

## Memorandum of Understanding

### The Distribution of Objectively Assessed Employment Need across the West Essex-East Hertfordshire Functional Economic Market Area

May 2018

This is a Memorandum of Understanding between the following  
Councils:

East Hertfordshire District Council

Epping Forest District Council

Harlow District Council

Uttlesford District Council

And supported by (non-signatories):

Essex County Council

Hertfordshire County Council



Uttlesford  
District Council



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# 1. Introduction

- 1.1 This Memorandum of Understanding (MoU) concerns the distribution of the objectively assessed employment needs of the four local planning authorities comprising the West Essex / East Hertfordshire Functional Economic Market Area (FEMA): East Hertfordshire District Council, Epping Forest District Council, Harlow District Council and Uttlesford District Council (Appendix 1 contains more information about the FEMA).
- 1.2 This MoU has been prepared by officers and Members of these four authorities, with assistance from Essex County Council and Hertfordshire County Council. The preparation of the MoU has been overseen by the Co-operation for Sustainable Development Member Board and the Harlow & Gilston Garden Town Board (Appendices 2 and 3 refer to Membership and Terms of Reference of the two Boards).

## 2. Purpose of this Memorandum of Understanding

- 2.1 This MoU is designed to address the agreed distribution of employment land as defined by the 2017 FEMA report by Hardisty Jones Associates Ltd (HJA). Although the MoU addresses employment need within the West Essex-East Hertfordshire FEMA only, the draft of the MoU, and the evidence underpinning it, were discussed both at the Co-op Member Board and the Co-op Officer Group, which include other relevant authorities.
- 2.2 The purpose of this MoU is to ensure that the West Essex-East Hertfordshire Authorities (supported by Essex County Council and Hertfordshire County Council), work together to fulfil the following requirements:
- 2.3 To plan for meeting in full, the employment needs of the FEMA, as assessed by the West Essex and East Hertfordshire Assessment of Employment Needs Report (October 2017) and ensure the delivery of these i.e
  - i) 51,000 jobs
  - ii) 10-24 hectares of employment land for office requirements
  - iii) 68 hectares of employment land for industrial requirements
  - iv) To achieve (i) above through formalising agreement of the employment growth distribution which is set out within the “Assessment of Employment Needs” FEMA report (Hardisty Jones Associates Ltd (HJA) - October 2017) at sustainable locations in the FEMA.
  - v) To shape and deliver the shared Strategic Vision for the London Stansted Cambridge Corridor (LSCC) ‘Core Area’ which will include a focus on strategic and transformational growth at Harlow, to be developed through the Harlow and Gilston Garden Town Economic Growth Strategy.
  - vi) To continue to engage with one another in detail, and on a continuing basis through the plan-making process, with the intention of ensuring the preparation and delivery of sound local plans of each respective LPA, together with supporting economic growth strategies wherever necessary.
  - vii) To continue to co-operate during the implementation and monitoring of individual local plans in order to ensure their effectiveness, including ensuring flexibility and the ability to adapt and respond to changing circumstances as they emerge.
  - viii) To develop an improved shared understanding around the economic growth of the FEMA, and specific future requirements of the Harlow and Gilston Garden Town, including the commissioning, interpretation and effective application of any future joint evidence work where required.
  - ix) To meet the requirements of the Duty to Cooperate effectively and demonstrably and in particular, to focus on its strategic, cross-boundary considerations and to provide a clear framework for collaborative partnership working.

### **3. Background**

#### **Joint and co-ordinated working in the West Essex / East Hertfordshire FEMA**

- 3.1 The National Planning Policy Framework (NPPF) states that “Public bodies have a duty to cooperate on planning issues that cross administrative boundaries, particularly those which relate to the strategic priorities...”and, furthermore, “The Government expects joint working on areas of common interest to be diligently undertaken for the mutual benefit of neighbouring authorities” (Paragraph 178). It also expects local authorities “...to demonstrate evidence of having effectively co-operated to plan for issues with cross-boundary impacts when their Local Plans are submitted for Independent Examination. This could be by way of plans or policies prepared as part of a joint committee, a memorandum of understanding or a jointly prepared strategy which is presented as evidence of an agreed position. Cooperation should be a continuous process of engagement from initial thinking through to implementation, resulting in a final position where plans are in place to provide the land and infrastructure necessary to support current and projected future levels of development” (Paragraph 181).
- 3.2 East Hertfordshire, Epping Forest, Harlow and Uttlesford District Councils (also referred to in this MoU as the “West Essex / East Hertfordshire Authorities”) have a substantial history of co-ordinated working on strategic planning issues, not least on assessing housing need and planning for future growth. Essex County Council and Hertfordshire County Council have also been involved in cross-boundary working with the local planning authorities for many years, relating to a number of topics, including planning matters.
- 3.3 In addition to this, the local authorities that comprise the FEMA area are all active members of the LSCC and seeking to consider and deliver opportunities for growth arising from the LSCC Growth Commission. Along with the Borough of Broxbourne these authorities are at the ‘core’ of the LSCC, the UK’s Innovation Corridor and will be collectively forming a Growth Board to support growth in this area.

