



Epping Forest District Council

**On behalf of the Harlow and Gilston
Garden Town (working jointly with
East Herts District Council and
Harlow District Council)**



INVITATION TO TENDER

FOR

**Provision of Project Planning, Programme
Management and Project Delivery support
for the Harlow and Gilston Garden Town**

Issued By:

Derek Macnab

Epping Forest District Council - Neighbourhoods Directorate

Civic Offices

High Street

Epping

Essex

CM16 4BZ

Summary

1. The Harlow and Gilston Garden Town Project (Epping Forest District Council, East Herts District Council and Harlow District Council) has been awarded funding through the Government's locally – led Garden Towns project and is now seeking consultancy support to take forward key workstreams pending the setting up of a Project Delivery Team:
 - to develop a detailed project plan,
 - consider options and develop appropriate governance arrangements and delivery arrangements and;
 - Make recommendations for scope and establish a programme for the implementation of a Joint Delivery Team to support the project
2. Epping Forest District is acting as the lead authority and this commission will be procured through that authority. It is anticipated that the commission would be over a period of six months.

Background Information

3. Harlow Council (HC), East Hertfordshire District Council (EHDC), Epping Forest District Council (EFDC), Hertfordshire County Council (HCC) and Essex County Council (ECC) ('the Councils') are working in partnership together with Hertfordshire LEP (HLEP), South East LEP, and site promoters to bring forward transformational growth at Harlow. The Councils share a bold vision and set of objectives, recognising that areas in and around Harlow present a number of opportunities to deliver growth of considerable scale and significance. Such growth is key not only to meet growing pressures of housing need locally, but also delivering broader regeneration and change for Harlow.

Harlow & Gilston Garden Town

4. On 2 January 2017 the Government announced its support for the Expression of Interest submitted to the Government's locally – led Garden Towns prospectus on behalf of East Herts Council, Epping Forest District Council and Harlow Council. A link to the EOI can be found in the Appendix. This details the level of ambition and work

is underway to develop a full work programme of which the spatial visioning and design charter will form an important first step. A number of other workstreams will run alongside this commission and the successful bidder will need to synthesise existing and emerging thinking across a range of workstreams. ATLAS facilitated a workshop on 8 February 2017 to further scope out the workstreams – and their report with recommendations is appended to the brief.

5. Harlow & Gilston lies in the core area of the ‘London Stansted Cambridge Corridor’ (LSCC) - one of the most important and fastest growing economic regions in the country. The local level of ambition is high, and there is a strong desire and commitment to achieve far more than the norm in terms of delivering growth. Strategic growth in and around Harlow is still at the stage where proposals can be guided and influenced to achieve true garden city ambitions, yet still achieve development in an efficient and timely manner.

Local Plan Preparation

6. East Hertfordshire District Council, Epping Forest District Council and Harlow District Council are at different stages in the preparation of their respective new Local Plans but have been working jointly through the structures set up to facilitate joint working through the Duty to Cooperate which has enabled the Councils to engage constructively, actively and on an ongoing basis to consider strategic cross boundary matters affecting the area. This has been administered through the Co-operation for Sustainable Development Board, a joint member body established in October 2014 and a parallel officer group. Both groups meet regularly. The Chair of the Board is rotated and the Leader of East Herts District Council is the current Chair. The Board has seconded a senior planner to support its work, part time, and this post is filled by an officer from EFDC. The corresponding officer group is chaired by the Council’s Chief Executive

7. The three authorities together with Uttlesford District Council have jointly undertaken evidence based work including the Strategic Housing Market Assessment in 2015 and an update in 2016. Other evidence based work to understand economic growth across the Functional Economic Area has also been undertaken and is ongoing. The four authorities have sought to align local plan policies as far as possible and have agreed three Memorandums of Understanding.

Harlow Council

8. The Council is looking to prepare a new Local Plan for consultation in late 2017 which will show a clear commitment to growth and regeneration in and around Harlow, working together with the Duty to Cooperate authorities to align Local Plan policies and timetables. The Plan will identify capacity for up to 9,200 dwellings in Harlow itself.
9. Harlow Council's 2014 Emerging Strategy document and Further Options consultation document identified the regeneration benefits of a number of growth scenarios around Harlow supported by evidence undertaken by Nathaniel Lichfield and Partners. It recommended between 12,000 and 15,000 new homes at Harlow would meet the town's housing need and provide a positive platform to deliver regeneration objectives. The document also showed a clear commitment to bringing forward substantial development in and around Harlow including Green Belt land to the east within Harlow District boundaries.

