

# 5. Action Plan

**This section outlines some of the key actions necessary to help deliver the illustrative masterplans and bring wider improvements to the town centre.**

### **A proactive approach**

Before the financial crash of 2007/08 major mixed use town centre development schemes tended to be funded on the expectation of continued commercial (in particular retail) expansion and rental growth, against which institutional investors were prepared to loan the necessary financial resources.

Other than in the most “prime” towns and cities this funding model has largely broken down. Indeed, many major mixed use town centre development projects now struggle for viability, as retail in particular has faced the sequential challenges of out of town retail centres, the growth of internet/online sales, and now the impact of Covid 19.

These structural changes have led to the recognition that town centres must offer a much wider and attractive mix of uses/events if they are to survive and prosper.

Test Valley Borough Council recognised the need for change early and has adopted a proactive approach to regenerating its town centres in Andover and Romsey. In Andover, the Council has funded the new Leisure Centre and acquired the Magistrates Court. As noted above, TVBC acquired the Chantry Centre in 2019, not as a commercial Investment proposition, but to gain control of an asset considered critical to the regeneration of the whole town centre.

Funding of major regeneration proposals therefore now requires a more creative, multi sourced and phased approach. The Council will assess the viability of key masterplan projects and proposals on their merits and against their importance to the overall regeneration of the town centre.

If there is a viability gap that needs to be bridged, the Council will consider a range of options. These might include:

- TVBC “kick starting” and/or supporting regeneration projects;
- Engaging with other public sector agencies - TVBC is already working with One Public Estate (OPE) and the Enterprise M3 LEP in Andover;
- Exploring the use of Government town centre and infrastructure programmes; and
- Working proactively with private sector developer/investors on

regeneration sites.

### **A partnership approach**

The masterplan requires the provision of a range of physical, social and environmental infrastructure. This will include maintaining appropriate car parking provision, potential calming of existing highways, narrowing of carriage ways, public realm works, and community uses including cultural, education and health to meet the needs of an increased town centre population and greater numbers attracted from the Andover catchment area.

In this context TVBC recognises the importance of continuing engagement with statutory bodies, such as the highways authority Hampshire County Council and the utility providers at early stages in the development of any proposals associated with any planning application(s).

As with most town centres, Andover comprises a great many individual private and larger corporate and public land-ownerships. However, Andover is notable in that the majority of land within the masterplan area is owned by four main parties:

- TVBC – the largest town centre landowner, including the freeholder of the Chantry Centre, Magistrates Court, Lights Theatre, Leisure Centre and surface car parks.
- Hampshire County Council - own large areas of highway land which need to be reconfigured to deliver the masterplan objectives.
- Andover College – College buildings and land to the north of the town centre;
- Simplyhealth – the health insurance company being the owner-occupier of three office sites, including its largest (Anton House) adjacent to Andover college.

TVBC, Andover College and Simplyhealth have taken a “joined up” approach in discussing regeneration projects in the town centre, most notably the Well-being Quarter. This dialogue has continued through the masterplan, though it should be noted there is no formal relationship or agreement between the three parties.

A major benefit of this land ownership pattern is that the development proposals set out in the masterplan do not require major site assembly for project implementation. This is a significant plus as site assembly can be a time consuming and costly exercise.

# Andover Ring Road

Transformation of Eastern Avenue and Western Avenue is essential to release the full potential of the town centre. Reducing the scale of these roads is a prerequisite for improving connections to the railway station, opening up the river corridor and for creating the Anton- to-Vigo link. It is key to improving walking and cycling connections into the town centre, improving health, air quality and addressing the climate change emergency. It is therefore a priority project.

In the longer term consideration should also be given to reducing the scale of the Borden Gates roundabout, and to improve pedestrian connections to Bridge Street and London Road.

## 1. Traffic modelling

Traffic modelling is currently being undertaken by Hampshire County Council to verify the feasibility of reducing the scale of the carriageway on Western Avenue, removal of the gyratory and introduction of new junctions. The modelling is also assessing whether there are wider implications of replacing the 'Vigo Park' roundabout on Eastern Avenue as described in the Spatial Framework and Illustrative Masterplan.

