



Homes &  
Communities  
Agency

Advisory Team for Large  
Applications (ATLAS)

# Harlow & Gilston Garden Town

## Joint Officer Workshop Report

February 2017



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## 1. The workshop

- 1.1 This report presents a summary of the Joint Officer Workshop held at Harlow Civic Centre on 8 February 2017 facilitated by ATLAS.
- 1.2 The workshop was designed to evolve the thinking around the Harlow & Gilston Garden Town Project in respect of its governance, programme planning and potential options around any future joint delivery team. Partners recognised the need to make progress in advance of a new project director taking on a lead role.
- 1.3 The workshop discussion is summarised in this report together with recommendations drawn from the contributions of the participants. The recommendations included in this report are clearly marked as ATLAS suggestions and do not necessarily reflect the final agreement of all partners. All partners recognised the need for further detailed discussions to agree the appropriate way forward.

## 2. Summary of discussion

### Group 1 Feedback

Issues	Opportunities to address issues
Workstreams	<p><b>Delivery team</b> a priority.</p> <p>Add tasks for identifying resourcing and allocating costs for 3 separate functions:</p> <ul style="list-style-type: none"> <li>• Promotion of sites</li> <li>• Regulatory (under statutory plan-making functions in each LA)</li> <li>• Decision-making (and community involvement under statutory planning functions in each LA)</li> </ul>
	Group other tasks under ' <b>Placemaking</b> ' heading.
	Add 'rail' to movement tasks
	Movement vision to include <b>sustainable transport connection</b> to shops and the railway. Making sure that each settlement feels connected into the greater whole.
	Include 'smart' concepts to the vision
	Vision to include concept of a 'greater Harlow'
	<p>Need for a <b>joint plan for infrastructure</b> which can comprehensively encapsulate all the necessary infrastructure for all the relevant developments which form a part of the Garden Town 'brand'.</p> <p>Add task for finding ways for the public sector to <b>forward fund</b> some infrastructure projects, and recovering costs from development over time.</p> <p>Add task for <b>ascribing</b> and agreeing costs for infrastructure to (i) central government [e.g. hospital]; (ii) local government; (iii) promoters/landowners, and (iv) other income generation sources.</p>

	<ul style="list-style-type: none"> <li>• <b>Utilities</b> to be added as a task</li> <li>• <b>Retail and Employment strategy</b> as a 'joint plan for infrastructure' task</li> <li>• Add <b>Inward investment</b> task as part of economic strategy</li> </ul>
	<p><b>Social infrastructure</b> to be defined – health, education recreation, play. Ensure that retail amenity is included.</p>
	<p><b>Town centre</b> of Harlow – needs to be joined up, as this is where the new communities will look to for services. Town centre to consider intensifying population, close to transport interchanges.</p>
	<p><b>Community Engagement</b> to form part of the spatial visioning process, initially</p>
Design Charter & Spatial Visioning process	Refer to Gibberd <b>design principles</b> as a starting point, for considering the characteristics of each place
	Hold study visits to learn modern lessons from others
	<p>Who to involve, including:</p> <ul style="list-style-type: none"> <li>• strategic employers, e.g. PHE</li> <li>• young people</li> <li>• promoters</li> <li>• existing community groups</li> </ul>
	<p>When to involve:</p> <ul style="list-style-type: none"> <li>• LAs to develop a 'straw man' for discussion</li> <li>• Then establish mixed groups, including promoters, resident associations and civic society to review and refine.</li> </ul>
	Charter to hold the spatial vision ambitions at a high level. Each site to progress to develop its own concept masterplan consistent with the charter.

## Group 2 Feedback

Issues	Opportunities to address issues
Workstreams	Delivery team set-up a clear priority
	Transport & movement should be widened to include other infrastructure such as utilities, hospital and 2 <sup>nd</sup> Stort Crossing
	IDP brought forward as priority as part of above – this to include costings and mechanisms
	Viability skills will be crucial to implementation and should be part of core skills of any new team
	Longer time horizon may be needed
	Transport workstream should focus on modal shift but awareness that GPE development beyond 3,000 homes

	will have significant highways impacts
Design Charter/Spatial Visioning	This will need to identify clear design principles to convey to developers
	Future masterplans and applications will need to demonstrate clear compliance with design principles
	Ability to look beyond plan period (LP+)
	Should look to make a transition to a more sustainable place
	Should be quick piece of work covering strategic issues at officer-level
	Bring together existing work
	Visual / spatial piece of work which discusses 'big picture' issues
Community engagement	Strategic issues group e.g. access/infrastructure – with overarching view
	Must be consistent approach across all sites
	Clear comms strategy, including to developers that it is a 'whole Harlow & Gilston' picture
Other workstreams	Land value capture
	Employment strategy
Other comments	Need to speak with 'single voice'
	Buy-in needed across working groups