## 4. Statement of the FEMA Authorities' Agreed Intent to Meet the Employment Need within the FEMA

- 4.1 The West Essex-East Hertfordshire FEMA authorities are committed to working together to deliver jobs growth and the associated levels of employment land provision within the FEMA area. The 2017 FEMA report by HJA sets out the agreed preferred scenario, translating the assessment of employment need into the land requirement for B class uses across the FEMA having regards to the current supply position, local economic strategy, historic take-up and market demand. The agreed preferred scenario has been developed through a consultative approach having consideration of a number of 'policy-on' employment scenarios drawing on the existing evidence, emerging Local Plans, knowledge of nominated planning officers within the FEMA and recent economic and housing growth evidence for the sub-region or smaller geographies within. The FEMA report provides an appropriate basis for the production of Local Plans by establishing an agreed distribution of employment requirements across the FEMA, and individual Districts within the FEMA. However, it should be acknowledged that further work is required to develop the economic strategy for the Harlow and Gilston Garden Town, and this may have implications for the detailed employment strategies for individual Districts which will need to be further considered in the future by the Harlow and Gilston Garden Town Member Board and individual local planning authorities.
- 4.2 The agreed preferred scenario arising from the FEMA report is set out within Tables 1 - 3 below.

**Table 1 Preferred Scenario – Job Growth by District 2011-33**

District	Jobs
East Herts	10,800
Epping Forest	10,800
Harlow	13,400
Uttlesford	16,000
<b>FEMA</b>	<b>51,000</b>

**Table 2 Preferred Scenario - Total Estimated Future Sites and Premises Requirements (sq m GEA unless stated) – FEMA 2016-33**

	Office	Industrial
<b>Replacement Provision (A)</b>	83,500	412,200

<b>Net Additional Requirement (B)</b>	77,800	92,800
<b>Gross Requirement (C=A+B)</b>	161,300	505,000
<b>Delivered on Existing Employment Sites (D)</b>	82,400	267,300
<b>Net Requirement (E=C-D)</b>	78,900	237,700
<b>Flexibility Allowance (F)</b>	7,900	23,800
<b>Total Requirement (G=E+F)</b>	86,800	261,500
<b>Average Annual Requirement</b>	5,106	15,382
<b>Total Land Requirement</b>	9 – 22 ha	65 ha
<b>Average Annual Land Requirement</b>	0.5 - 1.3 ha	1.8 ha

Source: HJA (figures may not sum due to rounding).

**Table 3 Total Estimated Future Sites and Premises Requirements by District (ha) 2016-33**

	<b>Office</b>	<b>Industrial</b>
<b>East Herts</b>	<b>3-7</b>	<b>13</b>
<b>Epping Forest District</b>	<b>2-5</b>	<b>14</b>
<b>Harlow</b>	<b>2-4</b>	<b>16</b>
<b>Uttlesford</b>	<b>2-5</b>	<b>22</b>
<b>Additional Provision to Balance Labour Market</b>	<b>1-2</b>	<b>2</b>
<b>West Essex and East Herts FEMA</b>	<b>10-24</b>	<b>68</b>

Source: HJA (figures may not sum due to rounding).

- 4.3 The agreed preferred jobs growth scenario delivers a level of employment growth below that required to maintain existing commuting rates. To maintain this balance a further 2,100 jobs would be required. This would represent a 4% increase in the level of employment growth within the preferred scenario.
- 4.4 Given that there are some uncertainties associated with forecasting and the long-term nature of Local Plans, such a scale of additional provision over the FEMA area up to 2033 does not represent any significant short-term difficulties. It is likely that

the additional provision may be accommodated through increased job densities and / or windfall development. Regardless, assuming the additional employment is spread across Use Classes in line with the current levels of employment growth, the additional requirement would amount to 6,400 sq m (0.6 – 1.6 hectares) of B1a office provision and 8,700 sq m (2.2 hectares) of industrial provision. The FEMA authorities are committed to working together to ensure that this additional provision is accommodated.