## 2. Topographical and utility surveys

Once the traffic modelling feasibility is completed, topographical and utility surveys will be needed of the area to enable engineering drawings and infrastructure costs to be assessed. Topographical surveys will also need to be undertaken to enable a design to be prepared for removal of the underpass from the station and creation of an at-grade signalised crossing, and for removal of underpasses on Eastern Avenue.

The surveys should cover the whole of East Street/Eastern Avenue, including the surface car parks.

## 3. Engineering drawings

When the survey work is available and the modelling work complete, more detailed street and junction design will be needed to provide an estimate of infrastructure costs and to confirm the amount of land that will be released for green space alongside the river, and for extension of Vigo Park.

## 4. Car parking

Decking of George Yard car park will increase parking capacity of the town centre, and give flexibility for reduction of car parking in other areas. In particular, it will create the capacity to reduce car parking on Black Swan Yard and provide additional retail space, community space and apartments. Modular decking of the car park is relatively sustainable and cost effective and could be removed in the future should the demand for car parking change. It could therefore be considered as an early project.

The feasibility and cost of adding a modular deck to Shepherd's Spring Lane car park should also be investigated.



## Case Study - Heart of Slough

NEW Masterplanning prepared a comprehensive masterplan for the Heart of Slough. The most complex element was the restructuring of the main A4 town centre roundabout to create an urban junction, remove underpasses, release additional land for development, enhance the setting of key buildings and improve pedestrian and cycle connections from the bus and railway stations. This required close cooperation with the highway/engineering consultants, the bus operating company and with the transport officers. The innovative replacement bus station is operational and the new cultural centre / library, locally known as the Curve, opened in September 2016.



**New cultural and community building for Heart of Slough**



**Modular decked car parks provide an efficient way to increase capacity in the town centre**



**Heart of Slough - Removal of the roundabout**



**Modular decked car park**



# River Anton

The short-medium term Action Plan for the river corridor focuses on restructuring Western Avenue and opening up access to the river. In the longer term, transformation of the Western Gyrotory and the river corridor should significantly improve commercial values and stimulate mixed-use development along the eastern edge of the river and enhance the quality of development which should come forward.

There are four strands to delivering the enhanced river corridor:

1. Western Avenue remodelling;
2. River Anton environmental survey;
3. Trailway design;
4. Development opportunities;

## 1. Western Avenue remodelling

Traffic modelling is currently being undertaken by Hampshire County Council as noted in the Ring Road Action Plan. A topographical survey will also need to be undertaken to enable detailed engineering drawings and costings to be prepared.

## 2. River Anton environmental survey

The masterplan seeks to enhance public awareness of the River Anton, but only proposes limited areas of public access to the river itself. The priority is to enhance the natural river environment and its ecological value. In order to ensure this, a full ecological and topographical survey should be undertaken. This will identify those sensitive areas where public access should be avoided, and those areas where closer access to the water is acceptable without compromising ecological and flooding objectives.

## 3. Trailway design

It is important that the local community is involved in the design of the trailway, including the ecological habitat, planting strategies, the cycle and footpath design, picnic areas, seating and public art.

Once the traffic modelling and river surveys have been undertaken and a clear baseline is in place, a strategy needs to be established for engaging local environmental, cycling and creative groups as well as local schools.

The trailway design also needs to consider opportunities to improve connections along the river north and south of the masterplan area. Particular focus could be given to the area between the College and Shepherds Spring car park, and from Bridge Street to Asda and the cinema.

## 4. Development opportunities

The development opportunities identified on the eastern edge of the river are generally longer term. The Magistrate's Court site is likely to come forward first, and needs to be coordinated with the development of the remainder of the 'Well-being Quarter'. The river corridor survey needs to consider the extent to which development of the Magistrate's Court site can encourage access to the water in this location.

In the longer term, as travel patterns, shopping patterns and car ownership continues to change, the river corridor needs to have regard to potential redevelopment of the Chantry Centre car park, the Bus Station and the Lidl car park. The treatment of the public realm along the river edge needs to have regard in particular to the fact that there will be more active uses, whether commercial or residential, fronting the river when the Chantry Centre car park is redeveloped.

In the short term it is suggested that a limited 'Box Park' style container approach is taken to providing cafés and restaurants along the eastern edge of the riverfront. A 'pop-up' approach to landscaping and treatment of the public realm could also be taken along this edge pending the longer term redevelopment of the Chantry Centre car park.