2.1 ATLAS tabled suggested approaches to workstreams, governance and joint delivery team (see powerpoint presentation slides in Appendix C) to facilitate the discussion. In the light of the group discussion, ATLAS has reviewed the draft workstreams, governance framework and joint delivery team option. The workstreams are discussed in the next section of the report. The revised (draft) governance framework and potential joint delivery team are appended to this report (see appendix D & E). These provide a basis for further discussion once the Project Director is in post.

### 3. ATLAS recommendations

#### ***The key workstreams***

3.1 The groups broadly supported the priority issues tabled but there was also general agreement that further consolidation and streamlining is needed. Group 1 suggested grouping a number of workstreams under the broader heading of 'placemaking'. It was felt the Governance Review & Team Set-up workstream should sit as a distinct workstream separate from theme-based issues pertinent to the

planning of the Harlow and Gilston. We agree with all these suggestions and the changes are reflected in the amended approach below.

3.2 In addition, the Healthy Town workstream has been brought forward as a priority theme in recognition of the fact work is already underway to support the potential relocation of the Princess Alexandra Hospital. Both groups emphasised the need for a strategic overview of infrastructure but that this should include infrastructure in its broadest sense to include social & community elements as well as physical infrastructure. Groups recognised the need for a Strategic Infrastructure Delivery Plan which would also fall under this workstream.



3.3 ATLAS’ recommendation is to manage the workstreams as joint work programmes rather than purely commissioning exercises or briefs for external consultants. Each workstream will necessarily include external support and technical advice but this can be carefully targeted and agreed at the Steering Group level to maintain a control on spend.

3.4 All partners recognised the wider resource implications of the project whilst also acknowledging that many of the topic areas are already underway (e.g. hospital relocation and employment growth). A key responsibility of the incoming Project Director will be to coordinate the work programme and also identify and resolve potential conflicts between topic areas.

3.5 In the interim, one option is for individual partners to take responsibility for co-ordinating specific workstreams. All spending and commissioning decisions would remain the collective responsibility of partners through the Senior Officer Group and Co-operation for Sustainable Development Board both of which will retain oversight of workstreams but this would enable progress to be maintained in the interim period. The role of the coordinating partner would be to drive forward respective work programmes including drafting briefs, where external support is necessary. ATLAS suggests the following coordinator roles:

Workstream	Coordinator
Design Charter & Spatial Visioning leading to Masterplanning	EFDC

<b>Sustainable Transport &amp; Movement</b>	<b>County Councils jointly (HCC &amp; ECC)</b>
<b>Garden Town Joint Plan for Social, Community &amp; Physical Infrastructure</b>	<b>HDC</b>
<b>Healthy Town Initiatives including hospital relocation</b>	<b>EHDC</b>
<b>Governance &amp; Team Set-up Review</b>	<b>Led jointly by Chief Executives and Project Director</b>

## 4. Placemaking workstreams and tasks

### 4.1 DESIGN CHARTER AND VISIONING, LEADING TO MASTERPLANNING

<b>DESIGN CHARTER AND VISIONING, LEADING TO MASTERPLANNING</b>	<p><b><u>LA and public sector tasks:</u></b></p> <ul style="list-style-type: none"> <li>• Mapping of existing design policies</li> <li>• Establish clear set of design principles &amp; objectives (use sequential workshops)</li> <li>• Develop a longer-term spatial vision for Harlow &amp; Gilston taking into account plan period proposals</li> <li>• Full involvement of existing local communities &amp; promoters (note – the groups did not agree on whether this was a technical or wider exercise)</li> <li>• Explore potential for study tours around specific design themes</li> </ul> <p><b><u>Promoter tasks:</u></b></p> <ul style="list-style-type: none"> <li>• Feasibility and options analysis</li> <li>• Spatial masterplanning</li> </ul>
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### 4.2 SUSTAINABLE TRANSPORT & MOVEMENT