### **Sustainable Travel**

- 4.5 The promotion of sustainable modes of travel will be critical to the success of the Harlow & Gilston Garden Town and the wider Harlow area. This will provide the necessary framework for the accommodation and management of growth, it will connect new communities and help to provide a place in which business will want to invest and deliver additional jobs.
- 4.6 There is both aspiration and a definite need for a transformational change in the levels of use of sustainable modes of transport. The key employment areas will be connected to local communities and the town centre and bus and railway stations through sustainable transport corridors which provide a high quality 'spine' for walking, cycling and rapid public transport systems.

## 5. Delivering this MoU – Connecting to Wider Strategic Issues

- 5.1 The NPPF states that, ‘Local planning authorities should work collaboratively with other bodies to ensure that strategic priorities across local boundaries are properly coordinated and clearly reflected in individual Local Plans’ (Paragraph 179).
- 5.2 There are, of course, many key issues, other than the spatial distribution of employment land, which are cross-boundary in nature and which the West Essex – East Hertfordshire Authorities are working on together. Other key matters of strategic cross-boundary significance which are being addressed by ongoing joint and co-ordinated work are listed in the table below. This is not an exhaustive list, and the four local authorities will continue to work together to identify and tackle cross-boundary matters going forward.

<b>Housing Issues</b>
Harlow & Gilston Garden Town Housing Strategy
Housing Need (including affordable needs, specialist needs)
Viability
Sustainable building materials and processes
Unmet needs and five year housing land supply – effective housing delivery
Accommodation for Travellers and Travelling Showpeople
<b>Other Economic Issues</b>
Harlow & Gilston Garden Town Economic Growth Strategy
Existing retail offer and future need
Competition between economic centres
Commuting patterns
<b>Highways and Transportation Infrastructure</b>
Delivery of the new J7A of the M11 to enable growth in and around Harlow
Promotion of sustainable modes of transport
Improvements at J7 and J8 of M11
London Stansted Airport growth
Opportunities relating to Crossrail 2 and four-tracking of the West Anglia Main line
Provision of Sustainable Transport Corridors
Central Line issues
<b>Community Infrastructure</b>
Education – primary, secondary, post 16 level (e.g. FE) higher; skills development and training
Open spaces, and sport and recreation facilities
Library provision
<b>Health</b>
Health & well-being strategy – proactive and preventative actions & promoting healthy lifestyles
Consideration of a new site for Princess Alexandra Hospital, possibly a ‘health and social care campus’
Provision of primary care, adult social care etc.
Active travel / healthy lifestyles
<b>Environment</b>

Epping Forest Special Area of Conservation (including air quality)
Green Infrastructure
Climate change including flood risk
Food production, including the Lea Valley glasshouse industry
Managing flood risks
Wastewater management
Waste planning and management
Integration of local designations
Urban form of growth areas and their integration with existing urban settlements
Minerals planning
<b>Built Environment</b>
Significant heritage assets e.g. historic towns and Conservation Areas
Green Belt reviews

## 6. Future Co-operation, Implementation and monitoring

6.1 This section sets out basic tasks and outcomes identified at the time of drafting this MoU; more specific actions will be jointly agreed at a later date as the MoU is reviewed and kept up to date.

### Implementation and Monitoring of the tasks outlined in this MoU

6.2 Overall compliance with the MoU will be monitored via a standing item on the agenda of the Co-op Officer Board. If any issues arise they will be referred to the next available Co-op Member Board for discussion and resolution. There will be a formal review of compliance with the MoU on the Co-op Member Board agenda approximately every six months.

6.3 The Harlow & Gilston Garden Town Officer and Member Boards will be working to develop and implement an Economic Growth Strategy which link into both Harlow and London Stansted Cambridge Consortium wider growth strategies.

Implementing and monitoring the tasks outlined by the MoU:			
Task		Implementation by	Monitoring by
1	Meet the assessed employment land need of West Essex-East Hertfordshire FEMA through the most appropriate distribution of development, as set out in the 2017 West Essex and East Hertfordshire Assessment of Employment Needs report.	West Essex – East Herts authorities to allocate land to meet the requirements of their respective administrative area within their Local Plans and continue to cooperate to ensure that employment needs of the FEMA are met in full.	Co-op officer group
2	Continue to engage with each other in detail and on a continuing basis, with the intention of avoiding possible objections being made during the plan-making process.	West Essex-East Hertfordshire authorities to continue to engage regularly via the Co-op Member Board which provides a platform for regular communication for all parties.	Co-op Officer Group to monitor overall engagement from the West Essex-East Hertfordshire authorities, ensuring that information is shared at an early stage for all Local Plan consultations.
3	Continue to cooperate during the implementation and monitoring of individual local plans.	West Essex-East Hertfordshire authorities to discuss and work towards a common set of indicators for monitoring Local Plan progress, and use these together.	West Essex-East Hertfordshire authorities to self-monitor their engagement with each other on this task.
4	Help demonstrate compliance with the Duty to Cooperate to the	West Essex-East Hertfordshire authorities to continue to engage regularly via the Co-op	West Essex-East Hertfordshire authorities to self-monitor their engagement with each

