



HIGHBURY PLANNING
CONSULTANTS

Profession

Town Planner

Current Position

Director, Highbury Planning
Consultants Limited

Qualifications

BA (Hons) Town & Country
Planning, 1976 (Liverpool)

Professional Associations

Fellow, Royal Town Planning
Institute, 1983
Affiliate, RIBA, 2008
Fellow, Royal Society of Arts, 2010

Awards

2015 RTPi Silver Jubilee Cup for
Thames Tideway Tunnel
2008 RTPi Silver Jubilee Cup for
CTRL
2007 RTPi Planning Consultancy
of the Year (with Arup)
2006 Waterways Renaissance
Awards, Foxton Locks Masterplan,
Commended
1976 RTPi Prize Student

Career

Highbury Planning Consultants
Limited, Director
April 2009 - ongoing
Ove Arup and Partners, London
Associate Director
June 2003 – April 2009
Colin Buchanan & Partners
Director, 1999 - 2003
CTRL (Joint Consents Team)
Deputy Manager
1997 - 1999
Planning Authority
Head of Strategic Planning
Government of Malta, 1991 – 97
Planning & Consents Team,
Channel Tunnel, Consultant
1987 – 1991
Shankland Cox, Consultant
United Arab Emirates, 1986
Town and Planning Department,
Government of Brunei
Deputy Commissioner
1979 - 1985
Runcorn New Town Development
Corporation, Planner
1976 – 1979
Liverpool City Planning
Department, Planning Assistant
1973 - 1974

Chris Stratford FRTPI, FRSA Full CV

Summary Profile

A Planner and Consents specialist and Sustainable Plan Making and Regeneration advisor, with over 40 years wide-ranging experience. Also, undertaking project coordination and the implementation of planning legislation and procedures in both the public and private sectors. Chris has specialist expertise in collaborating, coordinating and gaining planning consents for major infrastructure and commercial projects (DCO, Hybrid Acts and TCPA processes) in the public and private sectors and in leading and managing major, complex projects and studies and presenting at Board/Council Committee level. Other principal experience is in regional and urban planning, regional and sub regional planning studies, preparing masterplans and development frameworks, land use plans and studies, planning briefs and feasibility studies, public, stakeholder and Members consultation.

Key Achievements

2009 – ongoing (Highbury Planning Consultants Ltd) – set up and have successfully and profitably operated company with an interesting range of technical work during a significant period of recession and subsequently.
2004 – 2008 Business development (Arup) – set up 5 regional office planning teams, growing from 3 staff to over 40 staff in six offices, generating significant growth in fees and profits. Involved in preparing and winning key projects.
2004 – 2009 Staff management (Arup) – created performance and resource management processes and culture supporting team expansion from 30 to over 80 fee earners based across six UK offices over five years. This included staff meetings via video conferencing, the team Intranet site, recruitment, staff appraisals, dealing with staff problems/monitoring - leading to performance improvements and a high staff satisfaction and retention rate.
2007 Peterborough Integrated Growth Study (Arup) – led an innovative study with a multi-disciplined team of 20 professionals creating an overarching sustainable framework for growth that represented a major part of the Council's Core Strategy. Also, provided exemplars methodologies, innovative solutions and fully supported proposals that the client, Government and RTPi recognised.
1999 – 2003 New Business and Team Set Up (Colin Buchanan) – set up new team for strategic, infrastructure and overseas planning that grew to 8 staff generating significant fees. Undertook several key major projects for public bodies in the UK, Ireland and Montserrat.
1991 Islington Green Planning Brief and Consents Project – a pioneering development project in central Islington, partnering the Council, developer and community group. Conceived a new joint approach to preparing a Planning Brief (endorsed by the Council), prepared outline scheme designs and an outline planning application. This led to a successful redevelopment of the site that met the coordinated objectives of the Council, developer and community.
Channel Tunnel and on the Channel Tunnel Rail Link (HS1) – project management and in planning and development consents and related legislation, including identifying all consent requirements.

Summary Experience

Key UK Planning Consents

July 2010-April 2018 Thames Tideway Tunnel Project advising as Planning Manager for 4 years that gained development consent under the Planning Act 2008 for the Nationally Significant Infrastructure Project (NSIP). In that role he subsequently prepared for delivery through early works consents, key



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stakeholder involvement, Main Contract development, development of stakeholder Agreements and detailed involvement in Nine Elms Regeneration area.

Subsequently, since November 2014, he was appointed as Stakeholder & Consents Manager (West) commencing in January 2015, responsible for managing 12 staff (covering planning, environment, third party infrastructure, communications and property/compensation) and was part of the Tideway West management team of 7 senior staff, responsible for assurance of the West contract of £450m. He undertook this full time role for 2 years in the crucial period of main works contractor start up and the initial period of key consents, implementing the DCO that he had helped secure. A key role was advising and assisting the Joint Venture contractors on the appropriate approach and in advice on preparing and obtaining consents. In January 2017 he transferred and undertook the role of Stakeholder & Consents Advisor for 4 days a week, responsible for troubleshooting, strategic local authority liaison, representing Tideway at all community events, advice on compensation and communications, dealing with key issues and key stakeholders and team advice.