## Todmorden Public Art Trail →

A small scale regeneration project opening up access to the canal, creating new walkway links, and with improved paths, seating areas and planting. Public art installations reflect the town's heritage and fruit and vegetable planting reinforce the Incredible Edible Todmorden Green Route.

## ← River Marden, Calne Town Centre

As part of the regeneration of Calne town centre access to the river was improved by re-meandering it, as it had previously been straightened, and using stone, gravel and planting to create a more natural channel. This has seen a huge improvement in public access and amenity value, developed a focal point for the town, and has also reduced the risk of flooding.





# Well-being Quarter, Anton - Vigo

There are three key redevelopment sites and four key stakeholders within the Well-being Quarter:

1. Andover College;
2. Simplyhealth (Anton House);
3. Test Valley Borough Council (Former Magistrate's Court).
4. St. Mary's Church

All three sites and all four stakeholders need to continue to work together to secure a coordinated approach to the redevelopment of this area. TVBC's role in managing the Leisure Centre and nearby car parks is also an important factor in the success of the area.

## 1. Andover College campus

Continued discussions with the College and the Local Enterprise Partnership will be needed regarding the precise operational requirements of the College, the timing of the requirements, potential phasing of the development and the funding opportunities available.

One of the value generating mechanisms could be release of development land through consolidation of the College Campus. This could be released for office development (potentially for Simplyhealth), or a mix of workspace, leisure or residential development.

The priority should therefore be to assist the College in establishing a clear forecast of its long term floorspace requirements, translating this into a more detailed masterplan and establishing an agreed long term boundary for the College campus.

## 2. Anton House

Simplyhealth's review of building and space requirements is a key input to the Action Plan. Once this is concluded the Council needs to agree with Simplyhealth their preferred location and floorspace needs. This is essential before the masterplan approach for the Well-being Quarter can be finalised.

## 3. Former Magistrate's Court

Whilst redevelopment of the Magistrate's Court site is a priority, there are a number of studies which need to be concluded before the correct use can be identified, In the short term the site is also providing useful car parking for the popular Leisure Centre. The Magistrate's Court site lies within the floodplain which potentially limits future development to the existing footprint of the building and may limit the opportunities for residential development on the site. Maintaining a dialogue with the Environment Agency regarding the planning and environmental constraints on future development is therefore essential.

The site provides important flexibility for phasing the future redevelopment of the College Campus and Anton House. If necessary it could provide a location for new College facilities and relocation of the Sixth Form block to allow for the redevelopment of Anton House and a new office building for Simplyhealth.

If necessary it could provide an attractive riverfront location for a new theatre/ cultural venue. Whilst the preferred location for the new theatre would be closer to the town centre until the precise brief and location is agreed, the Magistrate's Court should still be considered as an option. If there is a need to expand the facilities provided by the Leisure Centre, then this would be a convenient and appropriate site. TVBC and Places Leisure should therefore consider whether this is a likely requirement for the Well-being Quarter.

The Magistrate's Court site could also be suitable site for a new town centre hotel, fronting the improved riverfront and close to the rail station and Chantry Centre car park. Demand for such a use could be investigated but it is likely to be premature until the requirements of the College, Simplyhealth, the Lights Theatre and the Leisure Centre have all been considered. Lastly the Magistrates Court site could also be an attractive residential development opportunity, subject to engagement with the Environment Agency on flood risk issues.

## 4. St. Mary's Church

The Spatial Framework and public realm strategy set out proposals for enhancing the civic and community role of the Church and its grounds, including the Cemetery. These need to be considered in more detail with the Church and its architects. A coordinated approach to this needs to be taken with Chapel Arts and with the Town Museum to promote the cultural and community significance of the area.

### Other issues

Public car parking has been highlighted during the study as a key issue for this northern area of the town centre, particularly following the reopening of the Leisure Centre. Pressure has eased as the Magistrate's Court car park has been made available for public car parking.

In the longer term, 150 spaces will be available within the College for public use in the evening and weekends, but improved pedestrian routes also need to be provided from both the Chantry Centre car park and Shepherd's Spring Lane. New office and residential development will need to rely on access to spaces within these car parks to avoid the cost of basement car parking or the visual impact of undercroft parking.

Soft market testing with developers and discussions with Simplyhealth suggested that this could be an acceptable approach. Improvements to the Chantry Centre car park have recently been made, and the feasibility of decking Shepherd's Spring car park should also be considered.

