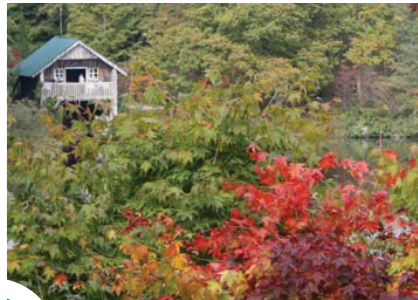


VIABILITY ASSESSMENT OF THE WAVERLEY BOROUGH LOCAL PLAN, COMMUNITY INFRASTRUCTURE LEVY AND AFFORDABLE HOUSING POLICIES



Prepared for:
Waverley Borough Council

14 January 2016



14th January 2016

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Ref: WBC/kd1

Dear Sirs,

WAVERLEY BOROUGH COUNCIL - VIABILITY ASSESSMENT

Thank you for the invitation to bid for this study. I am delighted to submit our proposal to undertake this study to inform viability considerations for the Waverley Local Plan, CIL Charging Schedule and Affordable Housing policies.

I confirm that Three Dragons has no conflicts of interest with regard to this study.

Yours faithfully,



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1.0 UNDERSTANDING YOUR BRIEF

Overview

- 1.1 Three Dragons and Troy Planning & Design are very pleased to provide a proposal to prepare whole plan, Community Infrastructure Levy (CIL) and affordable housing policy viability for Waverley Borough Council. We have substantial experience of carrying out Local Plan, CIL and affordable housing viability studies, including presenting our viability work at examination. Recent whole plan and CIL viability work includes Herefordshire, Central Bedfordshire, Cornwall, Monmouthshire and Basingstoke. Local Plan/CIL viability examination experience includes Exeter, Teignbridge, Monmouthshire and Herefordshire.
- 1.2 Three Dragons also has specialisms in older persons housing and affordable housing, and has assisted in the development of housing policy in various locations. Viability assessments are undertaken using the Three Dragons Toolkit. Our team has the capacity and experience to undertake the work within the timetable and has the right mix of skills to produce an assessment that can be relied on. Critically, the team understands the economics of development and the factors that critically influence the deliverability of sites.

The Brief

- 1.3 Your brief clearly states that the study will be used to inform the new Local Plan (including its affordable housing policies) and the preparation of a CIL Charging Schedule.

We understand that the Local Plan will consist of two parts, with Part 1 containing key strategic policies, including the housing target, and strategic site allocations, and that Part 2 will contain development management

policies and non-strategic allocations. A CIL charging schedule is being prepared alongside the Local Plan Part 1.

Affordable Housing

We understand that an update of the affordable housing evidence is required following the latest West Surrey Strategic Housing Market Assessment (SHMA) (September 2015) which sets out affordable housing need. The Council would like the viability study to assess different development scenarios based on realistic:

- Levels of affordable homes and mix of tenures
- Mix of housing types
- Locations within the Borough; and
- Types of existing land (i.e. brownfield/ greenfield)



Local Plan

The Council consulted on scenarios for housing growth and distribution in September/October 2014, based on the delivery of 470 homes a year. Three of the four scenarios included varying levels of housing growth at Dunsfold Aerodrome (1,800, 2,600 and 3,400 homes).

Following its consultation, the Council is now in the process of developing a preferred spatial strategy for development, based on the West Surrey SHMA (September 2015) which indicates a need for Waverley of at least 519 dwellings per annum.



The Council therefore requires a viability assessment of the Publication Local Plan Part 1 to assess whether the vision and policies proposed in the draft Local Plan are realistic and viable. Importantly the viability assessment will help the Council identify financial barriers to delivering development and ensure the local plan can respond flexibly to changing markets and avoid the need for frequent plan updating. This part of the Viability Assessment will therefore need to consider:

- In broad terms whether the market is able to deliver the Council's preferred vision and strategy for development.
- If the number and distribution of new homes and additional employment space can realistically be developed in the locations and on the type of land proposed in the Publication Draft Plan.
- In more detail the policies relating to the potential strategic sites (particularly for development at Dunsfold Aerodrome) and whether the policy requirements would prevent the delivery of those sites.
- The cumulative impact of the up-to-date costs of meeting the requirements of policies and standards in the Publication Local Plan on the financial feasibility of development.

Community Infrastructure Levy

The Council consulted on its Community Infrastructure Levy Preliminary Draft Charging Schedule in November 2012 however is relaunching the preparation of a new Charging Schedule with consultation on its Preliminary Draft Charging Schedule planned for May 2016 followed by consultation on its Draft Charging Schedule in September 2016 with adoption planned for June 2017.

The Council requires a CIL viability evidence base to provide a sound evidence base to support the adoption of a Charging Schedule as set out in the CIL Regulations. The Council would like the study to update the existing Viability Study commissioned by the Council in November 2012, and provide a clear assessment of the amount of CIL that could be charged on residential and commercial development without restricting either the viability of the development, or limiting the scope of the affordable housing policy or SPA Avoidance Strategies. The Council is likely to require the CIL viability evidence base test the realistic development scenarios which are used as part of the Affordable Housing Viability Assessment (Part 1 of this assessment).

We understand that the study should undertake a Viability Assessment in three separate parts:

Part 1 – Affordable Housing
Part 2 – The Whole Local Plan
Part 3 – A Community Infrastructure Levy (CIL)

The viability assessment should assess the following policy requirements (both generally and on specific site allocations) in the emerging local plan for:

- Providing affordable homes and an appropriate housing mix
- Meeting the Community Infrastructure Levy
- Meeting other requirements for infrastructure including highways/ transportation and community facilities, both on site and off site
- Mitigating the impact of development on Special Protection Areas
- Meeting design and density standards
- The different funding mechanisms available and levels of investment needed to enable sites to be developed.

National Policy Context

- 1.4 Government guidance on how to assess viability and the approach to be taken to accommodating plan policies and regulatory standards is set out in the NPPF and PPG, with further practical, though non-statutory guidance contained in the Local Housing Delivery Group (Harman) Report.

The NPPF sets out the key principles for this in the extract below:

Ensuring viability and deliverability

173. Pursuing sustainable development requires careful attention to viability and costs in plan-making and decision-taking. Plans should be deliverable. Therefore, the sites and the scale of development identified in the plan should not be subject to such a scale of obligations and policy burdens that their ability to be developed viably is threatened. To ensure viability, the costs of any requirements for affordable housing, standards, infrastructure contributions or other requirements should, when taking account of the normal cost of development and mitigation, provide competitive returns to a willing land owner and willing developer to enable the development to be deliverable.

1.5 Planning Practice Guidance (PPG)

The Practice Guidance retains the definition of deliverable and developable sites and repeats the NPPF emphasis on assessing viability to ensure sites are truly deliverable and developable. The Guidance also reflects issues about timing of development that can arise with very large schemes that will take several years to start providing new housing.

- 1.6 The Local Housing Delivery Group, chaired by Sir John Harman produced its Advice for planning practitioners, "Viability Testing Local Plans" which gives practical guidance on the implementation of the NPPF principles. Critically that document endorses the validity of an existing use plus uplift approach – an approach which Three Dragons has always supported in carrying out viability appraisal for policy purposes. This approach has been supported by recent decisions by Planning Inspectors, not least the emerging conclusions from reports of Community Infrastructure Examinations and the viability evidence they rely on.

- 1.7 We are very familiar with the guidance and how planning inspectors are interpreting it. In our experience, there is little issue about the overall approach to viability testing and the principle of calculating the residual value of a site. The critical issues in viability testing include determining what constitutes a 'competitive return to a willing land owner and willing developer' as highlighted in the NPPF. The PPG recognises as part of this process that "Central to the consideration of viability is the assessment of land or site value." The PPG also states that "Plan makers should not plan to the margin of viability but should allow for a buffer to respond to changing markets and to avoid the need for frequent plan updating." The issue of what constitutes an acceptable "buffer" is open to debate and will require careful consideration by the Council. We have experience of producing reports which are explicit about their approach to these issues and which enable Councillors to take informed decisions.



1.8 Additionally we now have many more CIL schedules found sound at examination and the viability evidence they rely on. Key lessons from Examiners Reports include:

- The increasing importance attached to viability in policy making and setting CILs.
- Specific reference to the need to have a viability buffer '*to respond to changing markets and to avoid the need for frequent plan updating*' (but with no guidance on what the buffer should be).
- A degree of consensus (if not unanimity) for the assumptions to use in viability evidence for it to be found sound at examination.
- The vexed question of acceptable assumptions about land values remains but the approach taken in the Sir John Harman Guide (i.e. use existing use value plus a % uplift) is generally accepted at examination.
- Specific reference to the importance of up-to-date evidence about transactions in the land market, whilst accepting that the PPG requirement that "where transacted bids are significantly above the market norm they should not be used as part of this exercise."