Epping Forest District Council

10. The Council recently completed consultation on its Draft Local Plan (Regulation 18) which started at the end of October 2016 and shows the proposed allocation of sites to meet the District's share of the Objectively Assessed Housing Need as defined by the Strategic Housing Market Assessment (SHMA) for the Housing Market Area (HMA).

11. The Local Development Scheme agreed by the Council in March 2017 shows that the Publication stage (Regulation 19) will take place in January/February 2018, followed by submission to the Planning Inspectorate in mid 2018.

East Hertfordshire District Council

12. The Gilston Area is identified as an allocation for 10,000 new homes in the publication version of the Local Plan (Regulation 19). This includes 3,000 to be delivered in this plan period and the remainder beyond. The publication of the Presubmission Local Plan seeking representations concluded in December 2016 and the Council submitted the Plan for examination to the Planning Inspectorate at the end of March 2017.

Overall scope and objectives of the work

13. There is a need to put in place suitable and appropriate governance and project management arrangements by the Councils to work together efficiently and effectively and to continue to build relationships with external organisations, including infrastructure providers, and local communities. Appropriate governance and delivery arrangements are also needed in order to make effective use of grant monies received, and to develop and supplement the opportunities afforded by existing mechanisms and practices.
14. The client group wish to jointly procure experienced programme and planning consultancy services to support the Councils in driving forward the programme, including scoping and implementing an appropriate team structure and developing governance and delivery arrangements.
15. It is envisaged that the work undertaken over a 6 month period will involve the following key workstreams and outputs. The appointed consultant(s) will be expected to work collaboratively alongside officers and members from the three authorities (together with other relevant authorities/organisations) across all stages

of the work to develop the outputs through a combination of working sessions, meetings and presentations.

16. The overall objective of the work is to:
 - Provide effective and intelligent client-side support on behalf of the three lead authorities
 - Develop appropriate governance arrangements which support the achievement of consensus across all partners regarding the overall spatial vision for Harlow and Gilston Garden Town
 - Devise and manage a targeted work programme for the Garden Town for the set up stage ensuring key milestones are met
 - Consider and evolve an appropriate approach to project delivery.

17. It is intended the formal outputs of this work will be considered by the three Council's and jointly endorsed by the Cooperation for Sustainable Development Board, and by each individual Council pending the establishment of more permanent governance arrangements.

Engagement process and meetings

18. As part of the work, engagement will be required with the four district authorities, two county councils, and other organisations and expert bodies. Details of the relevant contacts will be provided. These will commence with an inception meeting with further regular officer meetings arranged as and when required. It is anticipated that the lead consultant will need to be on site on average two days per week.

19. The work will require attendance at the Co-Operation for Sustainable Development Officer Group and potentially Member Board. An officer group meets regularly which informs a member Board held every month in the evening. Terms of Reference for this group and copies of past minutes and agendas will be made available at

inception. Until longer term governance arrangements have been established the officer group and Member Board are overseeing the Garden Town Project. It will form one of the options to be considered as part of the proposed commission to look at establishing appropriate longer term arrangements.

20. The consultants will be expected to work closely with:
- Senior officers from each of the three authorities
 - The Planning Policy teams, Public Relations staff and consultants
 - All Members
 - All relevant service providers within the District Councils, Herts County Council and Essex County Council
 - The Duty to Co-operate Board consisting of:
Local authorities, Lea Valley Regional Park Authority, Natural England, City of London (Epping Forest), Environment Agency, Highways England, Herts County Council and Essex County Council and other statutory bodies

DELIVERABLES and REQUIREMENTS

21. The responsibilities and key outputs should initially include:
- (i) **Project management support to prepare and deliver an effective Project Plan with a particular focus on the set up stage.** This should:
- Build upon work undertaken to date;
 - Fully consider the current policy context of each local planning authority, in terms of Local Plan preparation Infrastructure Delivery Plan progress to ensure consistency of policy approach to the work of the Garden Town
 - Scope the timetable for preparatory work necessary to bring forward strategically planned growth, recognising the critical links between the Local Plan processes, infrastructure delivery, and the development process,

considering the shortest route to achieve the aims expressed in the Expression of Interest.