## Case Study - Feel Good Club, Manchester

The [Feel Good Club](#) is an organisation set up by two wives, Aimie & Kiera Lawlor-Skillen, with the aim to normalise the conversation around mental health. They are now about to open their first coffee-house in the Northern Quarter, which will have space for events, pop-up galleries featuring local artists, and break out spaces for the local community to connect. The Feel Good Club coffee house will be the first mental health & wellbeing led hospitality venue in the city.

*"During the pandemic it became clear how important socialising is for people and it felt like the perfect time to invest in the Feel Good Club. We have already built a beautiful relationship and our aim together now is to build a community, one building at a time"* [Source](#)

## Case Study - Green Gym, The Conservation Volunteers (TCV)

The Green Gym isn't your typical gym, it is an initiative set up by The Conservation Volunteers to do physical activity whilst making a difference to your local environment. There are currently 11 Green Gym's around London, all of which are free to join. Each session has a warm up and cool down and in between you can pick which task you would like to do depending on your ability.

This initiative has been a great success and The Department of Health recognise the invaluable impact that Green Gyms can have on those who take part, leading to GPs prescribing Green Gym sessions to patients to encourage them to improve their health and wellbeing. By taking part, participants are encouraged to make positive changes to their lifestyle, such as walking and cycling more.





# Lights Theatre

The feasibility report drafted by RPT consulting identifies the potential for Andover to support a larger theatre and supports the relocation of the theatre to a more central location. Soft market testing with potential development partners confirmed general support for the theatre being located within the new Chantry Centre redevelopment as a significant attraction to diversify uses. Additional public funding will be needed to help deliver such a facility.

More detailed feasibility work now needs to be undertaken to enable accurate costings and a business plan to be prepared and a funding strategy put in place. The designs need to be location specific, and need to consider joint location of other community, cultural and leisure services, especially the library. This can also assist with attracting the necessary funding. A comprehensive brief should therefore be agreed for the preferred mix of uses to help inform the development brief.

## What could a re-imagined Theatre offer?

There is the opportunity for the Lights to become a cultural venue for Andover. Locating it adjacent to the new public space brings a civic role to the new square, animates it in the evening and gives a potential outdoor performance space.

### Consider co-locating services

70% of people who come to the high street also go to the dentist, doctor, the opticians or other health related services. Facilities such as libraries, crèches, play spaces and health centres should be part of the offer. The theatre could therefore consider a joint facility with a new town centre library and other community / arts space.

### Gallery Space

A space 'owned' and programmed by occupants of the studios spaces. An informal blank canvas space for artistic and cultural activity to take place. A daytime gallery space that supports community exhibitions and programmes and provides opportunity to contribute to the town's night time economy.

### Cafe/Restaurant/Shops:

The ground floor needs to be much more than a 'foyer'. A cafe/restaurant that addresses and activates the landscaped public square and space for independent retailers should be considered.

### Flexible Events Space

A flexible venue that enhances the financial viability of the Lights Theatre as a space for hire for business meetings, corporate hospitality, parties and public events.

### Creative studios / workspace

Collaborative and flexible workspaces for small businesses, start-ups and young people.

Where businesses get a prominent place to do their work, retailers also receive an increase in footfall during weekday working hours, when traditionally, footfall traffic can be lower. In a recent survey by Colliers, more than two-thirds said that co-working space in a shopping centre would encourage them to visit shops more often. For co-working space near restaurants, the figure was 73%.





Co-working space



Oxfordshire County Library



Big and Tiny - Shop, cafe, crèche & co-working facility



## Apex Theatre, Bury St Edmunds

Located in Bury St Edmunds, West Suffolk, the [Apex Theatre](#) opened in 2010 and has since become an award winning venue known for its acoustic excellence, and home to a diverse programme of live music and events; from classical, pop and jazz concerts to comedy and dance performances.

Owned and managed by West Suffolk County Council, the venue is located in the town centres 'Arc' retail, leisure and residential development, comprising of some 36 shops, cafés and restaurants and residential accommodation.

The venue is home to a 500 seat auditorium, with capacity for 750 standing when the floor seating is removed. Whilst the theatre is primarily designed for live performances, it also hosts a number of community and corporate events, and houses the Apex Gallery and Cafe.