2.0 METHOD

STATEMENT 1: DETAILED METHODOLOGY

2.1 The method we propose for this study is summarised in the diagram below and then discussed in more detail. It responds to the study brief, the national and local context, and the other issues raised. It is composed of elements that have been tested and established through our previous work.

2.2 The diagram below sets out what we understand to be the key tasks required by Waverley Borough Council. It is important to note that we understand the Council's brief for undertaking this study in three parts (affordable housing, local plan and CIL). Given the interrelatedness and dependencies of these three parts and the timescales of the project, our methodology is to prepare the evidence you require alongside each other. This will allow the Council to consider its options with a full viability picture for the Local Plan and CIL.

Inception • Information exchange • Infrastructure funding • Inception report

Task 1A **Policy Viability**
Determine policies that require viability assessment

Task 1B **Agree model/assumptions, baseline position, and site typologies and value zones**

Viability data research

- Price paid data for homes – Land Registry
- Land values – Valuation Office Agency and Land Registry
- Development costs

Task 1C **Consultation with Property Developers**
• Test development assumptions
• Follow up interviews (including with RPs)
• Report

Task 2A **Viability testing of the draft policies – and potential headroom for CIL**
Including consideration of:
• Mix and density, affordable housing proportion and tenure, Nationally Described standards and other standards, SPG6 contributions
• Other plan policies & residual s106



Task 3A

CIL Viability Assessment

Undertake CIL Viability analysis and determine:

- The viability of introducing the CIL without putting at risk the overall development of the area.
- An appropriate CIL charge by development and/or geographical area.
- An estimation of the likely annual revenue received through CIL.

Task 4A

Draft Final Whole Plan and CIL viability testing/revise charging schedule

Task 4B

Present the final results to members and finalise reports

Additional Support (if required). May include the following tasks:

- Support officers in providing responses to specific queries, objections or challenges to the viability work carried out during stage 1.
- Additional viability testing may be required if significant changes are made to the draft plan or CIL charging schedule as a result of consultation responses.
- Any updates to evidence/assumptions that are required to ensure a robust evidence base at examination should be undertaken.
- Appear at Local Plan and CIL charging schedule Examinations in Public, on behalf of the Council.

Inception Workshop

- 2.3 We will commence the study with an inception workshop, primarily for Council Officers but also including key elected members if required, subject to their availability.
- 2.4 The client team will provide information on:
- Anticipated growth – quantum, locations, type, including views on the strategic sites
 - Land ownership and known land values. This will include discussion about access to land titles for strategic sites through the client team. In many of the other locations where we have been undertaking viability work we have worked with the client to obtain land titles for areas where development is planned in order to cross check benchmark land values.
 - Affordable housing - where we will need to understand the Council's priorities for the quantum and tenure of affordable housing. As part of this discussion we would like to understand to what extent the current affordable housing targets and thresholds are being delivered.
 - The approach to infrastructure requirements and funding, particularly for the strategic sites.
 - Any viability and cost information for any major/strategic sites.
 - Known developer and RP contacts.
 - Achieved S106/278 contributions.
- 2.5 We will also discuss arrangements for a developer workshop (see below) and an officer workshop to review draft development plan policies for viability implications (again, see below).
- 2.6 We have included in our proposal consultation with Property Developers as we consider this to be in line with guidance and helps to ensure that the testing inputs in the viability assessments are robust. Our preference is for a development industry workshop and we will conduct telephone interviews. We will need to agree what method is used for consulting developers at

the inception meeting as well as the responsibilities for Three Dragons, Troy Planning and Council officers.

- 2.7 An Inception Meeting Note will be produced to cover points raised.

Outputs

Inception report covering:

- Practical information for undertaking the developer and officer workshops
- Establishing some of the inputs for the viability appraisals.

Viability Testing of Draft Local Plan (Including Affordable Housing) and Development of CIL Charging Schedule

Task 1: Preparation and Stakeholder Testing

Task 1A: Determine which policies require economic viability assessment

- 2.8 We will undertake a review of the proposed policies in the Local Plan and identify those with potential viability implications. We will also take account of costs and viability of the proposed sustainability and design standards, education contributions, and open space requirements in the plan. We will prepare a schedule of policies and assess the likely costs to development. The table below is an extract of a plan policy viability assessment we have recently undertaken. Typically this exercise will form one of the appendices to the viability report and will be part of the evidence demonstrating that all of the policies in the plan have been considered.
- 2.9 We have found it useful to undertake this exercise with Council officers as a workshop session in order to ensure clarity about how policies may be implemented as well as providing an opportunity for early discussion about which policies will have viability implications.

Table 2-1: Example Plan Policy Viability Assessment Schedule

Policy Title	Policy Requirements	Viability Implications
Adaptation	<p>...all new developments will be required to:</p> <ul style="list-style-type: none"> • use design, layout and orientation to maximise natural ventilation, cooling and solar gain • retain and enhance existing trees, landscaping and other natural features • incorporate additional landscaping including green and brownroofs and walls as appropriate • use appropriate strategies including Sustainable Drainage Schemes to prevent surface water flooding • use water efficient fixtures and fittings and incorporate rain water harvesting and storage 	<p>Much of this policy is related to masterplanning and design, and is without clear viability implications. While SUDS for small schemes have few cost implications, for Strategic Urban Extensions the implications are more significant. The opening up cost allowance will include this aspect in the viability testing for SUE notional sites.</p>
Mitigating Flood Risk	<p>Detailed Flood Risk Assessments and Design Statements will be required to demonstrate how proposals will:</p> <ul style="list-style-type: none"> • make a positive contribution to reducing or managing flood and drought risk and improving water quality, for example through the implementation of SUDS;... 	<p>Policy to apply to specific sites with flood risks implications. This will have case-by-case viability implications but in a standard market transaction this will be accounted for in the land price. There are no viability implications for standard new builds.</p>



Task 1A Outputs

- Schedule of Plan Policies and the viability implications

Task 1B: Agree model/assumptions, baseline position, and site typologies and value zones

2.10 We will use a set of published and unpublished information to provide an initial set of assumptions for the viability testing. The key published sources are industry standard and include:

Residential

- Land registry dwelling price paid data
- BCIS build costs
- Valuation Office Agency data on land values including recent DCLG/VOA guidance on land values by landuse by district
- Transaction values on Land Titles in Strategic Allocations
- Valuation Office Agency Local Housing Allowance data on affordable housing rent levels

Non-residential

- Focus Costar data on rents, yields and investment values
- Valuation Office Agency data on land values (most recent 2011)
- Recorded local auction outcomes
- Market reports relating to Waverley Borough

2.11 Subject to the Council's agreement we would also like to make use of the transaction values on Land Titles in the areas allocated for development. This will provide an insight into the benchmark land values used for the viability testing. If the Council has an existing arrangement with Land Registry than this can be used to obtain titles for the required locations. If this is not possible then Three Dragons can obtain the titles and pass any costs to the Council. We will also make use of information available from the Council's estates department and from the retained viability consultants.

2.12 House prices: We will do our own analysis of house prices using Land Registry data on actual prices paid for new and existing homes. We would expect to define value areas using all transactions (as relatively little recent development may have occurred in some rural areas) and then use data for new build only to establish suitable prices for development. We will triangulate this with feedback from local estate agents and a websearch of developer asking prices. Help to Buy sales can play a significant role in distorting house prices. We will include an analysis of Help to Buy sales in our assessment.



2.13 We expect that house prices will form one topic of discussion at the development industry workshop. Our experience has been however that by robust dialogue with all parties it is possible to derive a set of house prices which will prove acceptable at Inquiry. We will ensure that house prices are tested through contact with volume house builders.

2.14 Revenue from affordable housing: The Three Dragons toolkit calculates revenue to developers from rented affordable housing based on net rents taking local affordable rents as our base figure. We will use VOA Local Housing Allowance data for the two relevant BRMAs in Waverley, which are Blackwater Valley and Guildford, to calculate affordable rents complementing this by verification with local Registered Providers (RPs).

2.15 Development costs: We work from BCIS data to establish base build costs for residential development. We then use our own knowledge and experience, as validated at previous Inquiries, to set out an initial industry standard view on associated development costs – such as external works, acquisition costs, marketing, professional fees etc. We use our discussion with Council officers and plan policy review to set out the policy costs and average s106 obligations appropriate to each development type.

2.16 Site typologies: Following agreement with Council officers, we will undertake viability modelling using a set of agreed case studies representative of the development planned to come forward in Waverley as agreed in the earlier task. For each housing market area this will include a range of sites including small and medium sites and will include the range of housing market areas and BRMA areas identified by the house price analysis. We will work with the Council to establish an appropriate approach to small site testing. Experience has shown that around 6-10 small case study sites plus a sheltered and Extra-Care scheme is normally sufficient. Site selection will take account of distinctions between greenfield and brownfield sites as appropriate. We can model at a range of affordable housing percentages, to be agreed with the Council.