2010 Crossrail advising sub consultants and a main contractor bidding for tunnelling and station contracts on consents procedures and requirements

2010 Blackwall Reach Regeneration Project advising London Borough of Tower Hamlets on scheme development of 2,300 housing and mixed uses, planning strategy and assessing the outline planning application documentation

2005-2007 Nirah Project prepared outline planning application and all supporting documents and undertook negotiation with local planning authorities

2005-2007 B SkyB prepared masterplan, outline planning application, full application for Phase 1, supporting documentation/S106 negotiation to success

2002-2003 Shellhaven Project on behalf of Thurrock Council assessed EIA and planning documentation for outline planning application, developed negotiation strategy and prepared public inquiry evidence

1997-1999 Channel Tunnel Rail Link Project Deputy Consents Manager and led two teams for St. Pancras and Kent that prepared planning applications, coordinated technical engineering inputs, undertook consultation and submission monitoring. Also, closely involved in 'Partnering Agreement' development with contractors that led to 100% success with all consents

1991-1997 Major Projects, Malta Planning Authority assessed applications and EIAs for major hospitals (public and private), hotels, offices, private secondary schools, residential complexes/town and mixed use schemes

1987-1990 Channel Tunnel Project determined consent requirements, context reports, prepared planning and all other development consents, consultation and submission monitoring, in concert with main contractors and clients

Key UK Regional, Regeneration Frameworks and Masterplans

Regional planning (East of England) and sub regional studies (Cambridge), Environmental Impact Assessment preparation, Green Belt development issues, housing land supply and major project planning consents. Since 2005, has worked on major planning consents, Development and Regeneration Frameworks and Masterplans for local authorities, UDC, URCs, other Agencies.

Chris has a reputation for successful technical project management for major planning studies, planning frameworks and complex consents projects, often involving intensive stakeholder, public and Members consultation. He excels in



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leading teams, undertaken public sector plan-making and policy preparation, consultation, strategic planning (sub regional and local authority level) and preparing sound and robust planning documentation and linking plan making and consents. Key projects have been presented to Boards and Council Committees.

Overseas

This has comprised 16 years in a different range of public sector roles:

2000-2003 Co. Kerry & Galway, Ireland (Project Director for 5 sub-regional, LUTS and major urban planning projects)

2001-2002 Montserrat, Caribbean (Project Director for new capital town Action Area Plan following significant volcano/hurricane damage)

1991-97 Malta (Manager of the Strategic Planning Unit)

1986 UAE (Implementation Advisor for the Eastern Region Masterplan)

1979-85 Brunei (Deputy Commissioner for the National Planning Authority)

Area Action Plan preparation, regional policy and development, international planning competition procedures and evaluation and strategic land use planning issues at regional and national levels. Undertaking development coordination for a regional/urban planning authority and the implementation of its Structure Plan - preparing an Implementation Strategy, national Subject Plans/Studies, Integrated Development Programme and capital budgeting, action area planning and development briefs, establishment of a National Park, major project assessment and coordination of planning for a large, mixed use development. Advice on the gaining of planning consents for major public and private sector projects.

Current and Recent Work

Thames Tideway Tunnel (July 2010 – April 2018)

A new 20-mile long storage and transfer tunnel for wastewater (Nationally Significant Infrastructure Project (NSIP)) that gained development consent in September 2014 after a 4-year consultation, application and finally Examination process. **The project has won a number of prestigious awards including: 'RTPI Silver Jubilee Cup Winner in 2015'.**

Chris, as Planning Manager, led a team of town planners responsible for the relationship with the local authorities in the western section of the route (5 local authorities and 10 key sites), including the Leaders, Members and other pan-London stakeholders. The process involved five stages of consultation from the early design phase through to the submission of the application for development consent, with integration on site selection, engineering and architectural design, environmental impact, property issues and impact mitigation throughout. He was responsible for negotiating 5no Statements of Common Ground, Section 106 Agreements (5no) and several Property and Asset Protection Agreements with western local authorities and other stakeholders; and he prepared, with his team, the documentation used during each stage of consultation and for the submission of the application for development consent and reviewing other DCO documentation. He was responsible for co-representing the project's technical and coordinating interface with Vauxhall Nine Elms Battersea regeneration area. Subsequently, in the delivery set up stage he has delivered early works consents, ongoing key stakeholder involvement, Main Contract development, development of further stakeholder Agreements and continued and detailed involvement in Nine Elms Regeneration area. His key areas of experience then were:



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- Delivery of Schedule 3 Requirement planning consents and preparing Consents Registers with Environment and Transport teams
- Involvement in stakeholder management and liaison and issue resolution, collaboratively with management and other technical teams
- Assist preparing and implementing Stakeholder Agreements/Asset Protection Agreements, with the Property and Third Party Infrastructure teams
- Assisting the Delivery and Engineering teams resolve issues
- Liaison with Environment teams on key issues and contractor documentation
- Liaison with the Communications team on key meetings, public/stakeholder enquiries, letters and document reviews and issue resolution
- Liaison/issue resolution with management, Central Delivery team, Communications, Property and Client on Nine Elms issues

Since November 2014, he was appointed as Stakeholder & Consents Manager (West) commencing in January 2015 responsible for managing 12 staff (covering the fields of planning, environment, third party infrastructure, communications and property/compensation) and was part of the Tideway West management team of 7 senior staff. This management team is responsible for assurance of the West contract of £450m, in particular assisting the West Joint Venture Contractor teams. He undertook this full time role for 2 years in the crucial period of main works contractor start up and the initial period of key consents, implementing the DCO that he had helped secure. This role involved:

- Review of draft consent submissions in planning and environment
- Liaison with 5no local authorities and other pan-London stakeholders in technical and communications matters
- Coordination, liaison with and assurance of main works Joint Venture contractor's consents' teams work, submissions and approach (including planning, environment, transport, communications/consultation, design and third party infrastructure)
- Liaison with resident/community/amenity groups
- Implementation of property agreements and liaison with stakeholders
- Decision making within management team for consents/stakeholder matters

Then, in January 2017 he transferred that role and undertook the role of Stakeholder & Consents Advisor for 4 days a week. This role is responsible largely for troubleshooting, strategic local authority liaison, liaison/audit/review of Joint Venture contractor teams submissions and approach, representing Tideway at all community events, advice on compensation and communications, dealing with key issues and key stakeholders and overall team advice.

Crossrail Consents and Bidding Process (June 2010)

Working through sub consultants of a main contractor, offering consents advice and supporting consents elements of the tendering process to Crossrail London Rail Links Ltd for several tunnelling and station contracts.

Blackwall Reach Regeneration Project (February – May 2010)

For London Borough of Tower Hamlets assessing scheme development, developing scheme options, review of Planning Strategy, assisting LBTH officers and assessing all outline planning application documentation, including ES, Design & Access Statement and Planning Statement.



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Gillette Site, Osterley (Jan – March 2010 and March 2012)

For the Bonnington Group preparing a Strategic Planning Delivery Issues Paper that undertook a full planning policy assessment, assessed delivery options for amending the current planning consent, reviewed adjacent sites and recommended the way forward. Also, critically reviewed adjacent BskyB planning application and prepared representation letter to LB Hounslow.

Aylesbury Town Centre Masterplan (Sept 2009 – August 2010)

For Aylesbury Vale Advantage (AVA), the conversion of Draft Masterplan to Final, with extensive engagement with AVDC/BCC Members and stakeholders, project selection methodology and priority project selection, assistance with additional supporting studies, amend Draft Masterplan and attain approval of the Masterplan from AVA Board, Aylesbury Vale District Council and Buckinghamshire County Council.

London Borough of Barnet Open Spaces, Sports and Recreational Facilities Needs Assessment (May 2009 – December 2010)

Assisted in finalising the PPG 17 assessment involving policy reviews, survey of 300 sites, developing a methodology, analysis and recommendations for quantity, accessibility, quality standards and improvements, previously undertaken at Arup.

Projects (1997 – Current)

Highbury Planning Consultants Limited

Director (see current and recent work above).

Thames Tideway Tunnel Project (2010 – ongoing)

Crossrail Consents and Bidding Process (June 2010)

Blackwall Reach Regeneration Project (February – May 2010)

Gillette Site, Osterley (Jan – March 2010 and March 2013)

Aylesbury Town Centre Masterplan (Sept 2009 – August 2010)

London Borough of Barnet Open Spaces, Sports and Recreational Facilities Needs Assessment (May 2009 – December 2010) – finalise study with Arup

Hendon & East End NDC Regeneration Framework (May–Sept 2009) – finalise study with Arup

Aylesbury Town Centre Draft Masterplan (May 2009) – finalise study with Arup

Ove Arup & Partners Limited

Staff Manager of the 85no. Planning, Policy and Economics Team and Regional Coordinator for wider Consulting business in 6 regional offices.

London Borough of Barnet Open Spaces, Sports and Recreational Facilities Needs Assessment (July 2008 – April 2009) – a PPG 17 assessment involving policy reviews, survey of 300 sites, developing a methodology, analysis and recommendations for quantity, accessibility, quality standards and improvements.

Hendon and East End NDC Regeneration Framework (2005 and April 2008 – September 2009) – Project Director for the preparation of a Framework (following completion of a NRA survey) with both the NDC and Sunderland City Council for the improvement of the area and as an input to the Core Strategy.

