

# EBBSFLEET DESIGN FORUM

Terms of reference 2025

FRAME PROJECTS

In partnership with  
Ebbsfleet Development  
Corporation

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Cover image: Aerial view of Ebbsfleet Garden City © Ebbsfleet Development Corporation



# 1. INTRODUCTION

The Ebbsfleet Development Corporation (EDC) was established in April 2015 to drive the delivery of a 21st Century Garden City in Ebbsfleet, North Kent. Ebbsfleet spans an area of over 1,000 hectares, within which the Corporation are championing several large-scale developments, including significant investment in infrastructure, utilities, highways, transportation, commercial space, housing, along with green and blue leisure space.

Ebbsfleet is being planned to combine the best of urban and rural living. It builds on the ethos and pioneering spirit of the original Garden Cities and New Towns, aiming to create a place founded on quality place-making, community building and sustainability, making long-term arrangements for the care of public spaces and assets. This accords with the National Planning Policy Framework requirement that: “Development that is not well designed should be refused, especially where it fails to reflect local design policies and government guidance on design, taking into account any local design guidance and supplementary planning documents such as design guides and codes” (Para. 139, NPPF, 2024).

Unlike the earlier Garden Cities, Ebbsfleet is being built upon previously developed industrial land and the dramatic landscape of chalk cliffs, river inlets, marshland, and its proximity to the Thames provides a unique opportunity to create a place that is characterful and distinctive. Once complete, Ebbsfleet will deliver 15,000 new homes and up to 20,000 jobs.

EDC is the plan-determining authority for the Ebbsfleet area. Plan-making responsibilities remain with Dartford Borough Council, Gravesham Borough Council and Kent County Council. The Corporation works with local authorities and local communities to develop a shared vision, providing high quality homes and neighbourhoods that are informed by the local area’s spectacular landscapes and cultural heritage.

The non-statutory Ebbsfleet Design Guide clearly sets out a context-driven vision and approach for the local area. Its ambition strongly aligns with the National Planning Policy Framework, the local planning frameworks of Dartford Borough Council and Gravesham Borough Council, as well as the Kent County Council Design Guide, all which require designs to respond to the local context.

The purpose of Ebbsfleet Design Forum is not to duplicate or replace existing mechanisms, but to provide additional expert advice to inform the planning process, in line with Section 12 of the NPPF. This states that: “Local planning authorities should ensure that they have access to... design advice and review arrangements... These are of most benefit if used as early as possible in the evolution of schemes, and are particularly important for significant projects such as large scale housing and mixed use developments.” (Para. 138, NPPF, 2024).

By offering advice to applicants during the pre-application process and by commenting on planning applications, the Design Forum supports EDC’s planning officers and planning committee in securing high quality development.

The forum will be based on an open, constructive and discursive form of design review developed by EDC to ensure the service is valued by applicants. The forum will also play an important role in furthering EDC’s commitment to delivering characterful and distinctive places that are informed by the local area’s remarkable surroundings.



Ebbsfleet Design Forum Induction Meeting © Frame Projects

## 2. PRINCIPLES OF DESIGN REVIEW

**Independent** – it is conducted by people who are unconnected with the scheme’s promoters and decision makers, and it ensures that conflicts of interest do not arise.

**Expert** – the advice is delivered by suitably trained people who are experienced in design, who know how to criticise constructively and whose standing and expertise is widely acknowledged.

**Multidisciplinary** – the advice combines the different perspectives of architects, urban designers, town planners, landscape architects, engineers and other specialist experts to provide a complete, rounded assessment.

**Accountable** – the design review panel and its advice must be clearly seen to work for the benefit of the public. This should be ingrained within the panel’s terms of reference.

**Transparent** – the panel’s remit, membership, governance processes and funding should always be in the public domain.

**Proportionate** – it is used on projects whose significance, either at local or national level, warrants the investment needed to provide the service.

**Timely** – it takes place as early as possible in the design process, because this can avoid a great deal of wasted time. It also costs less to make changes at an early stage.

**Advisory** – a design review panel does not make decisions, but it offers impartial advice for the people who do.

**Objective** – it appraises schemes according to reasoned, objective criteria rather than the stylistic tastes of individual panel members.

**Accessible** – its findings and advice are clearly expressed in terms that design teams, decision makers and clients can all understand and make use of.

*Design Review: Principles and Practice*  
Design Council CABE / Landscape Institute / RTPi / RIBA (2013)



Aerial view of Ebbsfleet Garden City © Frame Projects

### 3. FORUM COMPOSITION

The Design Forum brings together professional experts from a variety of fields. Members are chosen to provide a broad range of expertise with particular relevance to Ebbsfleet, including:

- accessibility and universal design
- architecture
- arts and culture
- environmental design / sustainability
- highway engineering
- historic environments
- landscape architecture
- urban design

Many of those appointed to the Design Forum have expertise and experience in more than one of these areas. The composition of each forum meeting is chosen as far as possible to suit the scheme being reviewed, as well as considering gender balance and diversity.

Membership of the Design Forum is reviewed regularly (at least once a year) to ensure that it provides all the necessary expertise, experience and diversity to undertake its work effectively.