	Planning Inspector's for the respective Planning Inspectors	officer Group and Co-op Member Board, and refer to this MoU, along with all other MoUs at their respective Local Plan Examinations.	other on this task.
5	Consider need for collective / strategic economic growth strategies (such as Garden Town ED strategy / rural growth strategy)	4 LPAs, 2 CCs, LSCC, SELEP, Herts LEP May need some additional research / evidence	Co Op & GT officer groups & boards
6	Consider need for focused / specific economic growth strategies (such as sector growth strategies – e.g. life sciences or Lee Valley food production)	4 LPAs, 2 CCs, LSCC, SELEP, Herts LEP May need some additional research / evidence	Co Op & GT officer groups & boards
7	Monitor actions that may flow from the above 2 tasks	Co Op & GT officer groups / other partners	Co Op & GT officer groups & boards
8	Develop (and deliver) strategic IDP – for Garden Town (and beyond)	4 LPAs, 2 CCs, other infrastructure and service providers	Co Op & GT officer groups & boards

## Contingency Planning

- 6.4 Should the West Essex-East Hertfordshire authorities encounter any significant difficulty in delivering the tasks outlined in this MoU, the Authorities commit to working together to find a joint solution which represents the 'best option' for the FEMA. This may include commissioning further technical evidence, or preparing further MoUs, for example, following discussions by the Co-op Officer Group and Co-op Member Board or Garden Town officer group / Member Board. Furthermore, mechanisms for Local Plan review may be considered by any of the Authorities.

## 7. Signatures

7.1 This Memorandum of Understanding is signed by and duly authorised for and on behalf of the following authorities.

### **East Hertfordshire District Council**

Name (printed):

Signature:

Designation:

Date:

### **Epping Forest District Council**

Name (printed):

Signature:

Designation:

Date:

### **Harlow District Council**

Name (printed):

Signature:

Designation:

Date:

### **Uttlesford District Council**

Name (printed):

Signature:

Designation:

Date:

## **Appendix 1 the West Essex-East Hertfordshire Functional Economic Market Area**

A FEMA reflects the way the economy works; the relationships between where people live and work, the scope of service market areas and catchments. FEMAs are not constrained by administrative boundaries and they do not generally have hard and fast boundaries. The boundaries are porous with many external linkages in terms of travel to work, and catchment areas for other services, as well as business interactions with customers and suppliers.

Ideally a FEMA is defined using data on economic flows e.g. of workers and trade, but there is a limited amount of such data available for the West Essex / East Herts Strategic Housing Market Area (SHMA).

The SHMA area is defined as “...a geographical area defined by household demand and preferences for all types of housing, reflecting the key functional linkages between places where people live and work.” The West Essex and East Herts SHMA area has been defined by Opinion Research Services (ORS) and comprises East Hertfordshire, Epping Forest, Harlow and Uttlesford Districts.

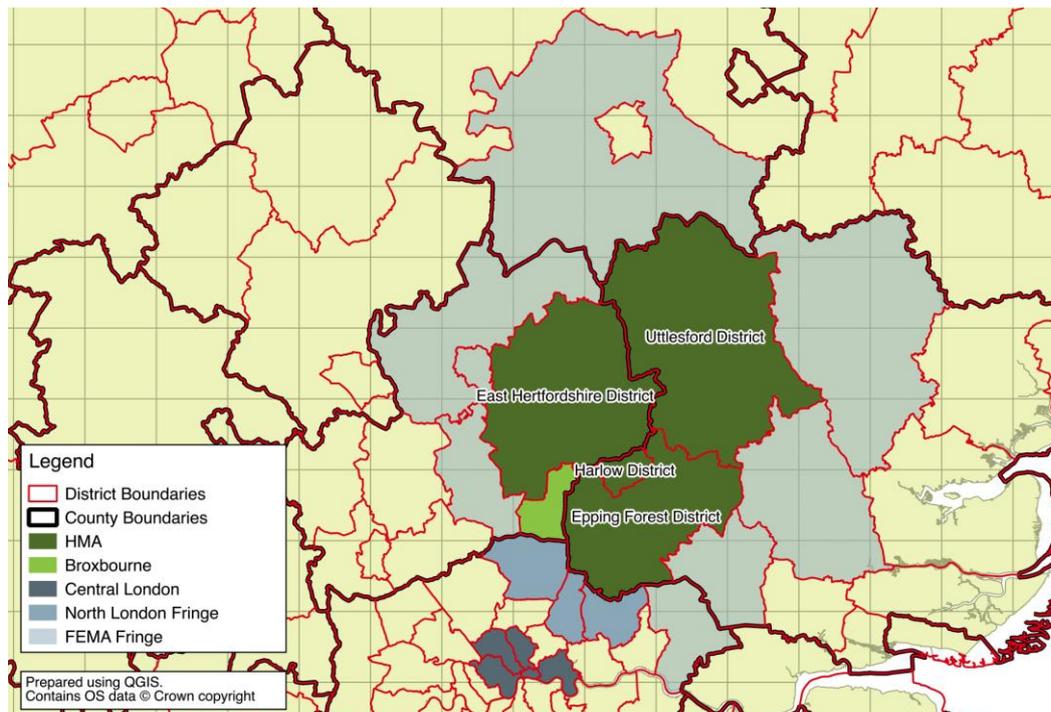
The West Essex / East Hertfordshire SHMA area is not a self-contained FEMA. Whilst the immediate boundaries of the core local authorities are porous, London is a significant economic driver that extends the FEMA beyond the four local authorities’ SHMA boundary.