Aylesbury Town Centre Draft Masterplan (Oct 2008 – April 2009) – a wider town centre masterplan covering Vision, proposals to suit the current economic climate and the longer term and focused on deliverability for a client group of



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Aylesbury Vale Advantage, AVDC, EP, Vale of Aylesbury PCT and SEEDA.

Granary Estate Masterplan for Coop Group (March 2008 – April 2009) – a 20 acre city masterplan and planning support. Co-project director.

Peterborough Integrated Growth Study (April 2007 – Feb 2008)

Project Director of a multi-disciplinary team commissioned by Opportunity Peterborough and the City Council to deliver an Integrated Growth Study for the City and district. The study provided an overarching framework for growth in the district and informed preparation of the Council's Core Strategy.

Down Ampney Masterplan for the Cooperative Group (Feb 2007 – July 2008)

– this a 4,000 acre site within the Cotswolds Water Park required a masterplan to resolve its mineral extraction phasing, tourism development potential, rural management issues, sustainability credentials and commercial potential. Project director of a multi-disciplined team for work undertaken in several phases involving baseline, concept masterplan and subsequent strategies for delivery.

Brixton Town Centre Framework (Jan 2007 – Feb 2008) – Project Director to update and develop previous work that involves developing a Vision, establishing objectives and parameters, develop Masterplan, identify relevant options, provide design guidance, develop outline work packages/ briefs for key sites.

Weston-super-Mare Area Action Plan (Sept 2005 – July 2007) – project director for development of existing ADF into a formal AAP, including planning, consultation, property market, transport, SEA and tourism elements up to formal submission. This was one of the largest AAP's in the UK.

NIRAH Freshwater Visitor Experience and Science Park, Bedford (May 2005 – Oct 2007) – preparation of an outline planning application including an ES, TA and RCI (including all relevant consultation) for this major, national tourist facility, research centre and science park (similar to the Eden project).

Masterplan and Major Planning Applications (OPA) for BSKyB in Osterley (Jan 2005 – Sept 2007) – planning history research, planning context and policy analysis inputs and preparation of planning application strategy, plus its implementation and preparation of OPA, negotiation of S106 Agreement and securing approval. Submission of planning applications for key major buildings.

Regeneration Framework for London Riverside (Mar 2005 – Jan 2007) – overall project director (leading 5 other sub consultants) and planning and regeneration inputs to major framework for LTGUDC and the LDA.

North Eastern Hull Route Map (Dec 2005 – Sept 2006) – project director within the Pathfinder area to review existing planning frameworks and context, review implication of a stock transfer, appraise options, consider scenarios for the future rented stock and propose a preferred option and forward strategy for delivery (including an indicative financial model) of the neighbourhood strategy.

Greater Manchester – Market Demand for Employment Sites (Sept 2005 – March 2006) – to determine the demand side of employment sites in 10 Greater Manchester authorities, providing a spatial interpretation of employment forecasts, a sector demand model, market intelligence, spatial needs of growth sectors and conclusions on demand needs of key growth sectors.

Masterplan for White City (Jan 2005 – Nov 2005) – planning, regeneration and employment strategies and inputs to masterplanning process with Rem Koolhaas and OMA for a 43 acre Opportunity Site in west London.



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- Regional Employment Land Study for NW (Nov 2004 – July 2005)** - project director for a methodology and all the stages of work inputting to the RSS.
- Preparation of an Area Action Plan for Rawtenstall (Oct 2004 – Feb 2006)** – project director for a major new study for Rossendale BC for its town centre.
- Advice to NMSI (Oct 2004 – Mar 2006)** – advice on objections to Local Plan Inquiry and advice on achieving planning consent for a national, major project. Preparation of masterplan and outline planning application and ES for this major national science and industry facility and attraction.
- Foxton Locks Masterplan (March – May 2005)** – Project Director for masterplan for funding for British Waterways to develop a major tourist attraction based on its historic importance. Commended in the Strategy and Masterplanning category at the BURA Waterway Renaissance Awards 2006.
- Advice on Local Plan procedures and preparation of an Area Action Plan Tender Brief for Weston-super-Mare (Nov 2004 – May 2005)** – preparation of Brief for North Somerset Council as an input to their LDS and LDF preparation.
- Advice on Planning Consents to Viacom (Sept – Oct 2004)** – advice on planning consents for major advertising proposals in listed rail stations.
- Regional Employment Land Study for Yorkshire and Humberside (Sept 2004 – July 2005)** – project director to develop a methodology and undertake the early stages of work as an input to the RSS.
- RAF Bracknell (July – Sept 2004)** – part of a team for advice to English Partnerships on development opportunities/options for a major site, in collaboration with urban designers, engineers and transport specialists.
- LDD Core Strategy Brief, Isle of Wight (June - Sept 2004)** – preparation of Tender Brief for preparation of Core Strategy as part of the new Local Development Documents under new legislation.
- Sunderland Strategic Transport Corridor (May 2004 – July 2005)** – coordination of economic and funding appraisal and planning assessment for a new road and bridge over the River Wear.
- Milton Keynes Civic Hub (March – Sept 2004)** – Director to determine the design concept, mix of occupiers, feasibility and funding and procurement options leading to a major design competition for this cluster of buildings in Central MK.
- Colindale Development Framework, LB Barnet (July 2003 – May 2005)** – Project Director of a study to prepare a framework to guide current and future development proposals and assist in its regeneration. Planning, transport and environmental advice to LB Barnet on two major outline planning applications.
- North Staffs Housing Action Area Plan (Mar –Sept 2004)** – directing study to prepare the Plan in partnership with stakeholders.
- Halton Waterside Development Strategy (Jan –July 04)** – directing study for regeneration all Halton canal and river watersides in partnership with key stakeholders and community.
- Feasibility Study for Performance Space/Arena for Tees Valley (Jan – June 2004)** – coordinating the planning/economic inputs for this venue to serve the region and sub region and ongoing work on market research and a bidding document to gain acceptance to the principle and for funding purposes.
- Strategic Planning Studies, Berkeley Group plc (Aug 2003 – June 2004)** – directing town studies, reviews of regional planning in the East of England and