From time to time, it may be of benefit for specialist advice to be provided beyond the Design Forum membership. In such cases, a professional with the relevant expertise may be invited to attend a forum meeting, participating in the discussion with the status of an adviser to the forum.



Ebbsfleet Cross © Ebbsfleet Development Corporation





BPTW © Fotohaus

## 4. ROLE OF THE FORUM

The Design Forum provides independent and impartial advice on development proposals, and plays an advisory role in the planning process.

Reviews can be arranged for schemes from RIBA Stage 2 (concept design) onwards, providing advice to the applicant and the planning authority.

It is for Ebbsfleet Development Corporation's officers and the planning committee to decide what weight to place on the forum's comments, balanced with other planning considerations. Applicants should consult Ebbsfleet officers following a review to agree how to respond to the forum's advice.

If any points made by the Design Forum require clarification, it is the responsibility of the applicant and their design team to draw this to the attention of the chair of the forum (if during the meeting) or the forum manager, Frame Projects, (if the report requires clarification).

## 5. FORUM REMIT

The Design Forum provides independent, objective, expert advice on development proposals across Ebbsfleet. It provides advice to scheme promoters and the planning authority as a 'critical friend' to support delivery of high quality development.

Generally, planning officers recommend applicants request a design forum at an early stage to identify and consider the key assumptions of the proposed design. The independent advice given by the forum is likely to be most effective when given before a scheme becomes too fixed. Early engagement with the Design Forum should reduce the risk of delay at application stage by ensuring that designs reach an acceptable standard. The planning authority may also request a review once an application is submitted.

The forum's advice may assist planning officers in negotiating design improvements and may support decision-making by the planning committee, including refusal of planning permission where design quality is not of a sufficiently high standard.

The forum considers significant development proposals in Ebbsfleet. Significance may fall into the following categories.

### **Significance related to size or use, for example:**

- large buildings or groups of buildings
- infrastructure projects such as bridges or transport hubs
- large public realm proposals
- masterplans, design codes or design guidance

### **Significance related to site, for example:**

- proposals affecting sensitive views
- developments with a major impact on their context
- schemes involving significant public investment

### **Projects may also be recommended to the forum by the planning authority at its discretion, for example where it requires advice on:**

- building typologies, for example single aspect dwellings
- environmental sustainability
- design for climate change adaptation and mitigation
- proposals likely to establish a precedent for future development
- developments out of the ordinary in their context
- schemes with significant impacts on the quality of everyday life
- landscape / public space design

When a proposal is at a pre-application stage, the report is not made public and is only shared with the planning authority, the applicant and design team, and any other stakeholder bodies that the planning authority has consulted on the project.

If the proposal is reviewed at an application stage, the report will be a public document and published on Ebbsfleet Development Corporation's website. Where the final review of a scheme takes place at a pre-application stage, the report of this meeting may also be made public once an application is submitted.

A diagram showing the role of the Ebbsfleet Design Forum in the planning process is shown opposite.

# DESIGN FORUM IN THE PLANNING PROCESS

- Pre-app process
- Ebbsfleet Design Forum
- Planning submission

Design review advice is most effective when it is well-integrated into the local planning authority process. It is for planning officers to decide which schemes would benefit from the panel's advice, and refer them for a review. Frame Projects then takes responsibility for arranging the meeting, liaising with both the planning authority and applicant. A report on the panel's comments is

issued to all those attending, to inform continuing pre-application discussions. Officers may refer the scheme back to the panel for a follow up review, at the next stage of design development. Once the scheme is submitted for planning approval, the panel's analysis of design quality is intended to support the committee in its decision making.







Ebbsfleet Design Forum site visit © Frame Projects

## 6. INDEPENDENCE & PROBITY

Ebbsfleet's Design Forum is an independent and impartial service provided to Ebbsfleet Development Corporation by Frame Projects, an external consultancy.

The processes for managing the Ebbsfleet Design Forum, appointing members, including the selection of the chair, and the administration of meetings are agreed in partnership with Ebbsfleet Development Corporation.

Members shall keep confidential all information acquired in the course of their role on the forum, with the exception of reports that are in the public domain.

Further details are provided in the confidentiality procedure included in Section 14.

## 7. FREEDOM OF INFORMATION

As a public authority, the Ebbsfleet Development Corporation is subject to the Freedom of Information Act 2000 (the Act). All requests made to Ebbsfleet Development Corporation for information with regard to the Design Forum will be handled according to the provisions of the Act. Legal advice may be required on a case by case basis to establish whether any exemptions apply under the Act.



## 8. TYPES OF REVIEW

Two types of review are offered:

**Design forum** - chair plus four panel members, typically 90 minutes.

**Chair's review** - chair plus one panel member, typically 60 minutes.

### DESIGN FORUM

For schemes with significant impact, requiring a broad range of panel expertise, a design forum (full review) can be arranged to provide advice on the quality of proposals.

In addition to planning officers, other relevant stakeholders, for example Historic England, may be invited to attend and asked to give their views as background to the review meeting.

Design forums usually take place at a stage when an applicant and design team have decided their preferred option for development of a site, and have sufficient drawings and models to inform a comprehensive discussion.

In advance of the design forum, panel members attend a 15 minute briefing with planning officers on the policy context, and issues arising from pre-application discussions.