<b>SUSTAINABLE TRANSPORT &amp; MOVEMENT</b>	<p><b><u>LA and public sector tasks:</u></b></p> <ul style="list-style-type: none"> <li>• To progress brief for two-stage commission to develop proposal for north-south &amp; east-west sustainable transport corridor</li> <li>• Develop business case</li> <li>• To evolve sustainable transport package across all travel modes (road, tram, bus, cycling, etc)</li> <li>• Rail</li> <li>• Sustainable transport, infrastructure</li> </ul>
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	<p><b><u>Promoter tasks:</u></b></p> <ul style="list-style-type: none"> <li>• Scheme specific transport design, Manual for Streets,</li> <li>• Scheme specific sustainable transport plan</li> <li>• Scheme specific transport modelling</li> </ul>
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### 4.3 GARDEN TOWN JOINT PLAN FOR PHYSICAL, SOCIAL & COMMUNITY INFRASTRUCTURE

<p>GARDEN TOWN JOINT PLAN FOR DELIVERY AND PHASING OF PHYSICAL, SOCIAL &amp; COMMUNITY INFRASTRUCTURE</p>	<p><b><u>LA and public sector tasks:</u></b></p> <ul style="list-style-type: none"> <li>• Demographic modelling (including age structure and incomes) to inform the needs for all types of infrastructure and amenities</li> <li>• Retail and employment strategy</li> <li>• Retail amenity needs as part of a Town centre strategy for the existing town</li> <li>• Plan, cost and phasing for delivery for: <ul style="list-style-type: none"> <li>○ Utilities</li> <li>○ Education and health</li> <li>○ Long-term stewardship</li> </ul> </li> <li>• Mechanisms and sources for forward funding of infrastructure</li> <li>• Inward investment strategy to link with new health campus and new employers (e.g. PHE)</li> </ul> <p><b><u>Promoter tasks:</u></b></p> <ul style="list-style-type: none"> <li>• Commerciality and development appraisal</li> </ul>
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### 4.4 HEALTHY TOWN INITIATIVES INCLUDING HOSPITAL RELOCATION

<p>HEALTHY TOWN INITIATIVES INCLUDING HOSPITAL RELOCATION</p>	<p><b><u>LA and public sector tasks:</u></b></p> <ul style="list-style-type: none"> <li>• Identify the vision for the new health and social care campus</li> <li>• Analyse suitable locations, in the context of the Garden Town vision, and movement strategy</li> <li>• Work through the NHS and DH business case stages.</li> <li>• Avoid missed opportunities, by aligning the timetable for site selection with masterplanning, specifically on sites to the North of Harlow.</li> </ul> <p><b><u>Promoter tasks:</u></b></p> <ul style="list-style-type: none"> <li>• In this context the promoter is the NHS Trust, working with the landowners.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Discuss with the LAs and NHS Trust the potential costs and benefits for each site. Benefits will accrue to multiple parties, which may not be the same as the parties bearing the costs.</li> </ul>
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## 5. Other short-term workstreams and tasks

### 5.1 GOVERNANCE REVIEW & TEAM SET-UP

<p>GOVERNANCE REVIEW &amp; TEAM SET-UP</p>	<p><b><u>LA and public sector tasks:</u></b></p> <ul style="list-style-type: none"> <li>• To evolve and agree longer-term thinking for suitable structure for the Delivery Team (led by Chief Executives &amp; incoming Project Director)</li> </ul> <p><b><u>Promoter tasks:</u></b></p> <ul style="list-style-type: none"> <li>• Dialogue &amp; liaison through developer forums</li> <li>• Establish growth area masterplanning partnerships with promoters</li> </ul>
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### 5.2 Potential future workstreams

### 5.3 COMMUNITY OWNERSHIP & STEWARDSHIP

<p>COMMUNITY OWNERSHIP &amp; STEWARDSHIP</p>	<p><b><u>LA and public sector tasks:</u></b></p> <ul style="list-style-type: none"> <li>• Review and identify scope for long-term stewardship across growth areas; map emerging proposals and align with emerging Design Charter proposals</li> </ul> <p><b><u>Promoter tasks:</u></b></p> <ul style="list-style-type: none"> <li>• Develop site specific proposals and incorporate into site masterplanning proposals</li> </ul>
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### 5.4 EMPLOYMENT & RETAIL STRATEGY