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South East regions, reviews of growth area studies in Milton Keynes and PPG 3 tests of sites in Hampshire and an analysis of the national housing situation.

Sandown Bay Regeneration Strategy, Isle of Wight Council (Aug 2003 - Jan 2004) – Director to prepare a strategy to analyse the area's issues and make proposals to reverse its decline and complement wider regeneration objectives.

Battersea Power Station Environmental Statement (Oct 2003 – March 2004) – preparation/coordination of socio-economic inputs.

Colin Buchanan & Partners

Company Director and Manager of Strategic, Development and Overseas Planning Group, also covering planning consents of all UK rail developments.

Project Director - Stansted/M11 Corridor Development Options Study (April - June 2003) - to examine the urbanisation implications of four possible growth scenarios for Stansted Airport on a wider sub regional study area. Examined key issues, developed possible spatial options and offers preferred recommendations on each possible scenario, as an input to RPG14.

Project Director – Review of Devon Structure Plan Housing Proposals (Mar – May 2003) – critically analysis of the Structure Plan housing proposals for the Exeter Sub Region and a sustainable distribution strategy for growth.

CBP Project Manager - Provision of Affordable Housing 1996-2021 Study for the East of England Region (Oct 2002 - June 2003) - in association with the Cambridge Centre for Housing and Planning Research, Cambridge University. This involved a context appreciation, analysis of housing supply from Structure and Local Plans, an assessment of the implications of the Regional Economic Strategy and contributions to key findings and options for the future.

Project Director – Lincoln Eastern Growth Corridor (Sept 2002 – June 2003) – lead of a team of consultants preparing a constraints assessment and Development Framework to assist regeneration and to contribute to the funding of the Eastern Bypass and preparation of an Implementation Strategy.

Project Manager – Shell Haven, Thurrock (May 2002 – June 2003) - multi-disciplined team of consultants assessing and responding to the environmental assessment and supporting planning documents submitted by P&O/Shell for outline planning consent and development of a strategy for negotiations.

East of England Regional Economic Strategy Sub Regional Study (Oct 2001 – Oct 2002) – supervision of team to determine the land use and transport implications of pursuing an enhanced economic growth scenario. This work informed the new RPG 14 and Structure Plan/UDP Reviews.

Project Manager for Consents for a range of Private Sector Projects (2000-2003) – Lots Road Power Station redevelopment, University of Glamorgan extension, various housing sites, leisure uses and a Motorway Service Area.

Project Manager, County Kerry, Ireland Strategic Planning Studies (July 2001 – June 2003) – multi-disciplined team to determine future land use and transport for the next 20 years.

Project Manager, Tralee Land Use and Transportation Study (Feb 2000 – Sept 2002) – multi-disciplined team to determine future land use and transport over 20 years in part of County Kerry, Ireland.

Project Manager, Galway Land Use and Transportation Study Review (April 2001 – July 2002) – review existing study to amend its strategic options to be in



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accordance with new national policy and recent population projections and select a new Strategy, in consultation with elected Members.

Project Manager, Cambridge Sub-Region Study (May 2000 – Sept 2001) – multi-disciplinary team undertaking an assessment of options for new housing development that supported its world/national role in knowledge-based industries.

Project Manager, Corby Strategic Site Assessment (June 2001 – July 2002) – policy context assessment, housing demand assessment, assessment of all constraints (physical and policy) of all sites for urban expansion and an assessment of their suitability for use against a range of sustainability criteria. This work was included in the Regeneration Framework for Corby.