2.17 Your brief refers to the need to assess in detail the policies relating to the potential strategic sites (particularly for development at Dunsfold Aerodrome) and whether the policy requirements would prevent the delivery of those sites. There are likely to be some specific costs associated with large greenfield strategic sites and with development on major brownfield sites. We can use our own knowledge and experience, as validated at previous Inquiries, to set out an initial industry standard view on anticipated costs by size and type of site. Where the Council has relevant information we use this to provide site specific additional costs. We will also make contact with scheme promoters and ask them for information on site

specific costs. Our experience is that often accurate site specific information is not available. In these circumstances it may be necessary to run with viability appraisal based on broad parameters accompanied by sensitivity tests to show the scale of additional costs (or access to public funding) which would have a significant impact on viability. We would expect that as a reflection of additional development costs it is likely that the threshold land value for these large sites differs. We use our own knowledge and experience, as validated at previous Inquiries, to set out an initial view on standard land values and we will triangulate this with our analysis of recent transactions and feedback from estate agents and scheme promoters.

2.18 The results of this workstage will be set out in an assumptions note and in a presentation format. This will form part of the evidence trail and will be used in the subsequent developer workshop.

Task 1B Outputs

Briefing note / Powerpoint presentation on:

- The proposed methodology
- Powerpoint presentation covering the initial viability testing assumptions
- Evidence supporting the assumptions proposed
- Agreed site typologies, which including residential and non-residential sites.

Task 1C: Property Developers Workshop

2.19 We will facilitate a developer workshop accommodated and administered by the Council. Invitees will be the developer contacts discussed at the inception meeting with appropriate additions). We would also expect to see representatives from the key RPs operating in the area and from the non-residential sectors.

2.20 We will use the presentation prepared in Task 1B to inform the workshop and lead the discussion about the appropriate metrics to use for the viability testing. We have undertaken many such developer workshops in the past and have found them very



useful both for refining assumptions and demonstrating at Inquiry that there has been genuine consultation with stakeholders.

- 2.21 From our perspective one of the key areas of inquiry will be threshold land values for different developments and different areas, as this is fundamental to the viability assessments.
- 2.22 Following the workshop we will prepare notes which will record the event and its attendees, and the suggested amendments to the viability testing assumptions. This is then circulated to attendees for any further comment.
- 2.23 We will also undertake a limited set of follow-up telephone interviews with both residential and non-residential developers and agents. We have found this useful to hone the inputs, as while useful information will emerge from workshops, some input is most freely given on an individual basis.

Task 1C Outputs

- Recorded consultation with the development industry
- Notes of the event with suggested amendments
- Solid basis for undertaking high-level viability assessments
- Assumptions Report

Task 2: Local Plan Viability Testing

Task 2A: Carry out viability testing of the draft policies in order to establish the potential surplus available to support policy requirements and CIL

- 2.24 We use a process of initial viability testing to explore the impacts on viability of development at different densities, mix of uses, different affordable housing proportions and tenures, the new National space standards and the impact of any other s106 and s278 requirements on the agreed typologies. We will make use of the Three Dragons Toolkit to undertake the assessments. The toolkit uses an industry standard residual value method and allows us to analyse the selected sample of schemes in terms of the residual value for the scheme and on an equivalent per hectare basis. This latter facility allows for comparison between different scheme types.
- 2.25 The Toolkit is a well-respected model which has been used by a wide range of local authorities. It is very flexible to use and allows us to undertake a large number of tests quickly. With this advantage, we can assess the implications of alternative percentages of affordable housing (in combination with different types of affordable housing). We also easily undertake a range of sensitivity tests, for example, to test the impact of:

- Prescribed development standards and emerging policies within the emerging development strategy.
- Exceptional up front development costs that are associated with major greenfield sites or decontamination costs on some brownfield sites.
- Alternative assumptions about specific development costs (e.g. a higher/lower developer return, alternative interest rates).
- Long term growth in market values.



2.26 We regularly make use of the Toolkit for this type of analysis and policy making purpose, both in relation to affordable housing and in analysing the viability impact of infrastructure requirements and, latterly, for CIL charging schedules. It is also worth noting that the Toolkit can deal with viability testing for private sheltered and ExtraCare housing schemes.

2.27 We propose that the bulk of this initial testing will be undertaken on a standard 1ha tile. This allows the impact of different costs to be seen clearly without interference from other factors. The 1ha tile will be set up for each value area.

2.28 We will use the discussion at the inception meeting to focus the initial testing on the Council priorities. This is to avoid an over complex matrix of findings, as the potential different combinations of the sensitivity factors are so numerous as to be unhelpful for making decisions. Once an initial set of tests have been undertaken we can discuss these results with the Council and then explore different combinations in more depth as required and assess the cumulative impact of the policy standards over the plan period and determine if these are likely to put development at risk.

Typology / Case Study Viability

2.29 Following agreement with Council officers, we will undertake viability modelling using a set of agreed case studies representative of the development planned to come forward in Waverley as agreed in the earlier task. This will include a range of sites including small and medium sites and will include the range of housing market areas and BRMA areas identified by the house price analysis. We will work with the Council to establish an appropriate approach to small site testing. Experience has shown that around 6-10 small case study sites plus a sheltered and Extra-Care scheme is normally sufficient. We can model at a range of affordable housing percentages, to be agreed with the Council.

2.30 We will test any proposed strategic sites in the District, including the Dunsfold Aerodrome site. We anticipate that this may need to include different cost options. It will also be important to draw out whatever information (if any) is available on development costs from the site promoters. The number of tests and level of detail of testing will be a matter for agreement with the Council and will reflect the quality of information available.

2.31 We will produce a briefing note for discussion with the Council following this work, setting out the findings and presenting suitable options in relation to affordable housing thresholds and targets.

Task 2A Outputs

- Initial viability assessment modelling
- Residential case study viability assessment modelling across a range of development types and value areas.
- Draft report section for discussion with Council officers
- Briefing note making recommendations regarding potential local plan policy refinement or discussion with Council officers

Non-residential Viability Testing

- 2.32 Based on the research and the refined assumptions from the developer interviews we will undertake a suite of non-residential viability tests. This will be guided by the scale and location of the development to be delivered under the new Local Plan and will include retail (convenience and comparison, different scales), hotels, visitor accommodation, care homes, older persons housing, student accommodation, leisure, community facilities, agricultural uses and sui generis development.
- 2.33 We will consider the implications for other town centre uses (A2 to A5) e.g. café/restaurant, financial services; community facilities (e.g. health centre, libraries) and sui generis including, for example, garages, service stations, car showrooms, and amusement arcades. The choice of different non-residential tests will be guided by discussion at the inception meeting.
- 2.34 The viability testing will be based on the value and cost research undertaken earlier in the study and will make use of the bespoke Three Dragons non-residential viability model. The model has been developed specifically for the purposes of CIL evaluation and takes account of void periods and purchase costs. The model provides an assessment of residual values sufficient to identify development types/market areas where a levy can be justified (and the rate for that levy) or where schemes are not viable or only marginally viable and a levy cannot be afforded. Where different values can be identified for

different locations in Waverley the testing will include a spatial dimension.

- 2.35 We will produce a short briefing note for discussion with the Council following this non-residential viability testing work, setting out the findings and presenting suitable options in relation to level of CIL. This will include comment on all feasible development types including uses not specifically tested, in order to identify what CIL charge is applicable.

Stage 4 Outputs

- Non-residential viability assessment modelling across a range of development types.
- Briefing note for discussion with Council officers

Task 3: Development of CIL Charging Rates

Task 3A: CIL Viability Assessment

- 2.36 Building on the work from the previous tasks a CIL viability assessment will be prepared in line with CIL regulations and Government guidance, to provide the basis on which WBC can develop a charging schedule and which is sufficiently robust to support the Council through the examination of the CIL. Government guidance makes it clear that CIL rates should not be set at the margin of viability - Plan makers should not plan to the margin of viability but should allow for a buffer to respond to changing markets and to avoid the need for frequent plan updating. We normally allow a buffer of 30% of land value. This approach has been found sound at Examination and conforms with normal industry practice.
- 2.37 We understand that the Council previously made good progress on its CIL charging schedule in 2012 with work suspended to focus on preparation of the Local Plan, however following the withdrawal of the Sites and Policies DPD in 2014 and preparation of a new Local Plan there is a need to start CIL anew with an updated viability evidence base which reflects the emerging Local Plan and infrastructure evidence.

Task 3A Outputs

- CIL Viability report with clear recommendations on charging schedule rates for housing, employment, retail and other development types and potential for differential rates.
- Likely annual revenue generated by CIL based on recommended rates.