<p>EMPLOYMENT &amp; RETAIL STRATEGY</p>	<p><b><u>LA and public sector tasks:</u></b></p> <ul style="list-style-type: none"> <li>• Identify &amp; develop strategic retail amenity role for Harlow</li> <li>• Integrate with wider FEMA and economic growth work</li> </ul> <p><b><u>Promoter tasks:</u></b></p> <ul style="list-style-type: none"> <li>• Develop small commercial &amp; retail offers that complement wider strategic proposals and integrate into sustainable neighbourhoods</li> </ul>
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## 5.5 Community Engagement:

All the partners involved are committed to meaningful and on-going community engagement. Methods and levels of participation are likely to vary and cut across all the identified workstreams. The workshop highlighted the need for participation & engagement at the strategic level (Harlow & Gilston) in addition to site-specific masterplanning exercises. This could take the form of a Garden Town Community Forum described in the draft governance framework. The exact formation of this group will depend on existing stakeholder participation and an initial mapping exercise is needed to establish participation levels across Harlow & Gilston including identification of under-represented groups. This could then lead to a consistent community engagement approach encapsulated in a strategy and potentially supported by a dedicated community engagement post in any new joint delivery team.

## Appendix A – Workshop Participants

**Figure 1: Workshop Day Summary Details**

Venue	Harlow Civic Centre
Date of Event	8 February 2017
Facilitator	ATLAS
Project Name & Location	Harlow & Gilston Garden Town
Local Authority	Harlow District Council, Epping Forest District Council, East Herts District Council

**Figure 2: Workshop Participants**

Organisation	Name	Position and role
ATLAS	James Farrar	Spatial Planning Manager
	Dinah Roake	Spatial Planning Manager
East Herts DC	Liz Watts	Chief Executive
	Kevin Steptoe	Head of Planning and Building Control
	Claire Sime	Planning Policy Manager
Epping Forest DC	Glen Chipp	Chief Executive
	Derek Macnab	Director of Neighbourhoods/Assistant Chief Executive
	Alison Blom Cooper	Assistant Director
	David Coleman	Planning Policy Manager
Harlow DC	Paul MacBride	Forward Planning Manager
	Graeme Bloomer	Head of Regeneration
	Dianne Cooper	Planning and Building Control Manager
Essex CC	Graham Thomas	Head of Service - Planning & Environment
Herts CC Highways	Roger Flowerday	Development Manager, Highways

## Appendix B – Workshop Agenda

Section	Content & output	Time
<b>1. Introductions</b>		<b>13.30</b>
<b>2. ATLAS introduction</b>	<ul style="list-style-type: none"> <li>• Key learning points from elsewhere</li> <li>• Principles for approach at Harlow &amp; Gilston</li> <li>• Introduction to group tasks</li> </ul>	<b>13.40</b>
<b>3. Group Task (Part A)</b> 45 mins	<ul style="list-style-type: none"> <li>• Governance framework (summary only)</li> <li>• Potential work streams</li> </ul>	<b>14.00</b>
<b>Break</b>	Refreshment break (15mins)	<b>14.45</b>
<b>4. Group Task (Part B)</b> 45 mins	<ul style="list-style-type: none"> <li>• Joint spatial visioning</li> <li>• What's the vision and how to get there?</li> </ul>	<b>15.00</b>
<b>5. Group feedback &amp; next steps</b>	<ul style="list-style-type: none"> <li>• Joint Delivery Team Structure (ATLAS draft), indicative costs</li> <li>• Next steps &amp; follow-up</li> <li>• Feedback to members</li> </ul>	<b>15.45</b> <b>(16.15 close)</b>

# Appendix C – Workshop Slides

20/02/2017

Successful places with homes and jobs

## A NATIONAL AGENCY WORKING LOCALLY

Harlow & Gilston Garden Town  
Officer workshop: 8 February 2017

### Agenda

Section	Content & output	Timing
1. Introductions		13.30
2. ATLAS introduction	<ul style="list-style-type: none"> <li>Key learning points from elsewhere</li> <li>Principles for approach at Harlow &amp; Gilston</li> <li>Introduction to group tasks</li> </ul>	13.40
3. Group Task (Part A) 45 mins	<ul style="list-style-type: none"> <li>Governance framework (summary only)</li> <li>Potential work streams</li> </ul>	14.00
Break	Refreshment break (15mins)	14.45
4. Group Task (Part B) 45 mins	<ul style="list-style-type: none"> <li>Joint spatial visioning</li> <li>What's the vision and how to get there?</li> </ul>	15.00
5. Group feedback & next steps	<ul style="list-style-type: none"> <li>Joint Delivery Team Structure (ATLAS draft), indicative costs</li> <li>Next steps &amp; follow-up</li> <li>Feedback to members</li> </ul>	15.45 (16.15 close)