Project Manager, Little Bay Town Centre Action Area Plan, Montserrat (Feb 2001 – June 2002) – to prepare a plan for a new capital town centre, following the destruction of Plymouth by volcanic activity. It involved plan preparation, SEA, assessment of infrastructure requirements, feasibility assessments and preparation of marketing and development packages.

Advisor to Broomleigh Housing Association on draft TWA Order from Railtrack for Shortlands Junction (2000)

Proposals for Strategic Urban Plan for Jeddah and Tourism Plan for the Old City of Karak, Jordan (1999).

The preparation of a Technical and Financial Proposal to prepare a Strategic Urban Development Plan and Key Diagram, Local Plan, Detailed Plans, training and solutions to all urgent planning problems for the greater urban area of Jeddah, Saudi Arabia (600sq.km. and 2.5 million population).

Lead Planner, Channel Tunnel Rail Link, (RLE)/Bechtel (1997-99)

CTRL project since completion has won a number of prestigious awards including: 'RTPI Silver Jubilee Cup Winner for High Speed 1' 2008 and the London Mayor's Award 'Planning Excellence - High Speed 1 Rail Link' 2008.

Deputy to the Manager of the Planning and Consents Team (PACT), with a staff of approximately 30, responsible for gaining all planning and heritage consents for the Project (some 500), within an agreed programme. Such work involved extensive consultations with the client, local planning authorities (approximately 10), English Heritage, Environment Agency, local community groups and parish councils, statutory authorities and highway authorities. Specific work included:

- Management of team of 5 planners responsible for obtaining consents (over 100) in the St. Pancras area, covering the technical content of planning and heritage submissions, extensive consultations with various bodies, monitoring progress, liaison/relationships with the client and coordination with engineering/architectural design and environmental teams.
- Concurrent management of a team of 6 planners responsible for obtaining planning/heritage consents in Kent (approximately 50) for 8 months, to recover a 4-month delay and obtain consents, which was accomplished.
- Responsible for RLE's relationship and coordination with the EA.
- Technical coordination with the engineering/ architectural design and environmental teams to balance local authority and technical requirements.
- Involvement in preparing procedures for PACT team operation and for gaining all non-planning/heritage consents and for overall quality control and



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improved submission content within PACT.

- Involvement in community liaison, exhibitions and all consultations.
- Closely involved in 'Partnering Agreement' development with contractors that led to 100% success with all consents.

Projects (Pre-1997)

Acting Strategic Planning Unit Manager, Planning Authority (PA), Government of Malta (1991-97)

The Authority, with a staff of over 300, was responsible for all planning, development control, enforcement, environmental management, land survey and mapping in Malta. Main duties included: the management of the Strategic Planning Unit (of some 25 staff); member of Steering Committee for a major mixed use development project (£350 million); member of various Government inter-departmental liaison committees; Structure Plan implementation, monitoring and policy review and continuous technical advice on planning issues and practical guidance and training to local staff. Key work included:

- Coordination of preparation of the first Structure Plan Monitoring Report 1990-1995, involving the establishment /maintenance of 13 national databases (such as: strategic projects, population and migration, employment and workplace, land availability, vacant properties, economic trends, property price, sustainability indicators, etc.); collection of data on 170 indicators.
- Coordination of the preparation of 'Examination of Key Issues, Terms of Reference (ToR) and Study Proposals' for 3 national Subject Studies on housing, commerce and industry and tourism and recreation - involving 12 major national surveys (housing quality, household migration, regeneration, landlord, business, shopper, tourism and recreation - local population and trade, tourists, cruise passengers and physical surveys of retail businesses, shops, offices, industries, supermarkets, showrooms and tourism and recreation facilities). Also, preparation of tender documents, all questionnaires and sampling frame; validation checks on completed surveys and full analysis of results. Coordination of preparing the first draft of the Subject Study.
- Coordination of Tourism Accommodation Guidelines and Policy and proposing a more sustainable method of project assessment and policies.
- Coordination of a report on establishing Sustainability Indicators for Malta (in accordance with the UN 1992 'Earth Summit's Agenda 21(Chapter 40)), securing its approval and acceptance by Government) and the data collection.
- Preparation of ToR for a national Golf and a Yachting Development Subject Study and assessment of shortlisted proposals.
- Preparation of a proposal for an Integrated Development Programme (IDP) for coordinating Government objectives and policies through the Structure Plan. To encourage public and private sectors to target, plan and implement appropriate projects and so allow capital budgeting within a framework.
- Preparation of capital budgeting guidelines for public sector annual requests.
- Preparation of a technical paper on an Implementation Strategy for the Structure Plan and establishing the PA's role and its action programme.
- Preparation of a report on Private Schools involving an analysis of policies; review of current applications; analysis of demographic trends and