At the start of the design forum, planning officers will summarise their panel briefing. The scheme will then be presented by a member of the design team, normally the lead architect, following a brief introduction by the applicant.

Presentations may be made with drawings and / or pdf or PowerPoint and models, as appropriate. At least one paper copy of the presentation should be provided, for ease of reference during the panel discussion.

Time allocated for design forums will depend on the scale of the project but a typical design forum will last 90 minutes: 10 minutes introductions and briefing by planning officers; 25 minutes presentation; 55 minutes discussion and summing up by the chair.

Large projects, for example schemes with several development plots, may be split into smaller elements, to ensure that each component receives officers on the policy context, and issues arising from pre-application discussions.



Health and Wellbeing Hub © Sarah Wigglesworth Architects





Ashmere village, PRP Architects © Luke Granger

## CHAIR'S REVIEWS

For schemes with more localised impact, or for some previously reviewed schemes, a chair's review may be arranged to provide advice on the quality of proposals.

Planning officers will be invited, but other stakeholders will not normally attend. However, the planning case officer may brief the panel on any comments made by other stakeholders.

For schemes that are the subject of a current planning application, the presentation should be based on the submitted drawings and documents, either as paper copies or as a pdf or PowerPoint. At least one paper copy of the presentation should be provided, for ease of reference during the panel discussion.

In advance of the review, panel members attend a 15 minute briefing with planning officers on the policy context, and issues arising from pre-application discussions.

At the start of the chair's review, planning officers will summarise their panel briefing. The scheme will then be presented by a member of the design team, normally the lead architect, following a brief introduction by the applicant.

A typical chair's review will last 60 minutes: 10 minutes introductions and briefing by planning officers; 15 minutes presentation; 35 minutes discussion and summing up by the chair.

## RETURNING SCHEMES

Planning officers may determine that more than one review is required at pre-application stage. For example, a first review may take place at a strategic design stage, with a further review once more detailed designs are available.

For masterplan scale schemes including several development plots, we recommend a discussion between the planning authority, applicant and panel manager to agree how best to structure the review process. Different types of review may be appropriate at different stages in the evolution of the project. Bespoke full day reviews can be offered for large scale / complex schemes.

Subsequent reviews will be charged for at the applicable rate (detailed in Section 13).





Ashmere, PRP Architects © Andrew Hendy

## 9. SITE VISITS

Wherever possible, a site visit will be arranged for review meetings (unless a site visit has already taken place before an earlier review for the scheme). All forum members participating in the review are required to attend. Unless informed otherwise, Frame Projects assumes consent for photographs taken on site or at review meetings to be used on its website and in other publications.

Panel members, representatives of the local planning authority and members of the applicant team should maintain care and awareness of potential hazards for themselves and other attendees during site visits. All those involved should take appropriate action to alert the party of potential risks so that the visit can be paused or terminated if necessary. It is the responsibility of applicant teams to notify Frame Projects in advance of a review meeting if PPE is required on site.

## 10. MEETING DATES

One Design Forum meeting date is provisionally arranged for each month. Exceptionally, additional meetings may be required to accommodate the number of schemes requiring a review and / or to meet key dates for specific schemes.

The following dates are currently set for Design Forum meetings during 2025:

- 16 January
- 20 February
- 20 March
- 17 April
- 15 May
- 19 June
- 17 July
- 21 August
- 18 September
- 16 October
- 20 November
- 11 December



Born to be Wild © Ebbsfleet Development Corporation

## 11. FORUM AGENDAS

Agendas will be issued to forum members in advance of each review.

For each review meeting, a detailed agenda will be provided that includes notes on the planning context, details of the scheme(s) to be considered, applicant and consultant team.

Information provided by the planning case officer will include relevant planning history and planning policies that officers consider essential for assessing the scheme. Advice may be specifically sought on design quality assessed against these policies.

A scheme description provided by the design team will set out factual information about the project. Selected plans and images of the project will also be provided to help to give a sense of the scope and nature of the project under review.

Where a scheme returns for a second or subsequent forum, the report of the previous forum will be provided with the agenda.

Ahead of the meeting, the planning officer and design advisor will liaise with the applicant to identify key design issues for the forum to consider. This does not preclude the forum from raising any issues that they wish to do, but helps to ensure the applicant is able to inform the focus of the session.

## 12. FORUM REPORTS

During the Design Forum meeting the forum manager will take notes of the discussion - these are the basis of forum reports. Reports will be drafted, agreed with the chair, and issued within 10 working days.