The FEMA could have included Broxbourne; however, the implications for the four core authority areas do not materially change whether or not the Broxbourne area were included. There is also a clear relationship with London – both the nearby north London Boroughs and central London.

The FEMA is shown in the Figure below. This shows a core area and a fringe area. The fringe area comprises all of the immediately adjacent local authorities; and a link to central London is also identified.

The core area covering the four councils formed the basis for the analysis of the FEMA reports, reflecting the close working of the four councils on cross boundary planning matters.

**Figure 1.1: Functional Economic Market Area**



# Appendix 2 - Terms of Reference – Co-operation for Sustainable Development Board

## Terms of Reference<sup>1</sup>

### Co-operation for Sustainable Development Board

June 2015

#### 1. Aims and Objectives

**(1) The Co-operation for Sustainable Development Board will support Local Plan making and delivery for sustainable communities across geographical and administrative boundaries in West Essex, East Hertfordshire and the adjoining London Boroughs. It will do this by identifying and managing spatial planning issues that impact on more than one local planning area within West Essex, East Herts and the adjoining London Boroughs.<sup>2</sup>**

- 1.1 Local authorities are required by law through the Duty to Cooperate to ‘*engage constructively, actively and on an on-going basis*’ on planning matters that impact on more than one local planning area (‘strategic planning matters’). The duty is further amplified in the National Planning Policy Framework (NPPF) which sets out the key ‘strategic priorities’ that should be addressed jointly<sup>3</sup>.
- 1.2 The Co-operation for Sustainable Development Board (‘the Board’) is responsible, on behalf of the core member authorities, for identifying the sustainable development issues that impact on more than one local planning area and agreeing how these should be managed (covering the whole local plan cycle from plan-making, through to delivery and monitoring). This may include evidence gathering. It is an advisory body, and any decisions resulting from its advice remain the responsibility of its constituent councils.
- 1.3 As part of this process, the Board will review cross boundary issues (strategic planning matters) being progressed through emerging local plans and constituent Local Development Frameworks documents as appropriate, and identify issues which are likely to be vulnerable in the legal tests applied under the Duty to Cooperate. In doing so it will consider the plans of local planning authorities outside the core membership where these are likely to impact upon more than one member authority.<sup>4</sup>

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<sup>1</sup> These initial terms of reference are expected to be reviewed and updated at the start of each municipal year.

<sup>2</sup> The core constituent administrative areas are identified as Epping Forest, Harlow and Uttlesford districts, Brentwood Borough and Essex County Council, East Herts and Broxbourne districts and Hertfordshire County Council, and the London Boroughs of Waltham Forest, Redbridge and Enfield.

<sup>3</sup> ‘Strategic priorities’ that local planning authorities have a duty to cooperate on are defined in Paragraph 156 of the National Planning Policy Framework (NPPF).

<sup>4</sup> Initial identification of cross boundary issues will arise from the NPPF, NPPG and from issues identified at member workshops in 2014, but are expected to change as new issues arise.

**(2) The Board will support better integration and alignment of strategic spatial and investment priorities in West Essex, East Herts and adjoining London boroughs, ensuring that there is a clear and defined route through the statutory local planning process, where necessary.**

- 1.4 In order to support the economic growth points within the area and investor confidence, recognising the different attributes and contributions made by the individual member councils, the Board will work jointly with the Local Economic Partnerships identified in Section 4 to understand long term investment priorities and ensure that these are aligned with other public and private sector investment plans.
- 1.5 Initially the Board will seek to understand work that is already underway which is relevant to the Board's strategic planning role.