Task 4: Draft Whole Plan and CIL Assessment

Task 4A: Complete draft Whole Plan and CIL viability testing charging schedule

2.38 Based on our previous studies it is likely that the report will contain the following sections:

- Review of the development planned to come forward under the Development Plan and its relationship with this viability study.
- Brief review of the appropriate guidance (NPPF and PPG re whole plan testing; Ministerial letter re small sites and S106 Affordable Housing contributions Local Housing Delivery Group viability guidance and various inquiry decisions regarding threshold land values).
- Development Strategy policy viability implications.
- CIL Charging Schedule and Map
- Affordable housing policy viability implications
- Residential value and cost assumptions.
- Residential viability, sensitivity tests
- Non-residential value and cost assumptions.
- Non-residential viability, sensitivity tests.

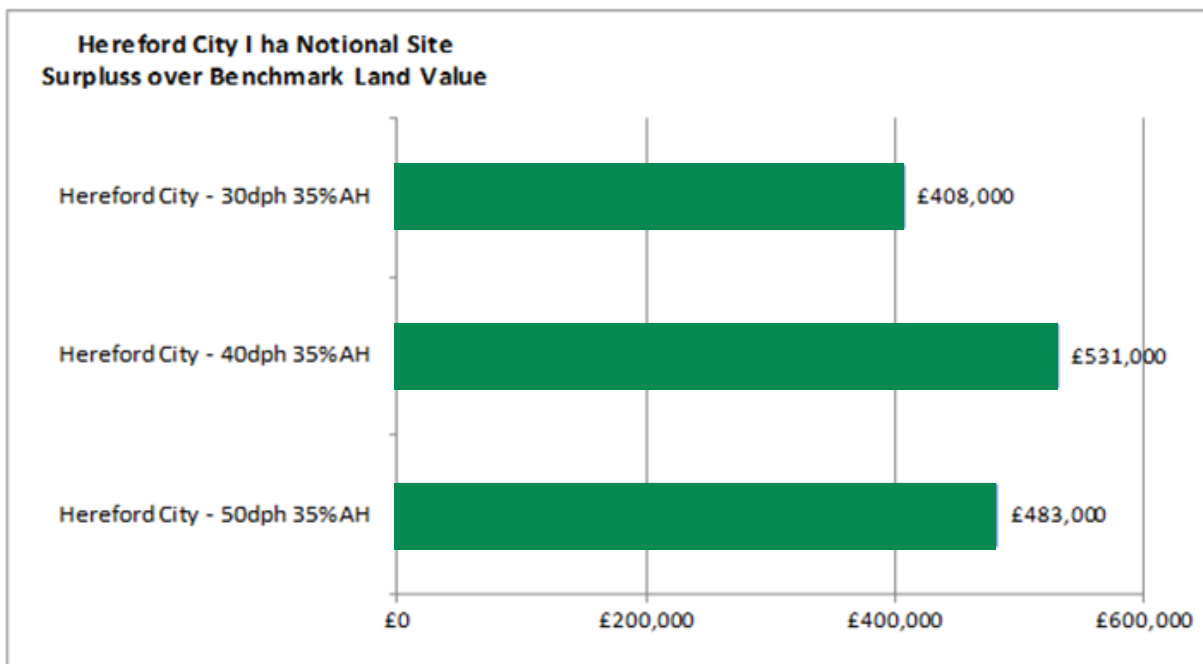


Chart to show surplus over benchmark land value per gross ha (35% AH Hereford)

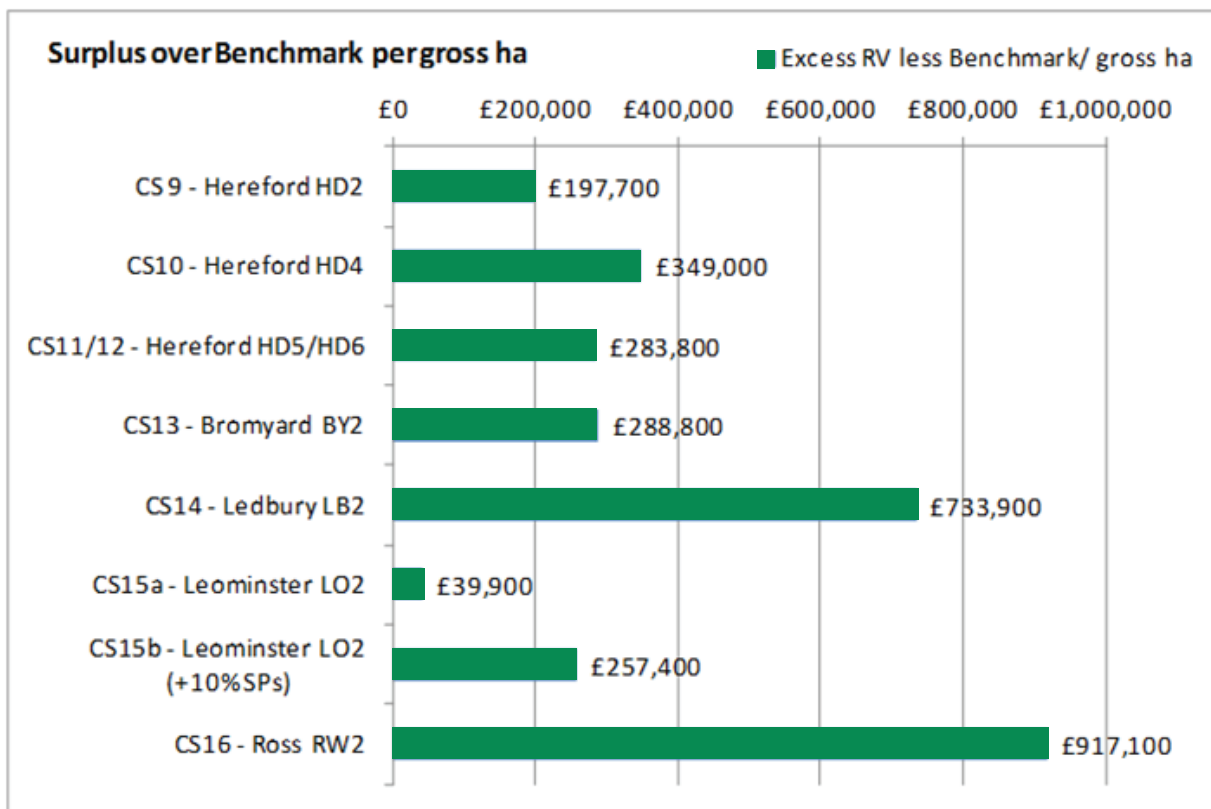


Chart to show surplus over benchmark land value per gross ha (range of specimen SUEs)

Task 4B: Member Engagement

2.39 We will present the results of the assessment to members, clearly explaining the process, assumptions, testing and recommendations.

Reporting

2.40 Two hard copies of the draft and final reports for each stage of the study will be provided, together with electronic copies, including the data collected and modelling outputs.

Task 4 Outputs

- Draft final report for each of the 3 stages with policy recommendations (2 hard copies and electronic format)
- Presentation of study results to members
- Final report for each of the 3 stages (2 bound hard copies and electronic format)

Publication and Examination

2.41 We understand that the Council may also require expert witness support at the Public Examination of the Local Plan Part 1 or additional information required for it in respect of the viability assessment. The cost of this support should be included in the tender separately. This should be based on hourly rates and a % split of support likely from each team member.

2.42 As requested we have provided an indicative estimate for this work. We would expect to be available to provide subsequent support to the Local Plan and CIL process including examination in public. We confirm that we are happy to provide this support and that, we will agree the scope of work with the Council in due course.



3.0 STUDY TEAM

3.1 The study will be carried out by Three Dragons working with Troy Planning & Design. Three Dragons was founded in 1996 and brings together specialist skills in spatial planning, economics and policy development. The team combines skills in research methods, economics and town planning to cover all aspects of housing provision and its role in the planning and development process. Three Dragons has extensive experience of viability assessments both at plan and policy level and for individual schemes. Three Dragons experience includes a large number of CIL, SHLAA and affordable housing viability studies as well as assessment of infrastructure requirements. CIL studies and other viability assessments that are either underway or completed include those for the GLA (SHLAA viability study) and for councils in Ashford, Central Bedfordshire, Luton, Herefordshire, Exeter, Taunton Deane, Basingstoke, Braintree, West Northamptonshire, Teignbridge and Cornwall.

3.2 Three Dragons has also worked extensively with developer/landowners and local authorities to help facilitate development on stalled sites and to assist in the negotiation of major urban extensions with their complex infrastructure and community gain requirements. Recent examples of such studies include:

- South Northamptonshire: Acted for the local authority in facilitating negotiation of a 1,000 unit urban extension adjacent to Brackley. Agreed affordable housing provision below policy target with uplift mechanism to capture any increase in value
- Braintree: acted as honest broker between the local authority and developer to enable both parties to reach agreement on a stalled retirement housing scheme. Reduced \$106 contribution agreed with payment of commuted sum instead of provision of onsite affordable housing.