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- projections; and, a planning strategy for application assessment.
- Preparation of technical paper to define the threshold between major - small office developments, Structure Plan policy interpretation and assessment of impact for traffic, car parking, visual intrusion and urban design issues.
 - Preparation of ToR for two interdepartmental committees set up under the planning law (approved and established).
 - Coordinating first draft Action Plan with exhibition, consultations and approval.
 - Preparation of the executive summary, publicity material and amended proposals for a draft Implementation Plan for the main entertainment area.
 - Preparation of Development Briefs: major tourist accommodation and sports facilities; commercial/entertainment project; the Government Administration Centre; National Arts Centre; a residential/tourist project in historic Fort Chambray and commercial/tourism project in historic Fort Ricasoli.
 - Prepare, with local staff, all assessments, negotiations, technical reports/ correspondence, coordination and preparation of EIAs, development permits and presentations to the PA for major development projects: 9 hotels; 2 private (75 bed) hospitals and a 480 bed public hospital; a residential/tourist project in an historic Fort; several office projects; tourist projects (2 golf courses, tourist village, 2 'theme' parks); and, 2 private secondary schools.
 - Preparation of a working manual for major projects, cataloguing all reports, permits and correspondence; giving guidance on assessment, policy considerations, requirements for the technical assessment report and permit.
 - Preparation of a technical paper for the establishment of a National Park and tourist accommodation project for a 150-hectare site in private ownership. Preparation of ToR for technical studies on archaeology, ecology, hydrology, landscape, their coordinated assessment and social impact. Preparation of ToR for and assessment of the draft National Park Management Plan.
 - Coordination of sub-consultants and preparation of Development Brief for the Manoel Island/Tigne Point mixed-use project (£350 million). Coordination of selection process and technical assessment of shortlisted submissions.
 - Unit management involved budget planning and management, establishment and review of its structure and staffing levels, recruitment, regular team meetings, performance reviews, auditing of technical work and training.

Consultant, Islington Green Development Project, London, Local Community Group and Imry Merchant Developers (1991)

Consultant to a local community group funded by the developers and involving direct Council participation, to initiate and coordinate the development of a 1.5ha site in central Islington, London. This involved setting up a new approach, a 10 step path, to planning approval covering: objectives of all parties, development guidelines, a new Planning Brief for the site (this was formally adopted by the Council - a unique achievement for a Community Group Planning Brief), short listing local community architects and developing a collaborative appropriate approach to outline scheme design. Also, operating a Design Workshop (collaborative scheme design for community architects), extensive public consultation and public exhibition on alternative schemes, liaison with a Valuer to carry out development appraisals for determining commercial viability of the



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schemes, selection of a preferred, 'community-friendly' scheme and preparation of the outline planning application.

Consultant Channel Tunnel Project - Joint Consents Team, Eurotunnel and Transmanche Link (1987-90)

Member of a team of four, responsible for preparation of planning and technical submissions to obtain consents to complete the programme. Such work involved extensive consultations with the client and contractor, local planning authorities, Government departments, statutory authorities, environmental bodies and informal organisations, in concert with the appointed main contractors and clients.

Specific work included:

- Preparation of a report on the consent requirements of all relevant legislation for the construction of the project and the provision of advice on consents.
- Preparation of a summary document describing the project for deposit with local planning authorities and public reference, as a context for submissions.
- Refinement/operation of a database for the monitoring of progress of all submissions (500).
- Preparation of many written statements describing detailed aspects of the project, using engineering design documents, within planning submissions.
- Preparation and submission of applications to planning authorities, highway and water authorities, statutory authorities and Government.

Planning Consultant, Appeals and Retail Impact Studies, Michael Burroughs Associates, London (1987)

Consultant to a small practice engaged in planning appeal casework, retail impact and general development studies. Work included several planning appeal statements on residential issues; 3 major retail impact studies for retail parks in Tamworth, Lowestoft and Swindon for private and public clients and a study of development potential within the Green Belt with specific proposals.

Planning Consultant, Green Belt Development Study, Shankland Cox and Coopers & Lybrand (1987)

Member of a small, multi-disciplined team to investigate long-term development opportunities of a large Green Belt site. Work included an analysis of all development plans; analysis of implications of changes to agricultural policy and local plans; population, housing and employment projections; analysis of development pressures; liaison with economic consultants and all consultations.

Senior Planner/Development Coordinator, Implementation Stage of Master Plan for Al Ain and Region, Shankland Cox, UAE (1986)

Senior member of team, working with the Town Planning Department (TPD), to improve its operation, coordination of planning functions and assistance in the development process and advice on Structure Plan implementation.

- Formulation of specific proposals for the restructuring, improvement and staffing development of the TPD.
- Production of a plan preparation manual, which detailed multi-professional tasks at all plan levels, covering implementation.
- Preparation of proposals for an improved role in regional Government.
- Preparation of improved procedures for both the formulation and review of the



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- development budget and phased delivery of the development programme.
- Preparation of guidelines for planning, design, phased implementation and management of special projects, e.g. major tourist resort; town centre improvement/ redevelopment scheme.
 - District Plan preparation for two areas of 40,000 and Village Plan preparation for three settlements, including land use surveys, policy/urban context assessments, analysis of constraints and opportunities and preparation of outline proposals. Village Plan work also involved a review of existing population levels and the preparation of amended projections.