## **2. Membership and Accountabilities**

- 2.1 The Board provides a forum for local authorities to manage issues that impact on more than one local planning area, developing the necessary evidence base and ensuring wider corporate and other relevant matters are fully taken into account. Although there is a clear emphasis on reaching a common approach on key strategic approaches, the Board is an advisory body only. Any decisions on taking forward outputs from its meetings and work programme (e.g. shared views, policy approaches, evidence or research) will be the responsibility of individual local authorities and the statutory planning process.
- 2.2 Core membership of the Board will comprise representatives from Epping Forest, Harlow and Uttlesford districts, Brentwood Borough, Chelmsford City and Essex County Council, East Herts and Broxbourne districts and Hertfordshire County Council, and the London Boroughs of Waltham Forest, Redbridge and Enfield. The GLA will be given Observer status and will be sent minutes of meetings and invited to engage at appropriate times.  
  
Each core member authority will be invited to contribute to the work programme and to consider strategic planning issues that impact on the wider area. Other authorities may be invited to attend on an occasional basis if an issue being considered is likely to have a significant impact on the authority's planning area. Each core member authority will be represented on the Board by the relevant holder of the Planning portfolio or Leader as appropriate, to ensure confidence of authority and commitment to resources.<sup>5</sup> Officers may attend meetings in support of members.
- 2.3 Regular feedback and briefing to the constituent members' political and corporate leadership is the responsibility of member representatives, and should be used as a way of ensuring wider ownership and support for the Board's work as it progresses. There should also be appropriate liaison between the local authority representatives of both the Board and the South East, Hertfordshire, Greater Cambridge and Greater Peterborough Local Economic Partnerships, and London Enterprise Panel
- 2.4 The Chairman of the Board will be appointed on a rotating basis which should be reviewed annually to ensure fair and equal opportunities amongst the constituent member authorities. Officers of the Chairman's authority will provide administrative and clerical support to meetings.

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<sup>5</sup> Councils will identify their lead member

### 3. Ways of Working

- 3.1 Refer to Diagram in Annex 1 for details of initial working arrangements. The Board will agree a work programme, including steering and management arrangements for each project, on an annual basis. This could include setting up 'task and finish' groups for specific projects, either reporting directly to the Board or on a shared basis with other bodies. The Board will meet regularly, as required and its meetings will rotate between Harlow, Epping Forest DC and East Herts Councils as the most convenient locations for all. In the interests of transparency, notes of the Board's meetings will be publicly available once they have been agreed.
- 3.2 The Co-operation for Sustainable Development Officer Group will provide either direct advice or support, and/or deliver agreed projects.
- 3.3 Once the work programme has been established, good project management principles should be applied, such as risk management, particularly around political sensitivities and funding, and keeping the work programme under review to ensure that it is meeting the agreed objectives and the identified priorities remain relevant.

### 4. Key relationships

- 4.1 **South East Local Economic Partnership:** The Board will work closely with SELEP to ensure the long term integration of strategic planning and investment priorities. The LEP plays a key support role on economic development and regeneration and is responsible for major funding streams. It is also identified in Local Planning Regulations as a body that local authorities need to take account of in meeting its 'duty to cooperate' obligations.
- 4.2 **Hertfordshire LEP:** The Board will work closely with Hertfordshire LEP to ensure the long term integration of strategic planning and investment priorities. The LEP plays a key support role on economic development and regeneration and is responsible for major funding streams. It is also identified in Local Planning Regulations as a body that local authorities need to take account of in meeting its 'duty to cooperate' obligations.
- 4.3 **Greater Cambridge and Greater Peterborough LEP:** The Board will work closely with GCGP LEP to ensure the long term integration of strategic planning and investment priorities. The LEP plays a key support role on economic development and regeneration and is responsible for major funding streams. It is also identified in Local Planning Regulations as a body that local authorities need to take account of in meeting its 'duty to cooperate' obligations.
- 4.4 **London Enterprise Panel** – this acts as the Local Economic Partnership for London.
- 4.5 **East Herts West Essex Border Liaison Group:** this is an established forum for members from many of the core Board authorities to come together and discuss issues of common interest several times a year. Its terms of reference specifically include reference to the duty to co-operate. Its wide membership (in terms of the number of elected members invited from the constituent authorities) means that it provides a useful forum for the Board to communicate on its activities, and receive updates on issues. The Chairman of the Board or an agreed member should report to each meeting of the EHWEBLG.