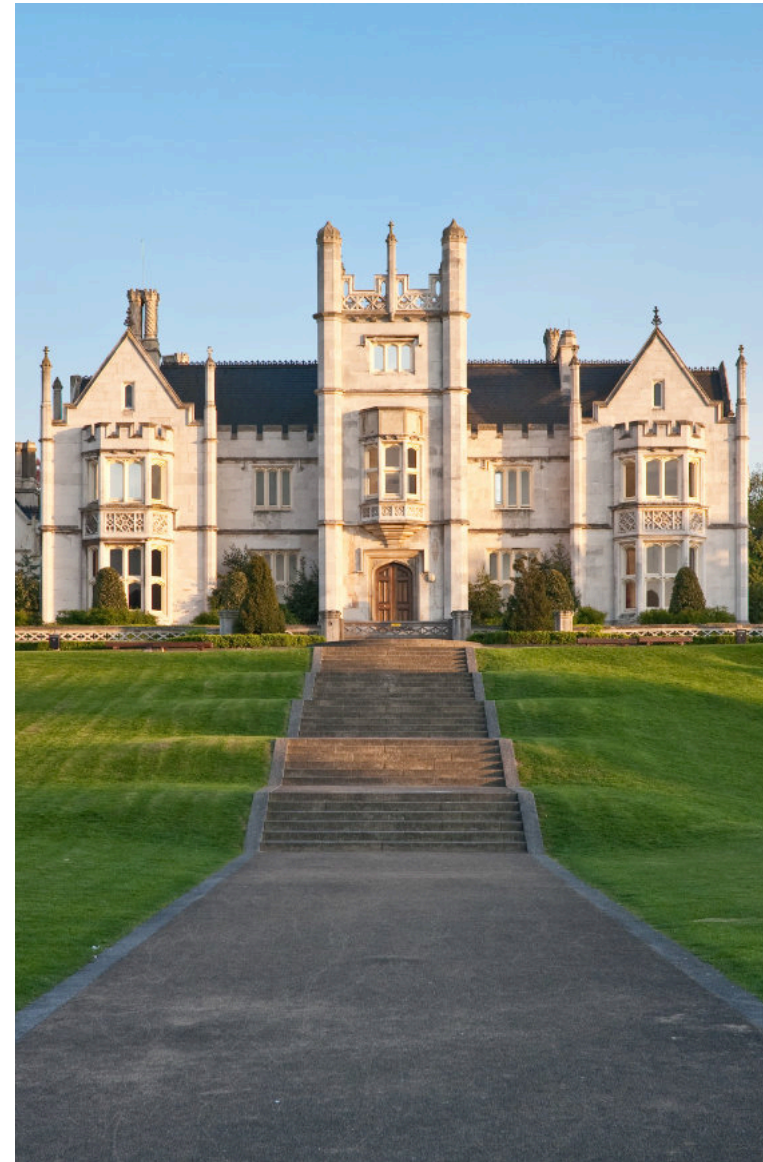
At pre-application stage, reports will provide clear, independent advice on ways in which the quality of development proposals could be improved, referring where appropriate to Ebbsfleet's planning policies in relation to expectations of high-quality design.

The Design Forum has an advisory role in Ebbsfleet's planning process, and the project team should consult planning officers following a review to agree how to respond to points raised in the report.

A follow-up meeting is usually held with applicants after the report has been issued to collectively review the Design Forum's advice, identify any areas that need further clarification, and to agree on a shared interpretation of the advice. The advice is then incorporated into the scheme's design log by the EDC Design Advisor, against which future design development is assessed, using a RAG rating to identify if the issue has been resolved, or remains problematic.

Any issues that remain red at the point of the writing of the planning officers report are then reported to the Planning Committee, with the Design Forum's advice available for reference.

Once planning applications are submitted, the report may provide guidance to Ebbsfleet's planning committee in determining the planning application. This may include suggesting planning conditions or refusal of planning permission if the design quality is not of an acceptably high standard.



Ingress Abbey © Wikimedia Commons



# 13. FORUM CHARGES

The charges for Design Forum meetings are benchmarked against comparable panels providing design review services in Brighton & Hove in Sussex, and Folkestone & Hythe in Kent.

Current charges for Ebbsfleet Design Forum meetings are:

- Design forum                                   £4,825 + VAT
- Chair's review                                   £3,250 + VAT

Applicants are referred to the Design Forum by the Ebbsfleet Development Corporation as an external service and fees are paid by the applicant to Frame Projects for delivering this service. The cost of venue hire, if required, would be in addition to the charges above.

Payment should be made in advance of the review, and the review may be cancelled if payment is not received five days before the meeting. Full details will be provided when an invitation to the Design Forum is confirmed.

Where a scheduled review is subsequently cancelled or postponed by the applicant, an administrative charge will be applied:

- 50% of full cost : less than two weeks before scheduled review
- £800 + VAT : between two and four weeks before scheduled review



Oast House, Ashmere © PRP Architects, Andrew Hendy



# 14. CONFIDENTIALITY

The Ebbsfleet Design Forum provides a constructive and reliable format for applicants and their design teams to seek guidance at an early stage, when the forum's advice can have the most impact. It is therefore essential that appropriate levels of confidentiality are maintained. The following procedure shall apply.