Consultant, Standing Advisory Committee on Trunk Road Assessment (SACTRA) Case Study Austin-Smith and Lord (1986)

Preparation of the initial stages to develop a standard methodology for assessment of alternative urban relief road schemes. Work included a detailed land use/ photographic survey of Bromley town centre and environs, with graphic presentation of the results; a preliminary assessment of the direct effects of alternative schemes and a review of planning policies in the area.

Planning Consultant, Fixed Link EIA: EuroRoute, Anthony Goss Ass (1985)

Member of a small team preparing the first Environmental Impact Assessment for the EuroRoute cross-channel fixed link proposal, involving extensive consultations with many Government, statutory and environmental bodies and liaison with the main engineering and specialist consultants.

Planning Consultant, Worldwide Conservation Research, Huszar Brammah and Associates (1985)

Preparation of a worldwide urban and rural conservation research study. The purpose was to develop an information base to develop knowledge and further interests in this field. Categories of data: educational courses, organisations, funding, identification of expertise in rural and urban conservation studies and projects, legislation, selected projects and the compilation of a bibliography.

Acting Deputy Commissioner Town and Country Planning Department, Government of Brunei (1979-85)

The department, with a staff of 60, was responsible for all town planning in Brunei. Main duties included management of strategic and local planning groups; Secretary/Coordinator to the Location of Services Committee during its initial year; chairmanship of several statutory bodies and member of the Municipal Boards. Also, provision of advice for technical, administrative and financial matters, training to local staff and the monitoring of all department operations and its periodic restructuring. Key work included:

- Preparation of ToR and coordination of an international competition for the State of Brunei Master Plan, plus recommendations on consultation selection, analysis of short-listed submissions and technical advice.
- Preparation of planning strategies and land use plans for two towns.
- Preparation of two planning briefs for housing settlement areas (800 and 270 ha) and advice on consultants for master plans.
- Preparation of layout and specifications, including site supervision, for two



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- housing areas (50 and 35 ha) for local people, government officers and VIPs.
- Preparation of the first site Planning Brief for the largest central area development site and ToR for an urban design analysis of the central area.
 - Analysis of industrial demand and the preparation of proposals for the design, implementation and occupation of Brunei's second industrial area of 40 ha.
 - Preparation of reports on strategic and local land use issues: establishment of an offshore oilfield marine supply base; preliminary traffic study for the capital; statistical background, report structure and future policy review for a housing need study; future expansion of the main port; airport hotel and housing areas; location of the first military air base; relocation of sawmilling industries in a rural district; assessment of the problems, standards/conditions for establishing a brick industry; site selection and implementation for a 3rd battalion of the Royal Brunei Armed Forces; site selection, planning and land tenure for a foreign mission enclave (55 ha).
 - Proposals for site layout, construction programme and project a management for a civic centre/commercial complex.
 - Compilation of national development control standards and public information.
 - Review of functions/effectiveness of the Location of Services Committee.
 - Responsibility for subdivision of land applications and policy.
 - Recommendations on all applications for changes of land use, occupation licences for land, government housing loans and development applications.

Senior Planning Officer, Runcorn New Town Development Corporation (1976-79)

Main duties involved the formulation of policy on strategic issues, land use plans and briefs for housing areas, local planning schemes, site planning, publicity documents and weekly lectures/tours for visitors. Key work included:

- Preparation of plan review and amendment for undeveloped area (planned population 5,000).
- Preparation of 10-year, area based population projections.
- Review of phased housing land development (current and future land/stock).
- Review of development options for a 40 ha private housing site, including the preparation of invitation documents for a two stage, fixed price design competition for a pilot area (4 ha).
- Preparation of several private housing site planning briefs and negotiations.
- Analysis of the shortage of industrial land and strategic proposals for industrial land need
- Analysis of town centre shopping floorspace and usage, including future requirements; preparation of a report on the main issues affecting a proposal for a major commercial extension to Shopping City, including background data, justification for and preparation of a Section 6(1) submission and its financial statement.
- Review of local centre contributions (rent, employment, social value, costs).
- Analysis of playing field and sports facility requirements (current usage, future needs and demand, land requirements and future site selection).
- Review of all bus routes and facilities; production of a rationalised routing plan, public information literature on future Busway schemes to Government.



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Planning Assistant, Inner Areas Team, Liverpool City Planning Department (1973-74)

Junior member of a team processing planning applications, preparation of appeal statements and case histories for enforcement action; planning applications and development policy issues in four Conservation Areas; preparation of a General Improvement Area public exhibition and land use and ownership survey and site history for a declining commercial/industrial area.

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