With a range of exhibitions throughout the year, the Apex Gallery features works by emerging and established artists, as well as engaging with West Suffolk's various community art groups, offering them an opportunity to display their work in a professional environment.



# Chantry Centre

The Chantry Centre occupies a central position in Andover town centre future – both literally and figuratively. The Council’s acquisition of the remainder of the freehold in 2019 means the Council now owns the centre (and adjoining multi-storey car park) outright and is the landlord of the retail tenants. Delivering an enhanced and ‘repurposed’ Chantry Centre is a pivotal and catalytic project for the regeneration of the overall town centre.

## Timescales

Repurposing of the Chantry Centre is a major redevelopment project and will take a number of years to implement in full. The most appropriate delivery model needs to be chosen, development partner(s) selected, detailed feasibility, viability and designs worked up, and planning permission obtained before work could begin on site. The likely implementation timescales are between 5 – 10 years and is a multi-million-pound project.

## Viability and Delivery vehicles

Many mixed-use town centre schemes were traditionally brought forward in partnership with a development agreement between public and private sectors. Typically, a local authority would bring its land and commitment and a development partner would bring its development expertise and access to finance.

However, the prospects for significant new private investment in many mixed-use town centre development projects has become much more challenging. Depending upon the nature and content of the eventual Chantry Centre scheme there could well be a viability

gap which needs to be filled. As noted at the beginning of this Action Plan section, the Council will assess a range of ways to bridge any viability gaps.

The Council will therefore consider a range of delivery options for regeneration projects where the Council has a land ownership interest. Options may include:

- Development partner(s) that might bring elements of private sector investment
- Assessing mechanisms to de-risk/make projects more attractive to private sector investment
- Where appropriate disposing of smaller single use sites to release value;
- Working in partnership with other public sector bodies
- Working with external development management team(s) to manage the overall regeneration programme and/or implementation of particular sites/phases
- Council own direct development - using design and build contracts
- Investigating working with Community Trust organisations.

In considering delivery vehicles, one of the main criteria will be assessing the degree of control the Council considers is needed (through its landownership as well as its planning powers), to ensure the resulting regeneration is of the highest sustainable “place making” quality.

