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Dear Applicant,

Harlow and Gilston Garden Town – Director

Thank you for showing an interest in this exciting role. The three Councils (Epping Forest, East Hertfordshire and Harlow) with support from the two Counties (Essex and Hertfordshire) and other bodies (such as the London Stansted Cambridge Consortium) jointly submitted a response to the Government's locally led Garden Towns prospectus and on 2 January 2017 DCLG announced that £500,000 had been awarded to support the delivery of transformational growth in and around Harlow. A further £175,000 was awarded later in the year.

Harlow and Gilston lies in the core area of the London Stansted Cambridge Corridor with a clear vision to build on the key strengths of the area. The authorities have been working together to identify strategic sites in and around Harlow (all of which lie in the Green Belt). Joint working to date has identified capacity to deliver around 16,100 homes up to 2033 and Garden Town status will enable the Councils to front load joint masterplanning work, secure place making objectives and accelerate delivery within the first five years of the plan period.

Good progress has been made since January, including:

- An agreed governance structure for the project
- Commissioning of a Design Charter and Spatial Visioning work package to be completed in December 2017
- Commissioning of a Sustainable Transport Corridor work package to be completed in December 2017
- Agreement to commission work to establish a Design Review Panel.

Delivering growth of this scale will be challenging and will require focussed effort and drive. The Director will need to ensure good stakeholder coordination – due to the cross boundary nature of growth, a large number of stakeholders will be involved



requiring effective coordination and consistent approaches. From a planning perspective, the three authorities are at different stages of plan making and an efficient and effective approach will need to be found to ensure respective Local Plans can progress through the examination and adoption process. Key to this scale of growth is the need to bring forward major infrastructure: a new Junction on the M11 (7a – for which planning permission has been secured), a second river crossing and improvements to the existing crossing, sustainable transport corridors running north-south and east-west through Harlow, upgrades to Rye Meads sewage treatment works, and the potential relocation of Princess Alexandra Hospital. All of these projects will require significant levels of funding (some of which has already been secured) and lobbying at the highest levels in government.

The Councils share a commitment to deliver Garden City principles, securing high quality design and places, sustainable travel corridors and a landscape led approach to strengthen the existing framework of green spaces. One of the biggest challenges in taking forward large scale development is to ensure that public engagement is undertaken in a meaningful way.

If you believe you have the necessary skill set to fulfil this role, then I would encourage you to apply. If you have any questions about the role do not hesitate to call me.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Liz Watts', written in a cursive style.

Liz Watts
Chief Executive (on behalf of the authorities)



Harlow & Gilston Garden Town (H&GGT)

Director

Job Purpose

Work closely with the H&GGT Board and the relevant local authorities (East Herts District Council, Epping Forest District Council, Harlow Council, Essex County Council and Hertfordshire County Council) to drive the strategic direction of the Garden Town. Lead, shape and develop the Garden Town working closely with Government agencies, local authorities and relevant stakeholders, including local communities, infrastructure providers and landowners / site promoters, to achieve significant defined outcomes.

Key Accountabilities

1. Create a robust delivery plan and ensure implementation of the plan within the agreed budget
2. Identify the necessary funding to support the project, and secure it in advance of the appropriate project stage to ensure that any funding gaps are identified and addressed well in advance of task/activity initiation
3. Influence and persuade Government and all key stakeholders about the scale and ambition of the H&GGT project and secure their active engagement and support
4. Work collaboratively with all stakeholders to engage local communities affected by the Garden Town project
5. Work closely with relevant local authorities, county councils, landowners / site promoters and infrastructure providers and any other relevant stakeholders as appropriate in order to ensure the timely delivery of high quality development which accords with the Garden City principles
6. Identify and unlock any barriers to delivery
7. Ensure effective cross-boundary joined up working between relevant local authorities