Example	Type	Scale	Role/function
Old Oak & Park Royal MDC	Development Corporation with statutory underpinning	25,500 homes c. 25 posts	Plan-making and planning app powers alongside land strategy and CPO powers
Ebbfleet Dev. Corp	Development Corporation with statutory underpinning	15,000 homes Up to 32 posts	Plan-making and planning app powers alongside land strategy and CPO powers
North Essex Garden Communities	Local Delivery Vehicles/Cross-boundary working	3 garden communities each up to 15,000 homes	Informal cross-boundary joint working, delivery of infrastructure
Otterpool Park	Joint Venture between public/private sector	Up to 12,000 homes	Promoter role including masterplanning
Sherford	Cross-boundary delivery team	5,600 homes	Joint team dealing with planning applications
Graven Hill	Area-based delivery company	1,900 custom-built homes	Development company for large scale custom-build
Whitehill & Bordon	Area-based delivery team	3,350 homes	
Lubbethorpe	Dedicated officer	5,000 homes PPA officer resource	Dedicated case officer support
North Northants	Cross-boundary working/joint delivery team	16,700 homes c. 3/4 staff	Co-ordination, transport planning

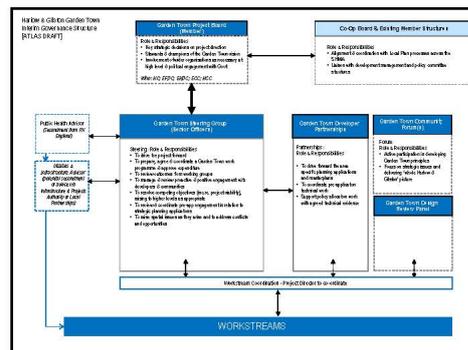
### Learning from elsewhere

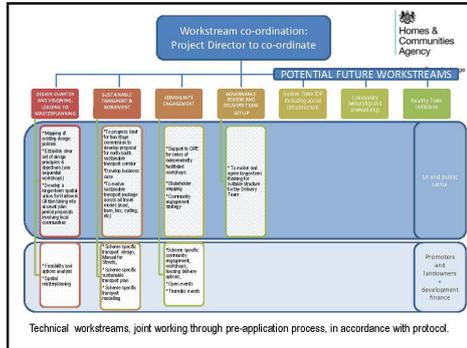
- Old Oak & Park Royal Mayoral Development Corporation
- Ebbfleet Development Corporation, Kent
- North Essex Garden Communities
- Otterpool Park, Shepway
- Sherford Joint Development Team
- Whitehill & Bordon, Hampshire
- Graven Hill, Bicester
- North Northants Joint Planning Unit & Joint Delivery Unit
- Lubbethorpe, Blaby DC

Statutory role and clear vision, but costly  
No planning policy role. Focus on infrastructure funding and delivery by public sector (£200M).  
Time to establish shared vision. Consultancy costs can run away. Evolving structure in LDV companies.  
Opportunistic purchase of farm by the LA. LA needs teams for 3 roles: promoter, policy-making, regulatory/decision-making.  
Private sector led promoter. Formal cross-border (3) joint development team for implementation process.  
Eco-towns funding spent on in-house team. Skills were time-limited.  
LA purchased land from MDC, 100% owned GNV Holding Co, 5% GNV Dev Co.  
Joint committees, not decision-maker, and joint delivery unit. Secondments, not external appointments.  
Costly work on initial OPA was abortive. New collaborative approach: masterplanning paid for by promoters.