- 4.6 **London Stansted Cambridge Consortium:** This is an established partnership of public and private sector organisations, including councils, which covers the area from Tech City, the City Fringe, Kings Cross, and the Olympic Park, up through the Lee Valley and M11/A10 and West Anglia Rail corridors to Harlow and Stansted, and through to Cambridge. **The principal objective of the consortium is to drive economic development and enhance quality of life in the north London – Stansted – Cambridge corridor. This means not only driving job growth through productivity and investment, but more importantly increasing economic activity, by ensuring local communities access employment opportunities.**
- 4.7 **Other Key Partners:** A number of key bodies and organisations will be necessary to support the work of the Board either through direct support/advice or through joint projects. Most of these will be subject to the legal requirements of the ‘duty to cooperate’ and may well already be involved in the other partnerships mentioned above. Key bodies include the Lee Valley Regional Park, the Corporation of the City of London (responsible for Epping Forest), the Environment Agency, Highways Agency, and Homes and Communities Agency. Private sector infrastructure providers, particularly utility companies, will also be key partners particularly in terms of ensuring alignment between investment plans and priorities.

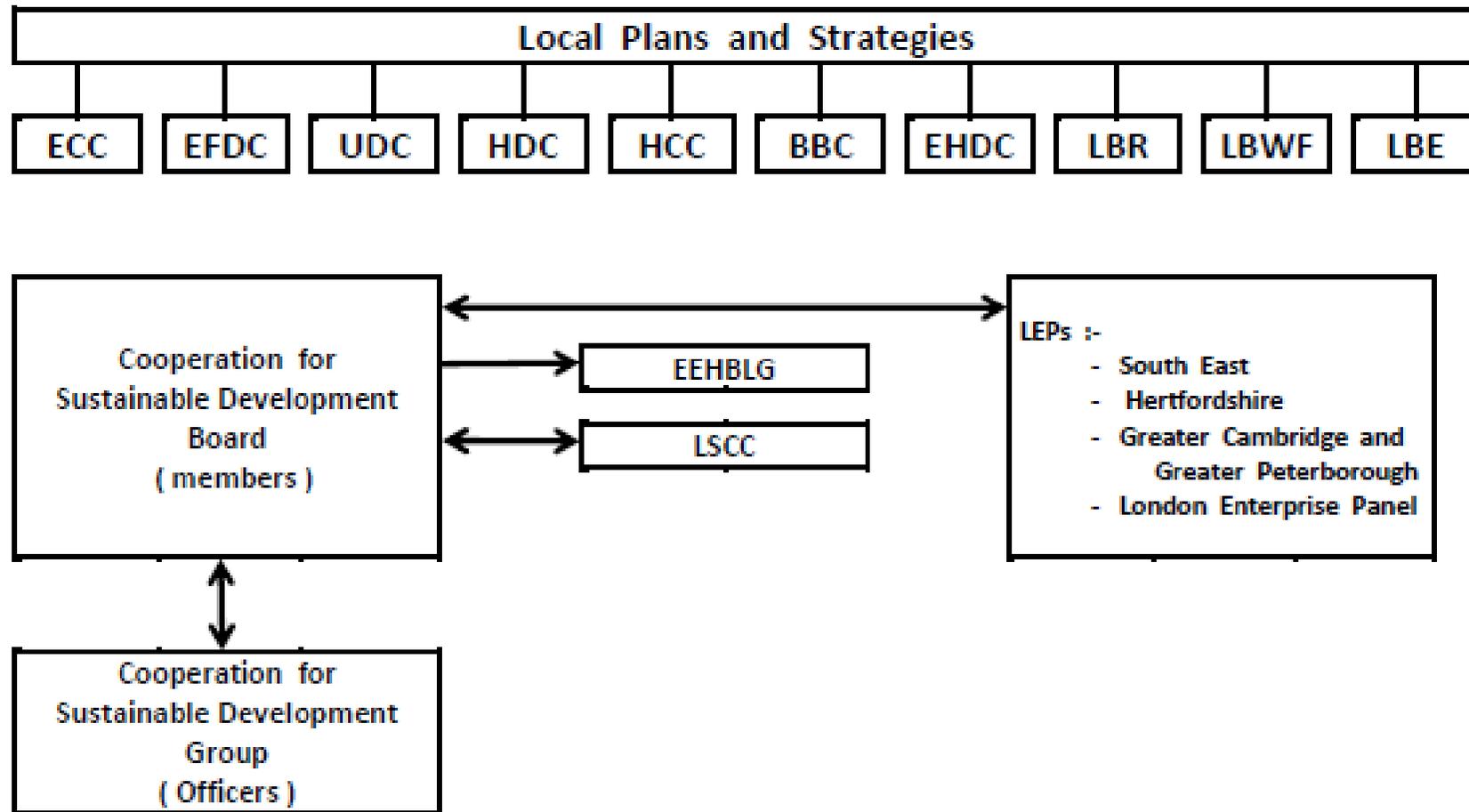
## 5 Technical Support

- 5.1 The Board will be supported by an officer group, known as the Co-operation for Sustainable Development Group, with representatives from each of the constituent authorities. The group will advise the Board on technical issues, and act as a steering group for any identified project, establishing suitable technical support and project management arrangements for each. This may involve the use of ‘task and finish’ groups and could include the use of external expertise e.g. from key statutory bodies identified in Section 4 above or the use of consultants. The group will therefore also be responsible for any necessary joint procurement arrangements.
- 5.2 A representative of the officer group (the chairman or a suitable substitute) will attend the Board meetings and provide regular progress updates on the work programme to the Chairman.

## 6. Review

- 6.1 These are initial terms of reference, and will be formally reviewed before May 2015. It is important to keep arrangements flexible to respond to changes in planning policy, priorities and work programmes and to move forward from plan policy development stages to implementation. It is therefore anticipated that the terms of reference will continue to be reviewed annually.

ANNEX 1



## Appendix 3 - Harlow & Gilston Garden Town

### Draft Governance Arrangements

#### Harlow and Gilston Garden Town Board

#### Draft Revised Governance Arrangements

May 2018

1. The Board will be called the Harlow and Gilston Garden Town Board.
2. Its purpose will be:
  - to provide strategic leadership and oversight to the Garden Town project
  - to set and steer the project's direction and to monitor progress
  - to review the project's direction and objectives on an annual basis
  - to have responsibility and authority for the overall delivery of the project through the workstreams
  - to ensure there is effective community and stakeholder engagement in accordance with the consultation framework
  - to resolve issues and enable progress to be made