- North West Leicestershire: development of 150 homes on a heavily contaminated site. Acted for landowner. Revised S106 and affordable housing obligations agreed.

require and how best to provide it. The team at Troy Planning & Design have worked with Three Dragons on the 'opposite side of the table' in their roles at Luton BC and West Northants Joint Planning Unit prior to this first partnership proposal with Three Dragons.

- 3.3 Three Dragons has an extensive track record in policy review and analysis. We recently completed a major study of S106 obligations for DCLG and undertook a study of the housing needs of older Londoners which was instrumental in the inclusion of District based older persons housing targets in the recent Further Alterations to the London Plan.
- 3.4 Troy Planning & Design specialises in strategic development strategies and the preparation of local plans, neighbourhood plans and their supporting technical expertise to help shape the development of communities including new towns and sustainable urban extensions. They have led in the preparation of numerous local plans and neighbourhood plans throughout the UK and have experience working on a range of scales from strategic district-wide plans to master-planned areas and site specific proposals. Given their key role in numerous local authority planning projects they are very familiar with what evidence and advice local authorities

Team members

- 3.5 **Kathleen Dunmore** will lead the study. Kathleen is an economist and founder member of Three Dragons. She has worked on viability appraisals at policy level for DCLG, the Zero Carbon Trust and the National Housing and Planning Unit. She has carried out CIL and Affordable Housing Viability Studies for local authorities in West Northamptonshire, Lincolnshire, Central Bedfordshire, Herefordshire and Cornwall as well as leading the recent GLA SHLAA viability study. She has experience of negotiating complex urban regeneration sites, large Strategic Urban Extensions and sites in sensitive village locations. She was a member of the Working Group contributing to the Local Housing Delivery Group (Harman) report and is very familiar with its recommendations and the thinking behind them. Kathleen has examination experience.
- 3.6 **Troy Hayes BSc, MSc, MRTPI, AICP** regularly acts as a 'critical friend' to a number of local authorities on their Local Plans and evidence through the Planning Advisory Service (PAS). He is currently advising the Oxfordshire Growth Board on housing capacity and sustainable growth options for Oxford. He is playing a key role in the preparation of the Luton Local Plan, Epping Forest District Local Plan and has recently been working on a number of neighbourhood plans in Gloucestershire, Hampshire, Cumbria and Surrey. He previously led the Fareham Core Strategy (which includes Welborne new town) successfully through Examination and prepared the Council's Community Infrastructure Levy. He helped prepare the West Northamptonshire Joint Core Strategy, Petersfield Neighbourhood Plan, and has particularly experience planning new towns and sustainable urban extensions including Micheldever Station New Town and sustainable urban extensions around Northampton and Harlow (Essex).
- 3.7 **Jon Goodall, MA, MSc, MRTPI** will provide technical planning support throughout the preparation of study. Jon is a chartered town planner with the Royal Town Planning Institute (MRTPI). Jon has extensive experience working with local authorities, local communities, land owners and developers. Jon's experience spans the preparation and adoption of statutory development plans through to implementation of development projects. As a trained user of PoPGroup population software, Jon is an expert user for carrying out population projection analysis and demographic modelling to develop alternative housing figures. Jon prepares policies for local plans, neighbourhood plans and their supporting technical evidence base and has led the preparation of CIL Charging Schedules. Jon is experienced at participating in local plan examinations in public including preparing hearing statements and technical background papers. He has recently been working on the Luton Local Plan, advising local communities on neighbourhood plans (in Gloucestershire, Hampshire, Surrey and Cumbria) advising West Northamptonshire JPU on population matters and provides technical planning advice to a range of clients on an ad hoc basis.
- 3.8 Technical support will be provided by **Paul Dunnell**, and **Laura Welch** of Three Dragons. Paul Dunnell has considerable experience working with housebuilders and he has worked with Three Dragons on CIL and viability studies in a range of locations. Paul has considerable expertise in site specific appraisal and complex negotiations. Laura is a housing specialist experienced in viability modelling who has recently joined Three Dragons from South Northamptonshire Council.
- Louisa Orchard, BA, MA**, will provide technical planning support throughout the study. Louisa is a qualified planner with a Masters in Urban Design and Planning from the University of Sheffield. She is dedicated to the planning and delivery of vital and vibrant places through client focused strategic planning and design solutions.



4.0 METHOD

STATEMENT 2: TIMETABLE AND FEES

4.1 We note that the Council requires preliminary findings for the three parts by 26th February 2016. We believe this timetable to be do-able provided that the inception meeting takes place as soon as possible in January. This does also assume that the Council can provide all relevant information (e.g. typologies of recent development, information on current S106 requirements) at broadly the same time.

4.2 To mitigate against the risk of late delivery we will take the following actions:

- Ensure that we have sufficient resources with the relevant experience to undertake the tasks required. We have deliberately included several staff with responsibility for each key task (eg viability appraisal) in order to ensure that resources can be concentrated at key stages in the timetable.
- Having a project structure that ensures that there are identified lead team members for each aspect and stage of the work. Kathleen Dunmore will take overall responsibility for the study and for the market assessment and viability appraisal; Troy Hayes will provide additional management support and take particular responsibility for quality control and provision of an "independent eye".

4.3 The detailed study timetable is outlined in Table 4-1 below from the brief.

Table 4-1: Local Plan Timetable (including Affordable Housing Viability Testing)

Stage	End Date(s)
Members endorse an emerging preferred Spatial Strategy and Strategic sites	December 2015
Completion of the evidence base and the identification of the infrastructure required to support the preferred strategy	December 2015 to January 2016
Writing the draft Plan and its policies	November 2015 to March 2016
Testing the draft Plan and its policies including undertaking the viability assessment	January 2015 to March 2016
Council approves the Plan for Publication	April 2016
Submission of the Plan for Examination	July 2016

Table 4-2: CIL Charging Schedule Timeable

Stage	End Date(s)
Consultation on new Preliminary Draft Charging Schedule	May 2016
Consultation on Draft Charging Schedule	September 2016
Examination	March 2017
Adoption	June 2017



Table 4-3: Project Timetable

Stages of Preparation	Key Date(s)
Inception Meeting	18th January 2016
Task 1A: Assess policy costs	18th January – 24th February 2016
Task 1B: Agree methodology/assumptions	
Task 1C: Consultation with property developers	
Task 2A: Local Plan Viability testing	
Task 3A: Development of CIL charging schedule	
Preliminary Findings Submitted and Presented	26th February 2016
Task 4A: Complete Whole Plan and CIL viability testing/ revise charging schedule – Final Draft Reports prepared	11th March 2016
Task 4B: Member engagement	11th March 2016
Final Report Issued	18th March 2016

Table 4-4: Additional Support (if required)

Stages of Preparation	Key Date(s)
6 week consultation on Preliminary Draft Charging Schedule (CS) alongside draft Local Plan consultation	April – June 2016
Consider consultation responses and update evidence/ revise policies/charging schedule accordingly	June 2016
Submission of Local Plan to Secretary of State	July 2016
6 week consultation on Draft Charging Schedule	September 2016
Examination of Local Plan	September 2016
Examination of Charging Schedule	March 2017

Resources

- 4.4 The fees for the total of 38 days are estimated at £19,430 plus expenses at £850 bringing the total fees and expenses to £20,280 plus VAT. As requested in the brief we have provided an indicative estimate for the providing support following publication and submission of the Local Plan and CIL Charging Schedule which we would need to agree with Waverley Borough Council.
- 4.5 Table 4-5 below shows the split of resources between different tasks in the brief and team members.