1. Forum meetings are only to be attended by forum members, Ebbsfleet officers, and officers from stakeholder organisations involved in the project, for example statutory consultees, as well as the applicant and their design team. If any additional individual is to attend, it should be approved by the Design Forum manager.
2. At all times forum members shall keep strictly confidential all information acquired during the course of their role on the forum and shall not use that information for their own benefit, nor disclose it to any third party (with the exception of reports that are in the public domain – see points 5 and 6).
3. The forum's advice is provided in the form of a report written by the Design Forum manager, containing key points arrived at in discussion by the forum. If any applicant, architect or agent approaches a forum member for advice on a scheme subject to review (before, during or after), they should decline to comment and refer the inquiry to the Design Forum manager.
4. Following the meeting, the Design Forum manager will write a draft report, circulate it to the chair for comments and then make any amendments. The final report will then be distributed to all relevant stakeholders.
5. If the proposal is at a pre-application stage, the report is not made public and is only shared with Ebbsfleet Development Corporation, the applicant and design team, and any other stakeholder bodies that the Development Corporation has consulted on the project.
6. If the proposal is reviewed at an application stage, the report will be a public document kept within the proposal's case file and may be published on Ebbsfleet Development Corporation's website. Where the final review of a scheme takes place at a pre-application stage, the report of this meeting may also be made public once an application is submitted.
7. If a forum member wishes to share a final report with a third party, they must seek approval from the Design Forum manager, who will confirm whether or not the report is public.





# 15. CONFLICTS OF INTEREST

To ensure the integrity and impartiality of advice given by the Design Forum, potential conflicts of interest will be checked before each forum. The following process will apply.

1. All forum members will be required to declare any conflicts of interest.
2. Forum members are notified of the schemes coming before the forum at least a week in advance. It is expected that at this time forum members should declare any possible interest in a project to the Design Forum manager.
3. The Design Forum manager, in collaboration with the forum chair and Ebbsfleet Development Corporation staff, will determine if the conflict of interest requires the forum member to step down from the meeting, or if a declaration of interest would be sufficient.
4. In general, a panel member should not attend a review meeting if they have:
  - a financial, commercial or professional interest in a project that will be reviewed, its client and / or its site;
  - a financial, commercial or professional interest in a project, its client and / or a site that is adjacent to the project that will be reviewed or upon which the project being reviewed will have a material impact;
  - a personal relationship with an individual or group involved in the project, or a related project, where that relationship prevents the panel member from being objective.
5. Specific examples include: current work with the client for the project being reviewed; current design work on a neighbouring site; previous involvement in a procurement process to appoint a design team for the project.
6. Personal interests that should be declared, but which would not normally prevent a panel member participating in a review, might include current work with a member of the consultant team for a project that will be reviewed. In this situation, the interest will be noted at the beginning of the review, discussed with the presenting design teams and formally recorded in the review report.
7. If, subsequent to a review of a scheme in which a panel member has participated, they are approached by any applicant, architect or agent to ascertain a potential interest in contributing to the project team for that scheme, they must decline. Professional work in a scheme previously reviewed by a panel member is not permitted, either directly by the panel member or by any organisation that employs them, or that they own.
8. Forum members are not restricted from professionally working on projects within the area. However, if such a scheme comes up for review, that forum member should not be involved and must declare a conflict of interest.
9. Board members and employees of the Development Corporation are not eligible to be forum members.

The table on the following page provides a guide to assessing whether or not a Design Forum member has a conflict of interest.



**Current commercial situation**

If the panel member is currently working...

|  |   |
|--|---|
| for the client on a different project                                      | ● |
| through a direct appointment to a member of the presenting team            | ● |
| with a member of the presenting team, but not appointed by them            | ● |
| on the site in a competing bid, or has a business connection to the site   | ● |
| on a neighbouring site where the two projects have a bearing on each other | ● |
| in the near vicinity if the projects have a bearing on each other          | ● |
| for the local authority on another project                                 | ● |

**Past commercial situation**

If the panel member has had previous involvement...

|  |   |
|--|---|
| with the project (same client and brief)                                   | ● |
| with the site (different client and brief)                                 | ● |
| on a neighbouring site where the two projects have a bearing on each other | ● |
| with the client  | ● |
| with a consultant on the project   | ● |

**Future commercial situation**

If the panel member is...

|  |   |
|--|---|
| involved in a procurement process for the client or the site | ● |
|--|---|

**Familial situation**

If the panel member...

|   |   |
|---|---|
| has a familial relationship with the client, consultants or site owners | ● |
|---|---|

**Informal situation**

If the panel member...

|   |   |
|---|---|
| is a friend of a member of the applicant team | ● |
|---|---|

**Formal situation**

If the panel member...

|   |   |
|---|---|
| presents their own scheme to other panel members  | ● |
| previously worked for a company that is part of the presenting team, more than one year ago                       | ● |
| holds an elected position, or is a member of a society, that is impacted by the project – whether paid or unpaid. | ● |
| has a home or business directly affected by a project   | ● |

**Key**

|  |   |
|--|---|
| Conflict of interest - meaning the panel member must be stood down from the review.  | ● |
| Declaration of interest - there is the potential for others to incorrectly perceive that a conflict exists. A declaration should be made at the start of the review meeting, and included in the meeting report. | ● |
| No conflict of interest - either real or perceived, and the panel member is free to take part in the review.   | ● |



## 16. FORUM MEMBERSHIP

The Design Forum brings together 25 professionals, covering a range of disciplines and expertise. For each review, members will be selected from among the people listed below, according to the requirements of the project being reviewed.