### Phasing strategy

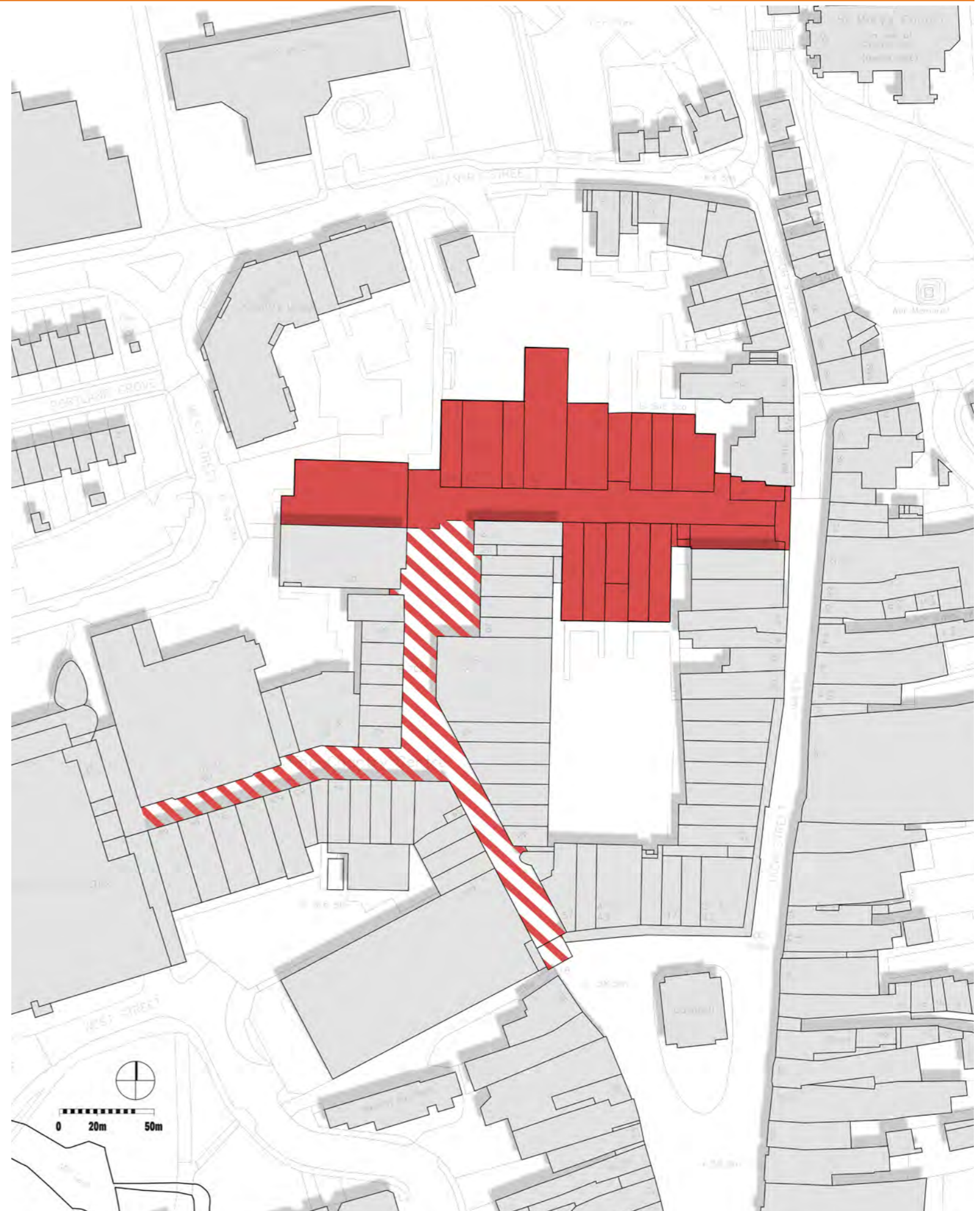
It is anticipated that the Chantry Centre will be delivered in phases. This makes it easier to retain and relocate existing tenants, to minimise impact on the overall town centre and to maintain an income stream. There are a number of different ways of phasing the redevelopment which have been considered and raised during the soft market testing. It is likely that a first phase will involve demolition of the 'ski ramp' entrance from High Street (shown solid red) and removal of the Chantry Centre roof (hatched red).

### Local Plan policy

The adopted Local Plan contains one site specific policy for Andover town centre. Policy LE14 promotes mixed development (comprising comparison retail floorspace together with offices, housing, leisure uses and car parking) on the George Yard/Black Swan Yard surface car parks which are owned by Test Valley BC.

The masterplan cannot itself propose new planning policies or site allocations. Preparation of a new Local Plan by TVBC is underway, and it is the intention that key aspects of the masterplan will be incorporated into the new Local Plan in due course.

In the meantime, it is the intention of TVBC to adopt aspects of the Masterplan as informal policy guidance and insofar as the Masterplan is a material consideration for development, it will be taken into account and given appropriate weight in development control decisions.





# Managing and curating

Andover town centre must look beyond 'filling spaces, and the term 'shopping centre' is out of date. A unique, neighbourhood-centric, customer-focused approach is needed to create destinations where people are drawn to visit, spend time in and bring their friends. The masterplan proposes space for 'experiences', like cafés/restaurants and theatres, and space for special events that enhance enjoyment of the place. Alongside this, TVBC or its development partner will need to 'curate' the mix of retailers, businesses and cultural activity.

Anchor tenants are still essential, but alongside a new emphasis on temporary, flexible spaces that can accommodate different retail cultural or workspaces overtime and a curated mix of smaller stores that add variety/ diversity. Pop up stores, showroom spaces and smaller retail kiosks can provide customers with a sense of the unexpected. For example, Bikini Mall in Berlin offers space in the heart of the shopping centre for emerging brands and start up businesses.

There has been a recent rise in demand for retailers to host workshops and classes alongside selling their products. For example, a haberdashery store may also teach sewing techniques to different ages whilst florists could host flower arranging workshops to clients.

When shopping, 56% of consumers claimed they wanted a vibrant and engaging environment. This could include learning & making activities within stores. Millennials claimed that 52% of their holiday spending would go on experience related purchases compared to 39% of older customers.

These could include 'instagrammable' spots and unique, one-off products, bringing together retail, dining, events, pop-ups and artist collaborations to create gathering places curated specifically for local the community.