Table 4-5: Fee Budget

Team Member	Kathleen Dunmore	L Welch / P Dunnell	Troy Hayes	Jon Goodall	Louisa Orchard	Total
<i>Unit Price (Day Rate)</i>	£750	£360	£600	£400	£300	
Inception Meeting and Prep	1		1			2
Viability Testing of Draft Local Plan and Development of CIL Charging Schedule						
Task 1A: Policy Review / Determine policies requiring viability assessment	0.5		1	1	1	3.5
Task 1B: Agree data assumptions, site typologies and areas for testing	1	3	1	2		7
Task 2A: Carry out viability testing of Local Plan draft policies and help determine headroom for CIL	3	3	1	1	1	9
Task 3A: CIL Economic Viability Assessment (and estimate CIL revenue)	2	3	0.5	0.5		6
Task 4A: Complete draft Whole Plan and CIL viability testing report and revise charging schedule	1	1.5	2.5	2	1	8
Task 4B: Present Findings to Members and finalise report	0.5		2			2.5
Total – Estimate of Days	9	10.5	9	6.5	3	38
Total – Price Estimate (Excl. VAT and expenses)	£6,750	£3,780	£5,400	£2,600	£900	£19,430

Table 4-6: Fees for Additional Support (if required)

Team Member	Kathleen Dunmore	L Welch / P Dunnell	Troy Hayes	Jon Goodall	Louisa Orchard	Total
<i>Unit Price (Day Rate)</i>	£750	£360	£600	£400	£300	
Support at Local Plan Publication and Examination (to be Confirmed by WBC)						
Provide officer support on responses to Local Plan representations	0.5		1.5			2
Additional viability testing	1	1				2
Updates to evidence/assumptions	0.5	1	0.5			2
Prepare for Local Plan and CIL EIP	1		1			2
Appear at Local Plan and CIL EIP (£1,000 per person per day appearance)	1		1			2
Total – Estimate of Days	4 (40%)	2 (20%)	4 (40%)	0	0	10
Total – Price Estimate (Excl. VAT and expenses)	£3,250	£720	£2,800			£6,770



4.6 This fee budget includes three half day client meetings. Longer or additional meetings and formal telecons e.g. with the client or specialist contractors will be agreed in advance and charged on a time and expenses incurred basis. The fee budget allows for up to 150 toolkit runs (including the 1 ha file, case studies and urban extensions.) and telephone interviews with up to 10 developers/agents. Additional runs/ interviews will be agreed in advance and charged on a time and expenses incurred basis.

4.7 The fee budget includes an allowance for GIS work sufficient for the house price value area analysis and the production of a value area map. It should be noted that this fee budget does not take account of specific land registry search for land titles, as we have assumed that these can be made available through the Council's arrangements with Land Registry. If the client team prefers we can obtain land titles for strategic sites from Land Registry and invoice separately for the costs of doing so. It is not possible to estimate the costs of this until the number of titles is known. Workshop venue hire is also not included in the above costs.

4.8 Our day rates for appearance at Enquiry (if required) are £1,000 per person per 7.5 hr day, plus VAT and expenses. Preparatory work is charged at the day rates quoted above. Expenses at 45p per mile road travel or 2nd class rail fare, plus subsistence/accommodation will be charged as appropriate.

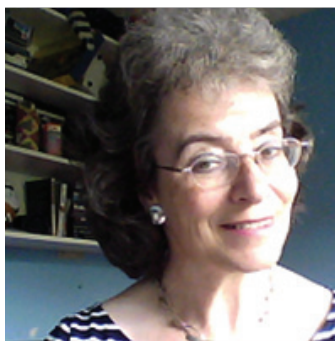
Referees

John Lett GLA
GLA SHLAA Viability Study
john.lett@london.gov.uk

John Goody, Central Bedfordshire Council
Whole Plan viability study
John.Goody@centralbedfordshire.gov.uk

Colin Staves West Northamptonshire JPU
Affordable Housing Viability Enquiry 2013
cstaves@northampton.gov.uk

Appendix A: Team CVs



Kathleen Dunmore

Director, Three Dragons

Role and Responsibility

Kathleen will lead the study. She is an economist and founder member of Three Dragons.

PROFESSIONAL OVERVIEW

Kathleen Dunmore is an economist with over 30 years' experience in housing and construction. She is an expert in the provision of affordable housing and her experience covers the perspective of the private developer, voluntary sector provider and public authority. She worked for many years as Social Housing Consultant for the House Builders Federation (1988-2000) and before that for Milton Keynes Development Corporation and the Building Employers' Confederation.

Kathleen was a founder member of Three Dragons with whom she has worked since 1996. Clients include DCLG, HCA, Welsh Assembly, English Partnerships, SEERA, EMRA, South West and West Midlands Regional Assemblies and numerous local authorities and developers. She is an approved contractor to IDEA and ATLAS and retained as housing policy advisor by the House Builders Association and Retirement Housing Group. From 2000-2004 Kathleen was a part time Senior Research Fellow in the Centre for Residential Development at Nottingham Trent University. She was Chair of Midsummer Housing Association from 1994-2000.

EDUCATION

BA Hons 2.1 Economic and Social History, University of Nottingham, 1974-77
Certificate of Health and Social Care (distinction), Open University 2007

RECENT EXPERIENCE

Affordable Housing

Scheme specific viability appraisal and S106 re-negotiation

Kathleen has worked on scheme specific renegotiation for a range of local authorities, developers and landowners including:

NW Leicestershire

Development of 150+ homes on a heavily contaminated site. Acted for landowner. Revised S106 and AH obligations agreed with the local authority

S. Northamptonshire

1) Complex urban regeneration package requiring joint appraisal of several sites in local authority ownership. Acted for local authority agreed AH package below policy target with uplift mechanism to capture any increase in residual value above agreed level.

2) Currently assisting with negotiation of a 1,000 unit Greenfield urban extension

Braintree District Council

Jointly funded by developer and local authority to evaluate a proposed Retirement Village. Reduced AH payment agreed, accepted as commuted sum, provision for uplift if residual land value improves.

Peterborough District Council

Acted for landowner/developer consortium joint evaluation with LA of the viability of a 5,000 urban extension in the present market and its role within 5 year land supply

Viability appraisals for individual local authorities and developers

Kathleen has worked on projects for Central and Coastal Lincolnshire, West Northamptonshire, Central Bedfordshire, Luton, Dacorum, Telford, Hereford, Cairngorms National Park, Yorkshire Dales National Park, GLA, and the DAT commissioning authorities.

National Policy Advice

The impact of S106 planning obligations on growth

DCLG 2013-2014

Provision of advice on the scale and impact on financial viability of S106 obligations in England in 2011/12

Financial implications of provision of zero-carbon housing

Zero Carbon Hub 2010

Provision of advice on the impact on financial viability of the provision of zero carbon housing in various locations in England

The Implications of Housing Type/Size Mix and Density for the Affordability and Viability of New Housing Supply

NHPAU (with Heriot Watt University) 2010

Analysis of the impact of mix and density on house prices, affordability and housing provision.

Land supply investment checks

DCLG May 2009

<http://www.communities.gov.uk/publications/planningandbuilding/landsupplychecks>

This report highlights best practice in establishing a 5 year supply of deliverable sites for housing as part of a Strategic Housing Land Availability Assessment.

Regional SHMA and SHLAA follow-up study

South East England Regional Housing Partnership 2009

Review of SHMAs and SHLAA in the South East and assessment of their possible use in formulating regional policy

Regional Strategic Housing Market and Strategic Land Availability Assessments - follow-up study

South East England Partnership Board 2009

Review of SHMAs and SHLAAs in the South East and assessment of their possible use in formulating regional policy. Study involved a mix of survey methods including desk based review of SHLAAs and workshops.

Older persons housing - Development of a model to predict demand for alternative housing options amongst older people

Retirement Housing Group 2009 and ongoing

Desk based study of literature and statistical sources supplemented by discussion with SHMA consultants and local authorities at district, county and regional level.



Laura Welch

Three Dragons

Role and Responsibility

Laura is a housing specialist experienced in viability modelling who will provide technical support on this project.

PROFESSIONAL OVERVIEW

Laura has worked in housing for over 25 years and has a background in housing policy development. She has particular expertise in rural housing; the development of major urban extensions; private rented sector; homelessness.

Laura has recently joined Three Dragons, having previously worked for South Northamptonshire Council where she was responsible for viability appraisal of a wide range of schemes using the Three Dragons toolkit. She has worked closely with developers and planners on new development projects including examining financial information; negotiating legal agreements and ensuring the delivery of affordable housing. She established a Private Sector Leasing Scheme and Deposit Guarantee Scheme for the council. She has a wide range of research experience including local; district and national level.

Laura was previously chair of Open Door in Milton Keynes where she set up a drop-in centre for homeless people and a Deposit Guarantee Scheme as well as being part of a team that established 2 long stay supported hostels in the city.