**Sadie Morgan (chair)**  
Architect  
Director, dRMM Architects

Sadie Morgan is a co-founding director of dRMM. Championing design for over two decades, she holds government advisory roles including as a Commissioner for the National Infrastructure Commission and as a board member for Homes England. Sadie is a senior advisor for the NLA and Chair of their New London Sounding Board. She has held professorships at the University of Westminster and Cambridge University and cofounded the Quality of Life Foundation – an independent body prioritising wellbeing in the built environment.  
[www.drmmstudio.com](http://www.drmmstudio.com)



**Chloë Phelps (vice chair)**  
Architect  
CEO, Grounded Practice

Chloë Phelps has a unique blend of public and private sector expertise as an architect, in practice, as well as in leading development and planning teams. Established in 2021, Grounded is an architecture and urbanism practice with extensive experience working on large scale public housing, town centre renewal strategies as well as the delivery of homes on small sites. Chloë previously led the Croydon Small Sites Programme, which led to recognition as one of the Architects' Journal's '40 under 40' in 2020.  
[www.grounded-practice.com](http://www.grounded-practice.com)



**Paul Appleby**  
Sustainability expert  
Principal, Paul Appleby Sustainability Consultant

Paul Appleby advises design and masterplanning teams on the integrated sustainable design of buildings and communities. He has worked on award-winning projects including Battersea Power Station, Tate Modern and Greenwich Millennium Village. Paul sits on several design review panels and has recently provided energy and sustainability advice to Ashford Borough Council and Ebbsfleet Development Corporation. He has produced more than 70 publications on a range of topics including air quality, Legionnaires' disease and sustainable buildings.





## Abigail Batchelor

Urban designer

Associate Director, Karakusevic Carson Architects

Abigail Batchelor brings urban design and housing knowledge to public sector-led urban renewal projects, and has extensive experience delivering mixed-use neighbourhoods in the UK, Netherlands, Belgium and France. Her academic research focuses on housing and large-scale urban change. She has taught at the Architectural Association, Royal College of Art and London Metropolitan University. Abigail is also a member of the Camden Design Review Panel.  
[www.karakusevic-carson.com](http://www.karakusevic-carson.com)



## Georgina Bignold

Architect

Director, Proctor and Matthews Architects

As Director at Proctor and Matthews Architects, Georgina Bignold has overseen large-scale, award-winning residential and placemaking projects, including Abode at Great Kneighton, a major new community in the Cambridge Southern Fringe growth area, and Inholm, a sustainable urban neighbourhood of 400 homes for the wider new town of Northstowe, Cambridge. Georgina has also written design guidance for 'The Design for Ebbsfleet Study' and 'The Strategic Sites Design Guidance' for large urban extensions and new settlements in Hertfordshire.  
[www.proctorandmatthews.com](http://www.proctorandmatthews.com)



## Sahiba Chadha

Sustainability expert

Partner, Cullinan Studio

Course Leader, Accelerate, Open City

Sahiba Chadha is an architect and partner at Cullinan Studio, and has extensive experience across the residential, educational and cultural sectors. She has worked on key projects, including the Spring housing development in Stonebridge, GreenSCIES Smart Local Energy System in Islington and the Hilltop facilities at RHS Hyde Hall, Essex. Sahiba currently delivers Open City's Accelerate, a programme to widen participation in the built environment for students from non-traditional backgrounds.  
[www.cullinanstudio.com](http://www.cullinanstudio.com)





## Lanre Gbolade

Architect and development delivery expert  
Co-founder, Gbolade Design Studio

Lanre Gbolade has significant experience in private and affordable housing client-lead roles, as well as large-scale development delivery. He worked on the 4,000-home Royal Arsenal Development in south-east London, and more recently led the strategic MMC innovation team for one of the UK's largest Housing Associations. Lanre is a member of the Oxford and Design South East Review Panels, and is a Board Director of Build Studios Charitable Trust and Naked House. He is a Co-founder of the Paradigm Network and was also an elected RIBA Council member between 2017-2020.  
[www.gboladedesignstudio.com](http://www.gboladedesignstudio.com)



## Louise Goodison

Architect and heritage expert  
Director, Cazenove Architects

Louise Goodison is an architect and heritage design consultant. She advises local authorities, developers and communities throughout London and the South East. As a conservation architect, she works with the Diocese of London, advising at local level on church and community buildings. Louise is also a member of the Haringey Quality Review Panel and the Folkestone & Hythe Place Panel.  
[www.cazenove-architects.net](http://www.cazenove-architects.net)



## Shashank Jain

Architect and environmental consultant  
Founder, studio 4215

Shashank Jain works as an active participant in the design team and brings a wealth of knowledge in the field of environmental and sustainable design from over 14 years of UK and overseas experience. Shashank established studio 4215 in 2018 to ensure the integration of passive design principles at early design stages. Shashank is involved with several design review panels and with regular teaching at the Royal College of Art, London.  
[www.studio4215.com](http://www.studio4215.com)





## Maddie Kessler

Art and culture

Director, Madeleine Kessler Architecture

Madeleine Kessler is an architect, curator and urban designer. She is the founding Director of Unscene Architecture, MKA and co-curator of the British Pavilion at the 17th Venice Architecture Biennale. Madeleine sits on the National Infrastructure Commission's Design Group, and is a visiting professor at Karlsruhe Institute of Technology. She also teaches at the Architectural Association and London School of Architecture, and was named in the Architects' Journal's '40 under 40' and awarded the RIBA Rising Star Award.