- Understand and be responsive to the Garden Town agenda and scale of local ambition;
- Further define the key workstreams already identified (see sections 3 and 4 of the notes of the workshop on 8 February which sets out the placemaking workstreams) and tasks including effective sequencing of work, priority tasks, roles and responsibilities;
- Identify the detailed resource requirements to take forward the workstreams (including skills and budget) necessary to deliver the project taking forward the work in the EOI and workshop identifying where key decisions will be needed;
- Draft briefs and scope of work in accordance with the agreed work programme
- Include the provision of effective client-side support on behalf of the lead authorities in relation to the procurement, appointment and management of external consultants engaged to deliver tasks identified within the Project Plan (note procurement will be via Epping Forest District so this will include specifically liaison with their lead officers, procurement and legal teams);
- Overall manage successful delivery of the set up phase of the Project Plan pending the recruitment of a Project Director;
- Act as a point of contact for overall project management and coordination of workstreams for the lead authorities

(ii) **Project Delivery Support to prepare a Delivery Options Assessment to set out options, parameters and implications of alternative delivery models, governance and resourcing.** This should:

- Include liaison with relevant organisations including the HCA, DCLG, TCPA, Essex County Council and Herts County Council in order to identify and consider potential future models for delivery of strategic growth around Harlow drawing on knowledge and experience of recent best practice examples. The work will need to draw from recent experiences in establishing

similar joint working and governance arrangements elsewhere in order to deliver cross-boundary strategic growth;

- Explore a range of options that could be available to finance investment in the growth proposals and associated infrastructure and assess different delivery models in partnership with the development industry to find different approaches and ways to deliver this level of growth.
- Provide clear recommendations to the three local planning authorities and other partners in relation to the most suitable model for the delivery of growth plans, including recommendations for the establishment of future working structures, and linking into the identification of future roles and posts required (see 3 below).
- Provide recommendations for future governance arrangements and committee processes in order to ensure the most effective and coordinated approach to achieve the delivery of growth plans and infrastructure. It should also consider future logistical and administrative processes and arrangements associated with the establishment of new posts, and potentially a new delivery team.
- Review options for expanding/evolving existing structures (such as the existing Epping Forest District Council Strategic Sites (developer) Forum) to include all authorities/stakeholders.
- Review options for the establishment of a Quality Review Panel with the objective of embedding high quality design into emerging proposals in a consistent way across the Garden Town.
- Consider whether other mechanisms for community engagement need to be established taking account of best practice elsewhere to ensure engagement in masterplanning, pre-application discussions

(iii) In the light of the work on the project plan and delivery options assessment (see (i) and (ii) above) liaise with relevant contacts in the three Councils and secure agreement to a proposed structure for the establishment of a joint delivery team and priorities for its implementation.

Approach to commission and engagement/consultation

22. This commission will involve working collaboratively with partners to build consensus. Bidders will be required to demonstrate:
- experience of project planning complex large scale residential led growth projects and the various positions/drivers of stakeholders involved;
 - an understanding of the Garden Towns and Villages agenda;
 - experience of effective facilitation and collaborative working;
 - knowledge and experience of delivery structures & governance arrangements;
 - town planning and place-making knowledge;
 - the ability to work with senior level stakeholders, build consensus and achieve effective collaboration.
23. The success of the study is dependent on partnership working and the appointed consultant will be expected to involve and engage with a wide range of stakeholders. Key partners and stakeholders that will be essential in delivering the project include:
- The three Councils that form part of the client group (Garden Town Steering Group);
 - All organisations that have a vested interest in the Council areas (e.g. health, education, transport, statutory agencies, utility companies etc).
 - Developer forum(s) as identified by the client
 - Existing local communities
24. Consultants will need to set out their proposed approach to collaborative working and engagement, and embed this within the overall process.