## **Prioritising local businesses**

The priority must be to work with the existing tenants of the Chantry Centre and to avoid unnecessary disruption to their trading. A strategy should be put in place to establish which businesses may wish to

relocate elsewhere in the town centre on a permanent basis and to help facilitate this where possible. Where businesses wish to return to the new 'Chantry Centre', their requirements should help shape the brief for the centre. Ideally the phasing plan may enable businesses to relocate temporarily whilst remaining within the Centre. If this is not possible then in the short/medium term consideration could be given to the creation of temporary 'pop up' space or negotiation of short term leases to occupy existing vacant space elsewhere in the town centre.

TVBC needs to work closely with the BID, local independent retailers and creative businesses to provide an innovative, local and continually 'refreshed' offer in the town centre.

## **Case Study - Fountain Shopping Mall, Stockton-on-Tees**

Stockton-on-Tees was the only town centre in the North East of England to see a positive net change for store openings in 2017.

'Fountain Shopping Mall - Home of the Enterprise Arcade' is a council-supported shopping arcade located in the town centre, that for the past 8 years, has been generating and nurturing new independent businesses.

The 'Enterprise Arcade' has helped those who are unsure how to start in business and given them the skills and confidence they may have lacked. Rent starts at £50 per week for the first six months, then increases to £75 per week after that. The council has also offered grants of up to £5,000 to help businesses refurbish vacant units within the town centre.



# Meanwhile uses

In the short term, while plans are developed for the long term future of the Chantry Centre site, some creative thinking is needed. Multiple vacant units within the Chantry Centre is not only damaging residents and visitors' perceptions of the town centre, but will also potentially discourage new businesses from taking on leases within the centre.

In addition to the 'meanwhile' solutions listed earlier, there is also opportunity for vacant units to be utilised by community groups such as the Men's Shed.

## Meanwhile uses and vacant shop initiatives:

'Meanwhile use' refers to the short-term use of temporarily empty buildings or shop until they can be brought back into commercial use.

Utilising some of Andover's vacant units for the benefit of the local community, for example; meeting spaces, informal training and learning spaces, temporary rehearsal spaces, pop-up shops and exhibitions, can help empower the community and offer a breeding ground for innovative ideas for the town.

## Pop-up and frequent change:

Temporary initiatives can include small to large scale events, pop-up shops, markets and public art pieces.

The operation of a market can significantly increase footfall by between 15-27% compared to locations without markets. However, providing a market is not enough. It needs to be curated to provide the content and product that caters to the taste and expectations of the place it's in.

## Case Study - South Leytonstone pop-up

A pop-up shop [programme](#), funded by the London Borough of Waltham Forest, via New Homes Bonus funding as part of wider South Leytonstone high street regeneration. This six month programme gives free pop-up space for up to four weeks for local start-up businesses to test and develop their business

### What can we learn?

- 100% of surveyed shop customers said they would like to see more projects like this in the area.
- For 5 out of 6 participants, the pop up shop was their first ever space and it gave them the confidence to take the next step for their business.
- 100% of surveyed shop customers said the project helped improve their perception of the area.
- 3 out of 6 participants took further spaces within Waltham Forest as move on spaces.





# Events strategy

## Activations to start to “live” the vision

Post “lockdown” activations of the town centre spaces should happen as soon as possible to encourage people into the town centre. We would suggest that the vision / masterplan is promoted to the wider creative community with clear messaging that the council is encouraging creative entrepreneurs to come forward with ideas for creatively led events / markets that can help promote Andover Town Centre as a progressive, independent and vibrant place.

Examples are:

- Designer maker markets
- Independent growers / food maker markets
- Evening food van sessions
- Book / magazine / record seller markets
- Vintage markets
- All could / should have an element of music / performance
- Outdoor screenings

## Case Study - Orange Pip Market, Middlesbrough

[Orange Pip Market](#) is an artisan food and drink market in the heart of Middlesbrough which hosts the best local and regional food from the area, live music and creative workshops and activities.

The high street was suffering so Middlesbrough Council wanted to readdress the balance, and they felt passionate about bringing a food market back into the heart of the town centre on Baker & Bedford Street.

Since its launch Orange Pip Market has been a great success. It's a firm favourite with locals and tourists, and a place where great food, arts and performance come together to make a unique experience for the town.