EDUCATION AND MEMBERSHIPS

MSc in Housing (awarded merit), De Montfort University, 2011
Diploma Social Welfare Law, Institute Legal Executives, 1988
BA (hons) English Literature/Educational Studies level 2:1, University of Kent, 1987
CIH Chartered Member

RECENT EXPERIENCE

2007 – 2014 Strategic Housing South Northamptonshire Council

- Lead for affordable housing consultation on planning applications to LPA; working on a case basis with developers, planners and other partners
- Economic viability; including carrying full viability appraisals using Three Dragons Toolkit
- Housing enabling / housing need work in rural areas
- Producing Housing Need Reports
- S106 negotiations
- Developing council policy e.g. Housing & Homeless Strategies; Affordable Housing SPD; producing model agreements such as S106 & Nomination Agreement
- Establishing new projects including Private Sector Leasing Scheme; Deposit Guarantee Scheme
- Affordable housing research using local and national data to produce reports and plan services for future

2002 – 2007 Project lead for local charities

- Chair Open Door (Milton Keynes based charity for single homeless people)
- Established and set up a drop-in centre for single homeless people in Milton Keynes (as chair of Open Door)

- Led, re-established and secured funding / management / structures for Milton Keynes Deposit Guarantee Scheme

1998 – 2002 Manager Milton Keynes Housing Aid Centre

- Managed busy Housing Aid Centre in MK and Supervised a team of up to 16 staff
- Negotiated and managed contracts including with Legal Services Commission; Probation; local council; National Housing Advice Service

1991 – 1998 Shelter national Head Office

- Manager of national housing advice support service, providing support and legal advice to Shelter's national network of housing advice centres, including the production of a range of national housing publication, including acting as co-editor for The Advisor
- Trainer on Shelter courses
- Development Officer for South East Region – setting up new Housing Aid Centres and working to rescue failing projects
- Co-ordinated national roll-out of winter night shelters



Paul Dunnell

Senior Consultant, Three Dragons

Role and Responsibility

Paul has considerable expertise in site specific appraisal and complex negotiations. He will be providing technical support throughout the project.

EDUCATION

TEC Higher Certificate in Surveying Cartography and Planning, Polytechnic of South Bank, 1977 – 1979, Part time day release course

ONC in Construction, 1975 – 1977, Part time day release course

RECENT EXPERIENCE

Consultant, Three Dragons

September 2011 onwards

- Broad knowledge and experience of working with 'Three Dragons Toolkit', including support and training of users.
- Preparation of affordable housing and CIL related viabilities using 'Three Dragons Toolkit' for a range of clients including local authorities, developers and land owners.

Antler Homes Plc

An established UK housebuilder developing high specification homes in a range of premium locations. At its peak Antler Homes developed and sold approx 300 homes a year across six regional offices across the UK.

IT Consultant

February 2010 to February 2011

IT Manager

September 2002 to July 2009

Prowting Homes Plc

IT Director

July 2000 to August 2002

Primarily responsible for devising and implementing IT strategy across the group,

Group Information Manager

June 1995 to July 2000

Other Experience

- Worked for Prowting Projects Ltd as a Land Investigator and Project Co-ordinator from 1986 to 1995. Identified potential development opportunities. Project managed infrastructure provision on large housing developments.
- Worked for Wates Built Homes Ltd from 1975 to 1986. Progressed from trainee to senior land surveyor, responsible for surveying development sites, setting out developments, dealing with boundary disputes and other land and map related areas.



TROY HAYES (BSc, MSc, MRTPI, AICP)

Director, Troy Planning & Design

PROFESSIONAL OVERVIEW

Troy is a town planner with over 11 years of planning experience in the public, private and research sectors. He is a corporate member of the Royal Town Planning Institute (MRTPI) and is a certified member of the American Institute of Certified Planners (AICP).

Role and Responsibility

Troy regularly acts as a 'critical friend' to a number of local authorities on their Local Plans and evidence through the Planning Advisory Service (PAS). He will play a key role throughout this project.

Troy has extensive experience preparing Local Plans, Community Infrastructure Levy Charging Schedules, neighbourhood plans and development proposals for local planning authorities, local communities and land owners. He has worked for numerous planning authorities as team leader for planning policy and for two of the United Kingdom's leading planning consultancies and regularly collaborates with other consultants and has represented and advised clients on a range of strategic and site specific projects. His project experience includes housing, employment, Green Belt, retail, infrastructure delivery plans, community infrastructure levy, community engagement strategies, sustainability appraisals, transportation, affordable housing, Local Plan viability, neighbourhood planning, urban extensions and the planning of new towns. He has extensive experience participating in Local Plan Examinations in Public.

Troy formed Troy Hayes Planning Limited in May 2013 and has since played a key role in the preparation of the Luton Local Plan and its viability evidence base, the Epping Forest District Local Plan and regularly acts as a 'critical friend' to a number of local authorities on their Local Plans and evidence through the Planning Advisory Service (PAS). He is currently advising the Oxfordshire Growth Board on housing capacity and sustainable growth options for Oxford and working on a number of neighbourhood plans.

EDUCATION AND MEMBERSHIPS

MSc Spatial Planning, The Bartlett School of Planning, University College London

BSc Community Development, Portland State University, Portland, Oregon, USA

Corporate Member of the Royal Town Planning Institute (MRTPI)
Certified Member of the American Institute of Certified Planners (AICP)

KEY STRENGTHS

- Preparation of technical studies including housing need (SHMA) and capacity studies (SHLAA), viability studies, employment studies, Green Belt reviews, infrastructure delivery plans, community infrastructure levy, development viability and sustainability appraisals.
- Neighbourhood Planning.
- Facilitating community visions and objectives and translating into development plans.

- Preparing planning appraisals and planning strategies for potential development sites.
- Participating in committee meetings, public hearings and public examinations.
- Thorough understanding of the UK planning process.
- Management of planning policy teams.
- Preparation and delivery of Local Plans from inception to adoption, implementation and review.
- Project managing consultant teams.
- Working with developers, land owners, planning authorities and local communities to find policy and development solutions.
- Preparation of strategic planning applications.

RECENT EXPERIENCE

West Northamptonshire Small Area Population Estimates and Forecasts (2015 - 2016)

Providing demographic data – principally small area population forecasts to inform the emerging Open Space, Sports and Recreation Study for West Northamptonshire and population assumption for the Strategic Urban Extensions around Northampton.

Neighbourhood Plans (2015 - 2016)

Appointed by numerous neighbourhood planning groups to prepare Neighbourhood Plans and supporting evidence. Neighbourhood Plans include Kingswood (Gloucestershire), Midsomer Norton (Somerset), Hook, Hartley Wintney, Church Crookham (Hampshire), and Grange Over Sands (Cumbria).

Oxfordshire Growth Board – Critical Friend (2015 - 2016)

Appointed to act as a critical friend to the Oxfordshire Growth Board and the six Oxfordshire authorities on the housing capacity of Oxford, Green Belt Review, Sustainability Appraisal and potential growth options for meeting the development needs of Oxford.

Planning Advisory Service (PAS) – Critical Friend (2014 – 2015)

Regularly works with Fortismere Associates as an advisor to numerous local authorities across the country on local plans, evidence base and the Duty to Cooperate.

Epping Forest District Council – Local Plan Preparation (2013 – 2016)

Team Leader managing the preparation of Epping Forest District Council's Local Plan and supporting evidence including a spatial strategy to 2033, Harlow urban extensions, the preparation of the North Weald Bassett Masterplan, Economic Strategy, Local Plan viability and Green Belt Review.

Luton Borough Council – Local Plan preparation (2013 – 2016)

Principal Planner for the preparation of the Luton Local Plan and its supporting evidence base, including matters relating to the Duty to Cooperate, Joint Strategic Housing Market Assessment (SHMA), Strategic Housing Land Availability Assessment (SHLAA), Community Infrastructure Levy (CIL), Local Plan viability, Green Belt Review, community engagement and Sustainability Appraisal.

Petersfield Neighbourhood Plan – Sustainability Appraisal (2013 – 2014)

Appointed by Petersfield Town Council and South Downs National Park Authority to undertake a European Union Directive compliant Sustainability Appraisal (SA) & Strategic Environmental Assessment (SEA) for the Petersfield Neighbourhood Plan which will allocate 700 dwellings in the national park.

Barton Willmore – (2012 – 2013)

Associate Director responsible for a number of strategic projects across the South East, including promotion of new town in north Hampshire from project inception through to delivery. Played a key role in business development on the South Coast of England including facilitation of 'Planning for Growth in South Hampshire' roundtable event. Undertook Development Plan promotions, coordinated the preparation, and negotiation of complex planning applications on behalf of developers. Participated in Local Plan examinations including speaking at public hearings and key involvement in Legal Challenge.

Fareham Borough Council – Core Strategy, Site Allocations Plan and Community Infrastructure Levy (2010 – 2012)

Team Leader for the Planning Strategy team and project lead for the Core Strategy and its successful public examination. Project lead for the Site Allocations Plan and for developing the CIL Charging Schedule and numerous technical evidence studies including the Strategic Housing Land Availability Assessment (SHLAA). Assisted in the management of a strategic masterplan for Welborne new town – a new town of 6,000 new homes with strategic employment and supporting infrastructure.

West Northamptonshire Joint Planning Unit – Joint Core Strategy (2009 – 2010)

Prepared strategic employment, town centre and sustainable urban extension policies for the Joint Core Strategy a plan for around 62,000 new home and 37,000 jobs. Responsible for developing various pieces of technical evidence including the countywide and West Northamptonshire employment land studies.

