information supplied to the Authority and forming part of this Tender and where applicable any previous submissions is true and accurate.

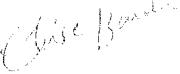
*I/We confirm that this Tender will remain valid for a minimum of 180 days from the date of this Form of Tender or until any procurement challenge/s have been resolved.

*I/We confirm that *I/we are authorised to commit ourselves and where applicable all Associated Suppliers to the agreement obligations contained in our Tender.

*I/We understand that non-compliance with the requirements of the Invitation to Tender or with any other instructions given by the Authority may lead to *me/us being excluded by the Authority from participation in the Procurement.

*I/We agree that the Authority may disclose the Supplier's information/documentation (submitted to the Authority during this Procurement) more widely within government for the purpose of ensuring effective cross-government procurement processes, including value for money and related purposes.

Signature (please note that electronic signatures are accepted)



Full Name of Signatory

Elise Baudon

Position/Role of Signatory

Managing Director

Lead Supplier Name

Prior + Partners

Associated Suppliers (where applicable)

Greengage Environmental Limited, Alan Baxter Limited

Please confirm, by inserting 'Yes' that you have the necessary permissions and authority to include and act upon the Associated Suppliers above (where applicable)

Yes

Date of Signature

17/10/2025

Annex IV: Commercially Sensitive Information

This appendix should be read in conjunction with the relevant paragraphs relating to freedom of information (FOIA) and environmental information (EIR) in the Procurement terms and conditions.

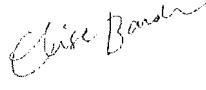
I declare that I wish the following information to be designated as commercially sensitive:

The reason(s) it is considered that this information should be exempt under FOIA and EIR is:

The period of time for which it is considered this information should be exempt is:

Supplier to amend as appropriate [until award of contract OR during the period of the contract OR for a period of [number] years until [month], [year]].

Signature



Name (print)

Elise Baudon

Position

Managing Director

Supplier name

Prior + Partners

Date

17/09/2025

Annex III - Certificate of non-collusion and non-canvassing

Statement of non-canvassing

I/we hereby certify that I/we have not canvassed any councillor, official, representative or adviser of the Authority in connection with this Procurement and the proposed award of the contract by the Authority, and that no person employed by me/us or acting on my/our behalf, or advising me/us, has done any such act. I/we agree that the Authority may, in consideration of our tender, and in any subsequent actions, rely on the statements made in this certificate.

I/we further hereby undertake that I/we will not canvass any councillor, official, representative or adviser of the Authority in connection with the Procurement and/or award of the contract and that no person employed by me/us or acting on my/our behalf, or advising me/us, will do any such act.

Statement of non-collusion

The Authority must receive bona fide competitive tenders from all Suppliers.

In recognition of this requirement, I/we certify that this is a bona fide offer, intended to be competitive and that I/we have not fixed or adjusted the amount of the offer or the price in accordance with any agreement or arrangement with any other person (except any Associated Supplier identified in this offer).

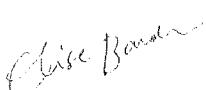
I/we also certify that I/we have not done, and undertake that I/we will not do, at any time during the Procurement or, in the event of my/our final tender being successful, during the term of the contract, any of the following acts:

1. communicate to any person, other than the Authority, the amount or approximate amount of my/our proposed offer except where the disclosure in confidence was essential to obtain insurance premium quotations required for its preparation
2. enter into any agreement or agreements with any other person that they shall refrain from participating in the tendering process carried out by the Authority or as to the amount of any offer submitted by them during this process
3. cause or induce any person to enter into such an agreement as is mentioned in paragraph 2 above or to inform us of the amount or the approximate amount of any other tender for the contract
4. commit any offence under the Bribery Act 2010
5. offer or agree to pay or give or actually pay or give any sum of money, inducement or valuable consideration, directly or indirectly, to any person for doing or having done or having caused to be done in relation to any other tender or proposed tender for the performance of the contract

In this certificate, the word 'person' includes any person, body or association, corporate or incorporate and 'agreement' includes any arrangement whether formal or informal and whether legally binding or not.

I/we agree that the Authority may, in its consideration of the tender and in any subsequent actions, rely on the statements made in this Certificate.

Signature

A handwritten signature in black ink, appearing to read "Elise Baudon".

Name (print)

Elise Baudon

Position

Managing Director

Supplier name

Prior + Partners

Date

17/09/2025