[www.madeleinekessler.com](http://www.madeleinekessler.com)



## Sasha Krstanovic

Sustainability expert and engineer

Founder, mstep

Sasha Krstanovic is a chartered mechanical engineer and a fellow of the Institution of Mechanical Engineers and Chartered Institution of Building Services Engineers. She has over 25 years' experience working for international construction consultancies, and was named Building Performance Engineer of the Year 2021 by CIBSE. Sasha's work focuses on low energy and zero carbon design and, in 2020, she founded mstep, an environmental and MEP engineering design and advisory practice. She currently works as a UN technical representative on the renovation of the UN HQ in Geneva.

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



## Dilip Lakhani

Landscape architect

Senior Landscape Architect, LUC

Chair, Landscape Institute London Branch

Following over 20 years as a Senior Health Advisor in the NHS, Dilip Lakhani gained an RHS Certificate and RHS Diploma in Horticulture in 2000 and 2002 respectively, and an MA in Landscape Architecture in 2019. He is now practising as a Senior Landscape Architect at LUC. Dilip has an exceptional knowledge of horticulture, built up over many years of growing, observing, and specifying planting schemes.

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





## Julian Lewis

Architect and public realm designer  
Founding Director, East

Julian Lewis is a co-founding director of East and has extensive experience in designing award-winning building, landscape and urban design projects, many of which are located along the Thames. He is one of the Mayor of London's Design Advocates and is a member of the Newham, Harrow and Hounslow Design Review Panels. Julian has taught architecture and urbanism in London and Switzerland, is an Honorary Fellow at Nottingham and has acted as external examiner at Kingston and Cambridge schools of architecture.  
[www.east.uk.com](http://www.east.uk.com)



## Alexander Matthams

Inclusive design expert  
Associate Inclusive Design Consultant, Buro  
Happold

With over eight years' experience working in the built environment sector, Alexander Matthams is an inclusive design consultant and member of the National Register of Access Consultant (NRAC). He has worked across a range of projects, assisting in creating new inclusive design standards for an international metro system, and leading on inclusive residential neighbourhood masterplan developments within in the Queen Elizabeth Olympic Park. He is passionate about people and creating better experiences for all within the built environment.  
[www.burohappold.com](http://www.burohappold.com)



## Bruce McVean

Transport Planner  
Assistant Director, City of London  
Corporation

Bruce McVean leads the development and delivery of transport and public realm projects and policy for the City of London Corporation, promoting the social, economic and environmental benefits of safe and attractive urban environments and sustainable transport. He also chairs the New London Architecture Expert Panel for Transport & Infrastructure. Bruce's previous roles include Principal Strategy Planner at Transport for London, Senior Policy Advisor at the Commission for Architecture and the Built Environment (CABE) and Trustee of Living Streets.  
[www.cityoflondon.gov.uk](http://www.cityoflondon.gov.uk)





**Anagha Mujumdar-Potbhare**  
Urban designer and town planning expert  
Associate Principal, Grimshaw Architects

Anagha Mujumdar-Potbhare has over 18 years' experience leading design teams for award-winning mixed-use masterplans and large-scale regeneration projects. She has collaborated on proposals for brownfield sites, town centre developments, urban integration and transport hubs. Key projects include the North West Cambridge Masterplan, Battersea Power Station Masterplan, University of Oxford Development Framework Plan and Gilston Park. Anagha regularly contributes to thought leadership on the future of urbanism and innovation, and is also a member of the Ealing Design Review Panel.  
[www.grimshaw.global](http://www.grimshaw.global)



**Peter Neal**  
Landscape architect  
Director, Peter Neal Consulting

Peter Neal is a landscape architect and environmental planner with a Diploma in ecology. Formerly Head of Public Space at CABI, he was a design advisor for the Queen Elizabeth Olympic Park. Peter specialises in planning, design, funding and management of green infrastructure frameworks, urban parks and the public realm. He has given evidence to Parliamentary Select Committees on the future of public parks, was a member of the Mayor of London's Green Spaces Commission, is a High Streets Task Force Expert and a Fellow of the Landscape Institute.



**Ken Okonkwo**  
Architect  
Associate Director, Haworth Tompkins

Ken Okonkwo's expertise is in masterplanning, housing and mixed-use schemes. He has also been involved in projects across the performing arts, education and workspace sectors, with a focus on sustainability and environmental design. Ken leads Haworth Tompkins' Human Resources Working Group and is a member of the Blueprint for All Architects' Advisory Board. He is a Mayors' Design Advocate, a member of the Hackney Council Regeneration Advisory Group and a visiting critic at University of Sheffield.  
[www.haworthtompkins.com](http://www.haworthtompkins.com)







## Matt Sampson

Development delivery expert  
Regeneration Director, The Crown Estate

Matt Sampson helped establish the Regeneration Team at The Crown Estate, leading a portfolio of GDV £4 billion, including 6,500 planned homes within Hemel Garden Communities. He is a fellow of the Royal Institute of Chartered Surveyors, a member of the Academy of Urbanism (AOU), and Chair of the British Property Federation's (BPF) Development Committee. Matt is currently part of the team updating the BPF's 'Unlocking Growth through Partnership' report, and has been an awards judge for the AOU and the British Council for Offices.