## SAMPLE (Spring, Autumn and Christmas) →

[SAMPLE](#) (SPRING, AUTUMN and CHRISTMAS) is a seasonal shopping experience on Greenwich Peninsula showcasing the best independent brands London has to offer. While you shop, there'll be live music, street theatre and family-friendly entertainment. Curated by Hemingway Design, SAMPLE champions slow fashion, bringing together fashion, homewares and craft with sustainability always in mind.

Sample is the precursor to The Greenwich Peninsula Design District that is due to open in 2021.

## ← KERB

[KERB](#) was founded in 2012 and for a short period of time, remained exclusively at Kings Cross but has since expanded to a range of venues all open at different times of the week. KERB is a community of food entrepreneurs, which has grown and now provides support to new traders by giving them a platform as well as advice in order to expand.





# Events strategy

## Longer term distinct Andover possibilities

Once a programme of pop-up events has been established, the council should work with the community of event producers and sellers to brainstorm the possibility of an annual, regionally (if not nationally) recognised event that “belongs” to Andover and becomes THE place-making event for the town that the majority of the community looks forward to every year, brings the community together, “badges “ the town and acts as a major marketing tool.



## Case Study - Lumiere Festival, Durham

The first [Lumiere](#) light festival took place in Durham in 2009, and was originally planned as a one-off, but with the support of Durham County Council and other sponsors, Lumiere has taken place in Durham every other year since then.

The UK's biggest light festival attracted over 240,000 visitors in 2017, which encourages and showcases family friendly installations and emerging artists work.

The festival has grown and in 2016 and 2018 Lumiere London took place, which involved pedestrianising large parts of the city, and saw over one million visitors each time.

## Case Study - Festival Of Making, Blackburn

The [National Festival](#) reinforces Blackburn being a “making town “ with the highest proportion of a workforce in manufacturing / making of any town in the UK.

Taking place over two festival days in June, with long-term projects running throughout the year, The National Festival of Making takes over the streets of Blackburn with music, markets, street food, art, performance, tours, talks and above all, an eclectic mix of making experiences for everyone to enjoy.

The headline arts commissioning programme, Art In Manufacturing, has seen us partner with over 20 national and international manufacturers and the Talks Programme presents some of the most recognisable names in fashion, design, art and manufacturing.







## Case Study - First Light Festival, Lowestoft

[First Light festival](#) is a truly unique, 24 hour long multi-arts beach and beach front festival that, as the sun rises, celebrates the UK's 'first light' of day as it touches Britain on the seafront of its most easterly town, Lowestoft.

Taking place Saturday to Sunday around the longest day of the year in June, First Light Festival runs from noon to noon and into the day beyond, with an artistic vision inspired by the 24 hours theme and the tidal cycle: a countdown of significant moments of Sunset, Midnight and Sunrise that are marked with compelling programming!

First Light is an outstanding, original arts event that plays a major role in making Lowestoft a 'must visit' destination, and reinforces the town being Britain's most easterly.



## Case Study - Ludlow Food Festival

In 1995 members of Ludlow and District Chamber of Trade and Commerce decided to start an annual food festival to help boost the business image of Ludlow and the surrounding area.

The main idea was to create a [festival](#), which would both promote the area's small food and drink producers and encourage visitors to explore Ludlow's fascinating shops, restaurants and pubs. Based in the centre of Ludlow, in the market square, the festival has now been running for 25 years and gets visitors to explore Ludlow's specialist shops, restaurants, cafes, and pubs through events and trails throughout the town during the event.

The festival has attracted many famous chefs over the years, as well as over 21,000 visitors, because of the abundance of top quality produce in the area that is showcased.



## Case Study - Festival Of Thrift, Tees Valley

The [Festival Of Thrift](#) is the UK's National Celebration of Sustainable Living, based in the Tees Valley. The Festival is all about building a creative community through sharing skills and ideas for our sustainable future.

Festival of Thrift is a free, week-long programme across the Tees Valley, culminating in a greenfield festival weekend with activities for all the family.

The festival hosts leading and emerging visual and performing artists, demonstrations, talks & workshops in everything from bhangra to blacksmithing as well as ethical food and drink. The festival is delivered by a Community Interest Company, led by Festival Director Stella Hall. It has grown from strength to strength and in the last 7 years it has welcomed over 280k visitors.





## HEMINGWAYDESIGN

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