  - to agree proposals and make the decisions needed to progress the project
  - to make recommendations through the formal decision-making process of the various organisations represented on the Board
  - to ensure that appropriate resources are in place to deliver against the plan, programme and priorities and to co-ordinate the public-sector contribution to the delivery of key elements of the programme including the use of available GT capacity, or other relevant funding.
  - to provide a co-ordinated position/response to consultations and policy announcements that impact on the effective delivery of the GT vision and principles and to co-ordinate and ensure 'upwards' high level GT input into existing and/or emerging sub-regional/regional forums.
  - to champion the Harlow and Gilston Garden Town proposals and lobby for the required funding (both capacity funding and infrastructure funding) to deliver the project.
3. A suitably experienced independent person will be identified to become the Chair of the Garden Town Board.

4. Board membership will be comprised as follows:

- One Councillor from each authority (East Herts, Epping Forest, Harlow District Councils, Essex and Herts Counties) – (with voting and decision-making capacity)
- One Chief Exec or senior manager from each authority (advisory capacity)
- One health workstream representative (with voting and decision-making capacity)
- One representative from the business community - identified through the economic development workstream (with voting and decision-making capacity)
- One skills and education representative - identified through the economic development workstream (with voting and decision-making capacity)
- One representative from Homes England (advisory capacity)

5 The meeting will also be attended by the following people, but they will not be formal members of the Board.

- One Councillor from Uttlesford Council with officer support (advisory status)
- One Councillor from Broxbourne Council with officer support (advisory status)
- Deputy Councillor representatives from East Herts, Epping and Harlow District Councils and Essex and Hertfordshire County Councils (observer status)
- The Garden Town Director, Project Planner and Project assistant (advisory capacity)

6 Other people may attend the meetings where appropriate:

- Up to two technical advisors from each authority (advisory capacity)
- Consultants may also be invited to attend meetings to present reports/studies to the Board and to provide technical advice
- Community representatives may be invited to attend meetings when relevant items are being considered.
- Ward Councillors will be invited to attend meetings when specific masterplans are being considered.

- Developer representatives may be invited to attend the meetings to present their masterplans to the Board as necessary.
  - Representatives from the Herts and SE LEPs and the LSCC may be invited to attend as observers/advisors.
- 7 The Board will have no formal decision-making powers but will make recommendations back to the members' parent organisations. A schedule of Board decisions required will be developed, along with an indication of when formal Council or partner organisation decisions are needed.
  - 8 The Board will meet bi-monthly. Meetings will commence at 4pm and will finish at 6pm.
  - 9 Should urgent issues arise; the Chair can call an urgent Board meeting and the Board can also meet virtually.
  - 10 The meetings will be held at venues within the Harlow District.
  - 11 The Board will be supported by the Garden Town team.