### Principles for Harlow & Gilston

- Build the 'nucleus' of a team based on core skills – avoid overly complex approach
- Ensure it is capable of evolving
- Hardwire collaborative, ambitious & 'can-do' approach into culture and values from the outset
- Clearly communicate this culture to external partners
- Target external sources of advice & support (e.g. Local Partnerships, Public Health England, IPA)
- Find a balance between secondments & new appointments
- Be extremely targeted with consultancy support, consider in-house first





### Other Places with Charters

Cambridgeshire Quality Charter for Growth

Quality Charter for Chilton Woods

Cambridgeshire Green Quality Charter

Prepared by Chilton Woods Place-shaping Group  
Version 4, September 2016

### North Essex Charter

- "Informed by the nine TCPA Garden City Principles, this document - The North Essex Garden Communities Charter - provides a suite of development principles specific to delivery of Garden Communities in North Essex."*

Charter Themes

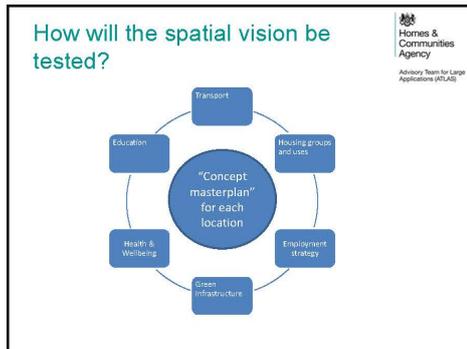
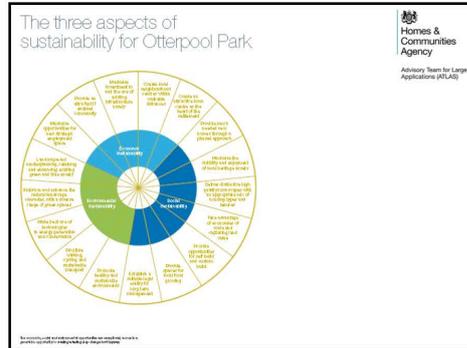
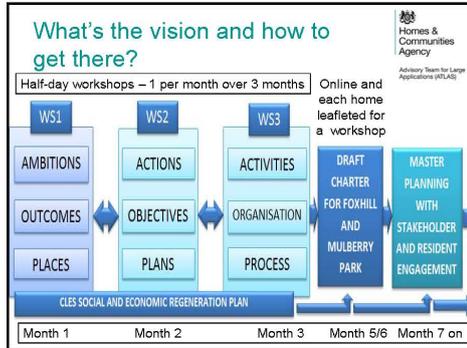
### Foxhill Charter Ambitions

- Communities:** 'communities which continue to be proud of themselves and the local neighbourhood'
- Connections:** 'a neighbourhood which is well connected and fully integrated with its surroundings'
- Housing Choice:** 'a destination where people choose to come to live and then want to stay'
- Quality of Place:** 'A vibrant neighbourhood with a mix of uses and a strong local economy'

### Successful places with homes and jobs

#### Foxhill Visioning Workshops

Nov 2015 - Jan 2016



### Groups

	Group 1 - Resources	Group 2 - Technical
East Herts DC	Liz Watts Chief Executive	Jenny Pierce Principal Planning Officer
	Kevin Steptoe Head of Planning and Building Control	Chris Butcher Principal Planning Officer
	Claire Sims Planning Policy Manager	David Coleman Planning Policy Manager
Epping Forest DC	Glen Chipp Chief Executive	Amanda Thorn Principal Planning Officer
	Derek Macrab Director of Neighbourhoods/Assistant Chief Executive	Sarah King Senior Planning Officer
	Alison Blom Cooper Assistant Director	Paul MacBride Forward Planning Manager
Harlow DC	Malcolm Morely Chief Executive	David Sprunt Strategy & Engagement Manager, Highways
	Graeme Bloomer Head of Regeneration	Mary Young Principal Transport Planner
	Dianne Cooper Planning and Building Control Manager	Roger Flowerday Development Manager, Highways
Essex CC	Callum Thomas Head of Service - Planning & Environment	Paul Donovan Development Manager, Highways

### Part A – Workstreams

Group task (45 mins)

- Within each group critique / review the draft workstream priorities
- Are they the right priorities?

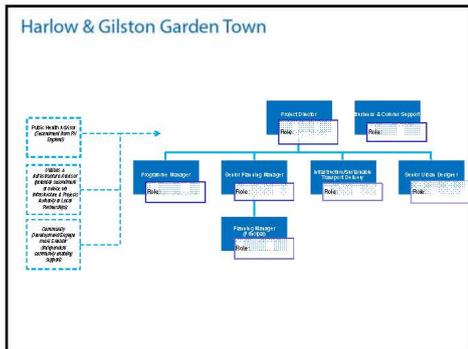
Feedback at end of workshop

### Part B Joint Spatial Visioning

Group task (45 mins)

- Within groups review / critique vision workstream & charter process
- Identify:
  - who needs to be involved?
  - what's the time horizon?
  - are there any conflicts?
  - is it Local Plan+?