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



## Clare San Martin

Urban designer  
Consultant, JTP

Clare San Martin is an architect, urban designer, and masterplanner with expertise in placemaking, design coding and housing. As a partner at JTP, she led multi-disciplinary teams for large-scale strategic masterplan sites in the UK and Europe, designed award-winning social housing schemes and prepared neighbourhood regeneration strategies and design codes. Clare is a consultant at JTP, an Academy of Urbanism Academician, a Placemaking Resource reviewer and member of several design review panels.

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



## Carla Smyth

Architect  
Head of Design, Peabody

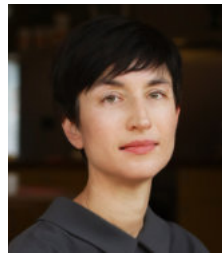
With a particular focus on city planning, housing and public realm, Carla Smyth is responsible for overseeing the delivery of quality homes and neighbourhoods across the portfolio. Prior to joining Peabody Carla was Head of Design at London Legacy Development Corporation and led on the new local centre at Pudding Mill and Bridgewater. Carla is a qualified Architect having worked at award winning practices including at Maccreeanor Lavington and Sergison Bates.





**Tomas Stokke**  
Architect  
Director, Haptic Architects

As a Norwegian, Tomas Stokke brings a Scandinavian mindset to projects, where inclusivity, democracy of space and a strong connection to the natural world is fundamental. At Haptic, the practice's purpose is to create places that make people happy. Tomas cares passionately about creating more equitable and efficient use of our street space, and his experience ranges from global infrastructure and placemaking projects, to the HS2 station at Euston and the new government headquarters in Oslo. [www.hapticarchitects.com](http://www.hapticarchitects.com)



**Prisca Thielmann**  
Architect  
Associate Director, Maccreanor Lavington

With over 20 years' experience, Prisca Thielmann is an associate director at Maccreanor Lavington, leading complex design teams and delivering projects for private and public sector clients. She has worked on large strategic regeneration masterplans, residential projects, and smaller specific responses to tight urban sites and historic environments. Prisca sits on the Croydon, Wandsworth and Greater Cambridge Design Review Panels, as well as the NLA Expert Panel for Housing. She has taught at Cambridge University, TU Vienna and Kingston University. [www.maccreanorlavington.com](http://www.maccreanorlavington.com)



**Suzi Winstanley**  
Art and culture  
Director, Turner Works

Combining large-scale thinking with experience in 'meanwhile' projects, Suzi Winstanley brings a placemaking mindset to architecture and urban design. Her design approach is people-focused and collaborative, embedded in experiment, craft and the active potential of place. With over 12 years' experience at Penoyre & Prasad and at the Helen Hamlyn Centre for Inclusive Design, Suzi is also experienced in inclusive design. She trained at the Royal College of Art and has taught and lectured internationally. [www.turner.works](http://www.turner.works)





## Simon Wright OBE

Infrastructure expert

Director, Portway Akeman Ltd

Simon Wright is a chartered engineer and an independent consultant with over 40 years' experience in major programmes including urban regeneration, transport, infrastructure and landscape projects. He is a Non-Executive Director of the Delivery Authority for the Restoration and Renewal of the Houses of Parliament, and was awarded an OBE for services to the construction industry in 2012. Simon was previously Programme Director and Chief Executive for Crossrail Ltd, and Director of Venues and Infrastructure at the Olympic Delivery Authority. He has been a member of the HS2 Design Panel since October 2015.



# 17. KEY REFERENCES

## **Ebbsfleet Development Corporation**

Design for Ebbsfleet Guide

[www.designforebbsfleet.org](http://www.designforebbsfleet.org)

Ebbsfleet Public Realm Strategy

[www.designforebbsfleet-publicrealm.org](http://www.designforebbsfleet-publicrealm.org)

Sustainable Travel Strategy

[www.designforebbsfleet-sustainabletravel.org](http://www.designforebbsfleet-sustainabletravel.org)

Ebbsfleet Implementation Framework

[ebbsfleetgardencity.org.uk/wp-content/uploads/2023/08/Ebbsfleet-Summary-Framework-5.pdf](http://ebbsfleetgardencity.org.uk/wp-content/uploads/2023/08/Ebbsfleet-Summary-Framework-5.pdf)

Ebbsfleet Culture Vision

[ebbsfleetgardencity.org.uk/wp-content/uploads/2023/08/Culture-Vision.pdf](http://ebbsfleetgardencity.org.uk/wp-content/uploads/2023/08/Culture-Vision.pdf)

## **Principles of design review**

Design Review: Principles and Practice, Design Council

[www.designcouncil.org.uk/fileadmin/uploads/dc/Documents/Design%2520Review\\_Principles%2520and%2520Practice\\_May2019.pdf](http://www.designcouncil.org.uk/fileadmin/uploads/dc/Documents/Design%2520Review_Principles%2520and%2520Practice_May2019.pdf)



Ebbsfleet Green Primary School © gdm architects



# APPENDIX

- Applicant / design team
- Frame Projects
- Design Forum