Nathaniel Lichfield and Partners - (2008 – 2009)

Worked on a range of projects in London, East Anglia and the South East. Prepared and submitted numerous planning applications and supporting documentation including Planning Statements, Design & Access Statements and Environmental Statements. Managed the discharge of planning conditions and legal agreement for a strategic mixed-use south London redevelopment scheme.

Northampton Borough Council – Joint Core Strategy (2006 – 2008)

Key areas of work were the drafting of the Joint Core Strategy Issues and Options, preparing the 5 year housing land supply report and preparing the Local Development Scheme for the four partnering local authority areas.

Division Green Street / Main Street Plan (2004 – 2005)

Member of Community Working Group organised by the City of

Portland, Oregon to help prepare a community-led street plan aimed at revitalising Southeast Division Street using sustainable measures and rezoning the street for higher density mixed-use development.

Portland State University - Urban Design & Social Capital Research Project (2004 – 2005)

Researcher for a project investigating the impact of neighbourhood urban design on community health and social capital in Portland Oregon.



Jon Goodall (MA, MSc, MRTPI)

Senior Planner, Troy Planning & Design

Role and Responsibility

Jon will provide technical planning support throughout the preparation of study.

PROFESSIONAL OVERVIEW

Jon is a chartered town planner with the Royal Town Planning Institute (MRTPI). He has a passion for effective strategic planning and sustainable development and prides himself on offering the highest standards of support to clients.

Jon has extensive experience working with local authorities, local communities, land owners and developers. Jon's experience spans the preparation and adoption of statutory development plans through to implementation of development projects. Jon is a trained and accomplished user of PoPGroup population software, this includes experience of producing and interpreting population projections, project managing the preparation of full assessments of housing need and the presentation of this information for public and private sector clients" understands the monitoring of Local Plans and assessment of housing land supply. He has produced information on these aspects for a number of local authorities and to support applications from national housebuilders. Jon prepares policies for local plans, neighbourhood plans and their supporting technical evidence base and has led the preparation of CIL Charging Schedules. Jon is experienced at participating in local plan examinations in public including preparing hearing statements and technical background papers.

He has recently been working on the Luton Local Plan, a number of neighbourhood plans in Gloucestershire, Hampshire, Cumbria and Surrey, and provides technical planning advice to a range of clients on an ad hoc basis. Jon is currently playing a key role in providing demographic data using PopGroup software to determine small area population forecasts to inform the emerging Open Space, Sports and Recreation Study (OSSRS) for West Northamptonshire and population assumption for the Strategic Urban Extensions around Northampton.

Jon graduated from the University of Cambridge (First Class MA Geography) and the University of Newcastle (MSc Town and Country Planning).

EDUCATION AND MEMBERSHIPS

MSc in Town Planning, Distinction (Department for Communities and Local Government Bursary Scheme), University of Newcastle, 2007-2008

MA (Cantab) Geography, Class I, University of Cambridge, Selwyn College, 2004-2007

August 2015 RTPI Membership: Elected as Chartered Member of the Royal Town Planning Institute.

KEY STRENGTHS

- Providing extensive written and oral evidence at Local Plan Examinations on housing, employment, monitoring and implementation matters

- Working to tight Local Plan preparation deadlines.
- Assembly of evidence on employment and housing land to inform policy choices including project managing updates to housing and employment land assessments and involvement in Sustainability Appraisal / Strategic Environmental Assessment
- Acquisition of detailed knowledge on demographics, viability and the housing market
- Drafting specific policy provisions including the allocation of a strategic employment land
- Undertaking strategic site identification exercises across England and providing representations on statutory development plans
- Neighbourhood Planning – policy formulation and evidence preparation
- Competence with a range of IT resources including PopGroup (demographic modelling software) and Geographic Information Systems (GIS)
- Effective communication and inter-personal skills founded in extensive elected Member community engagement and Joint Local Authority working practices
- Interpreting legislation and guidance for assessing housing need following introduction of the NPPF
- Preparing evidence to inform spatial policy including project managing updates to housing and employment land assessments.

RECENT EXPERIENCE

Senior Planner, Troy Planning & Design (Sep 2015 – Current)

Strategic planning consultancy with a focus on the preparation of Local Plans, Neighbourhood Plans, technical evidence base and community consultation. Appointed by numerous neighbourhood planning groups to prepare Neighbourhood Plans and supporting evidence. Neighbourhood Plans include Kingswood (Gloucestershire), Midsomer Norton (Somerset), Hook, Hartley Wintney, Church Crookham (Hampshire), Grange Over Sands (Cumbria), Cranleigh (Surrey).

Town Planning Consultant, Optimis Consulting Ltd, Bedford (March 2014 – Sep 2015)

Multi-disciplinary planning and development consultancy with established and effective working relationships within a range of sub-consultants. Clients include national housebuilders through to local landowners. Role included responsibility for individual projects within the range of services offered by the company. Represented clients at Local Plan public examination including the Central Bedfordshire Development Strategy.

Planning Monitoring Officer, West Northamptonshire Joint Planning Unit (July 2009 – March 2014)

Supported the planning policy team in preparing the Joint Core Strategy for West Northamptonshire through the provision of a robust and sound evidence-base and providing input into policy preparation. Carried out population projections analysis and demographic modelling to develop alternative housing figures in West Northamptonshire. Provided monitoring and information resource for the planning policy team. Project manager of updated evidence documents, Technical Papers

and later defending many aspects of the plan at Public Examination. Led the preparation of CIL Charging Schedules at the Preliminary Drafting Charging Schedules consultation stage. Interpreted revised Government guidance and prepared appropriate policy responses.

PopGroup Steering Committee, hosted by the Local Government Association (2011-2014)

Committee member. Undertook extensive training in the use of PopGroup software and thus offer advice as an expert user regarding how knowledge can be shared between users.

Yorkshire Planning Aid (2009-2010)

Participated in a 'Planning for Real' consultation exercise conducted on an inner city estate in Leeds. Assisted in production of a 'Community Plan' in which residents stated priorities for improving housing and the estate environment, and tackling crime and anti-social behaviour issues.



Louisa Orchard (BA, MA)

Planning Assistant, Troy Planning & Design

Role and Responsibility

Louisa will provide planning support throughout the preparation of study.

PROFESSIONAL OVERVIEW

Louisa is a qualified planner with a Masters in Urban Design and Planning from the University of Sheffield. She is dedicated to the planning and delivery of vital and vibrant places through client focused strategic planning and design solutions.

Louisa has a background in community engagement working for World Vision where she aided the creation of the organisation's first urban programming strategy (2014-2018). Here she disseminated information to a variety of stakeholders and staff regarding the process of urbanisation and its impact on community programming for existing and future projects. As part of her masters degree she gained experience creating a sustainability statement, an Area Action Plan, Financial Appraisal and Design Concepts for sites in Liverpool, Birmingham and Sheffield. Louisa produced a design dissertation on distinctive retail led place-making in small cities, using Bradford as a case study.

EDUCATION AND MEMBERSHIPS

MA Urban Design and Planning, Department of Urban Studies and Planning, University of Sheffield
BA Geography (International), University of Leeds and McMaster University, Canada.

KEY STRENGTHS

- Urban design analysis – specific site and townscape appraisals for use in planning policy documents
- Graphic communication – producing high quality illustrative policy documents through a range of mapping and publishing software (Adobe Suite, AutoCad, SketchUp)
- Community consultation and development
- Research and concept development within urban design and planning including in-depth interviews
- Preparing policy documents

RECENT EXPERIENCE

Neighbourhood Planning (2016)

Appointed by numerous neighbourhood planning groups to prepare Neighbourhood Plans and supporting evidence. Neighbourhood Plans include Old Basing and Lychpit (Hampshire), Kingswood (Gloucestershire), Church Crookham (Hampshire), and Grange Over Sands (Cumbria),

Urban Design Work Experience, Tibbalds Planning and Urban Design (2015)

Aiding Urban Designers preparing and attending an appeal hearing for a residential scheme in Bromley South. Researching sustainable urban extensions through European masterplans. Developing cross sections and street hierarchies for a development framework.

Urban Programming Intern, World Vision Haiti (May 2013 – November 2013)

Contributed towards the creation and implementation of the organisation's "Urban Programming Strategy (2014-2018)" while stationed in Port-au-Prince. This involved designing information for a variety of stakeholders in addition to support for proposal writing, fundraising and networking with government officials. Project management through providing general assistance to the Urban Programming Technical Advisor, helping with basic budgeting for reports and monitoring existing programming.

Social Planning and Research Council of Hamilton, Canada, Volunteer (September 2012 – May 2013)

Developed the awareness campaign "How's the weather" focussed on raising awareness and funds for homeless women. This culminated into two day long events with over 100 attendees at each comprising of policy makers, developers and beneficiaries.