FEEDBACK



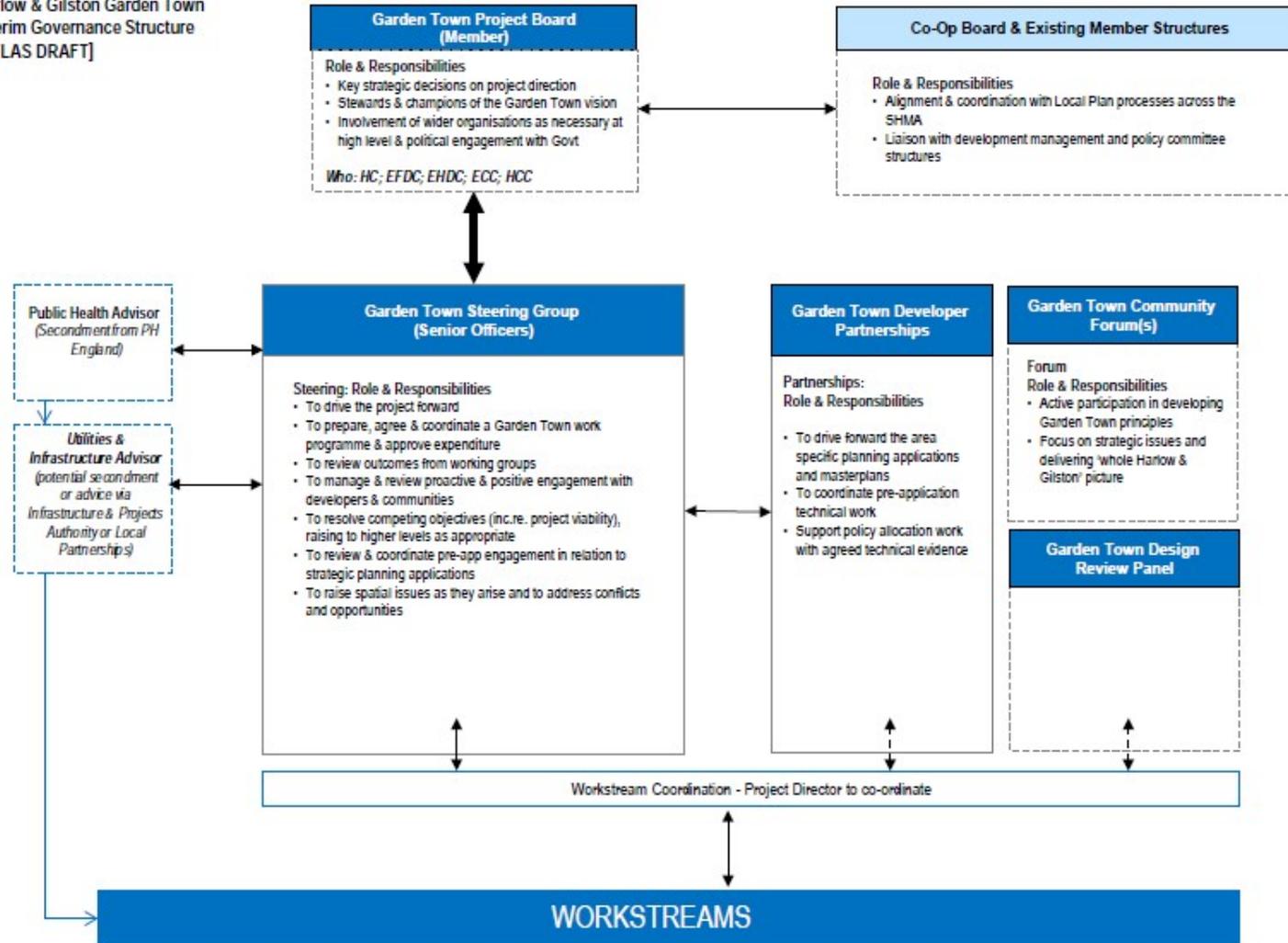
**INDICATIVE Joint Gateway Team Structure**