8. Manage and supervise other members of the Harlow and Gilston Garden Town Project Team

Key Activities

- Provide strategic guidance to the H&GGT Steering Group & Member Board on the development of the H&GGT Delivery Team, in particular on staffing, corporate strategies, budget priorities and future business planning priorities (short and long-term)
- Develop the long and short-term capabilities needed to support the Delivery Team objectives, motivate and develop the staff, employ effective performance management and effectively allocate resources to meet agreed objectives on time and to budget
- Lobby, negotiate and influence senior Government officials, delivery agencies and stakeholders, to drive forward early delivery of programmes and projects towards achieving the joint vision
- Raise the profile of the Garden Town project locally, regionally and nationally in order to attract funding, investment and secure buy-in from stakeholders
- Work closely with relevant local authorities to support the production and delivery of statutory and non-statutory development plans and planning guidance as far as they relate to the Garden Town
- Oversee and coordinate work with relevant landowners / site promoters, infrastructure providers and County Council officers across the three local planning authority areas as required in order to ensure an effective and joined up approach to the planning and delivery of development within the Garden Town, including the production of masterplans and other planning guidance, ensuring that Garden City principles are adhered to
- Establish effective and coordinated arrangements and processes for the delivery of sites within the Garden Town, ensuring that Garden City principles are adhered to



- Establish effective and coordinated arrangements and processes for the future management and maintenance of Garden Town sites, ensuring that Garden City principles are adhered to
- Work closely with the Steering Group and Board Members as appropriate to steer forward early 'quick wins' for the delivery team and the surrounding residential and business communities
- Provide strategic guidance to the Steering Group on the development of a comprehensive communications and engagement programme
- Build and maintain excellent relationships with internal and external contacts, to represent the Delivery Team objectives in a positive, professional and engaging way
- Liaise, communicate and promote garden communities to local residents
- Track and monitor the level of influence of all key stakeholders using this information to engage and manage effectively. Proactively recognise and understand the different stakeholder agendas and priorities and develop plans to address and service them
- Collaborate with and foster synergies between the local authorities to the benefit of customers, profit and legacy
- Operate commercially in the market place, explore and develop funding options for agreement by the Board
- Ensure legal, regulatory and governance standards and practices are adhered to
- Ensure commercial and financial viability of the project, maximising opportunities and mitigating risks
- Prepare and maintain a Garden Town-wide projects risk register and provide monthly updates to Members and Officers
- Lead innovation and transformation of public services to become a national exemplar
- Develop best practice methodologies taking into account national and international garden communities/place shaping practice.



Person Specification:

- Outward looking perspective and strong advocacy skills
- Experience of community based place shaping, recognising soft and hard skills
- Good understanding of the local plan process and ability to communicate credibly with all stakeholders at any stage of the process
- Proven experience of working with a range of stakeholders, including landowners / site promoters, infrastructure providers and local communities, to produce and deliver effective Strategic Master planning
- Good understanding of Garden City principles
- Proven experience of working effectively across a range of local authorities to deliver high profile projects
- Good understanding of the development industry and ability to critically review and inform development appraisals and viability appraisals
- Proven high level leadership experience and proven ability to negotiate project outcomes to deliver exemplar development
- Good mix of commercial and political nous
- Strategic thinker with the ability to deliver and roll sleeves up
- Influencing and negotiating skills with the ability to adapt personal style and approach for a range of stakeholders
- Persuade, convince, negotiate and influence others towards achieving the best outcomes in the interests of the Garden Town
- Communication skills with local communities
- Problem solving skills with the ability to make sound and rational judgments based on evidence, creating solutions that are sustainable and future focused
- Change management skills
- Self-awareness
- Risk management skills and experience



- Experience of managing a small staff team and wide range of technical consultants.

Key contacts

Accountable to: Senior Managers – Garden Town Officer Steering Group & Member Board

Accountable for: small delivery team and range of external consultants

Location: flexible across East Herts, Epping Forest and Harlow, with hot desking facilities in each district/ability to travel