Post	FTE	Y1 Salary/FTE	Cost/FTE	Y1 Cost	Y2 Cost
Project Director	1	85,000	108,250	80,000	108,250
Senior Planning Manager (Head of Planning)	1	60,000	80,000	50,000	80,000
Senior Urban Designer	1	50,000	62,500	40,000	62,500
Planning Manager (Principal)	1	45,000	56,250	35,000	56,250
Infrastructure / Transport Manager	1	50,000	62,500	53,000	62,500
Community Development / Engagement Enabler	1	40,000	50,000	40,000	50,000
Communications Officer	1	30,000	37,500	30,000	37,500
Programme Manager	1	35,000	48,750	35,000	48,750
<b>TOTAL</b>	<b>8</b>			<b>£375,000</b>	<b>£503,750</b>

\*Assumes 25% on-costs (excludes operational costs e.g. travel, office costs etc), no PPA resource assumed

## Appendix D – ATLAS Suggested Interim Governance Framework

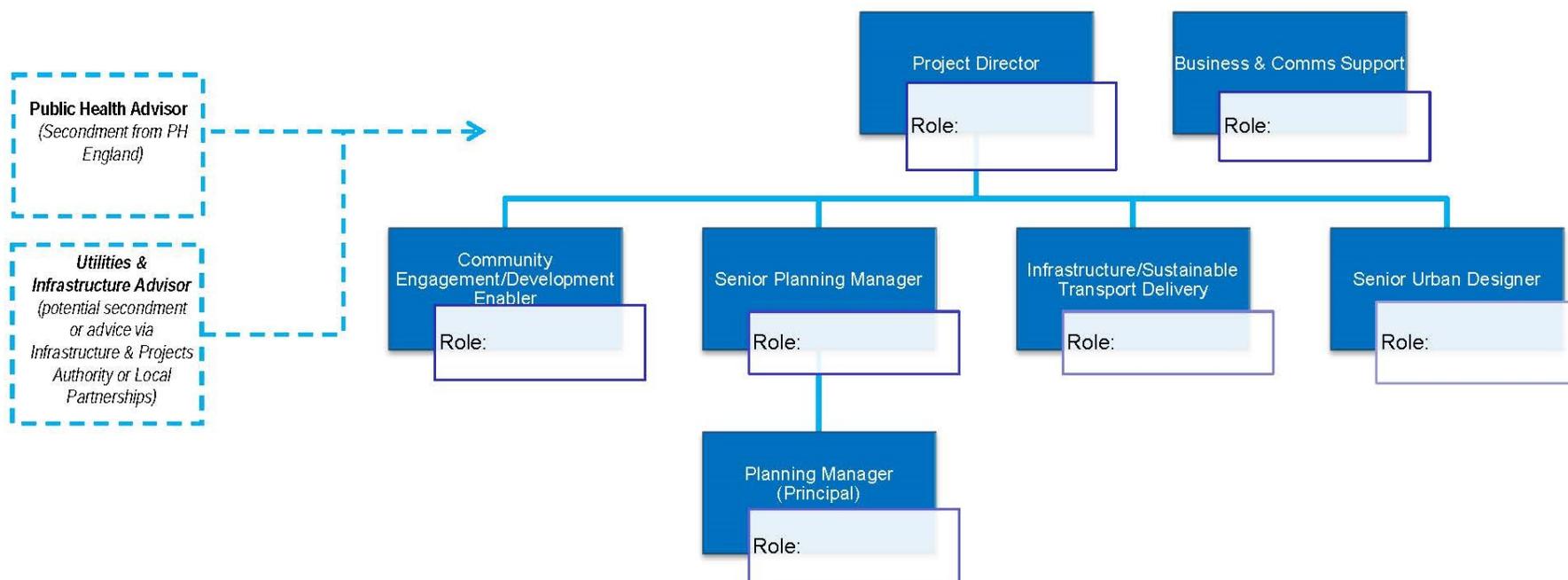
Harlow & Gilston Garden Town  
Interim Governance Structure  
[ATLAS DRAFT]



## Appendix E – ATLAS Draft Joint Delivery Team

# Harlow & Gilston Garden Town

DRAFT BASIS FOR FURTHER DISCUSSION



**INDICATIVE Joint Delivery Team Structure**

<b>Post</b>	<b>FTE</b>	<b>Yr 1 Salary/FTE</b>	<b>Cost/FTE</b>	<b>Yr 1 Cost</b>	<b>Yr 2 Cost</b>
Project Director	1	85,000	106,250	90,000	106,250
Senior Planning Manager (Head of Planning)	1	60,000	80,000	50,000	80,000
Senior Urban Designer	1	50,000	62,500	40,000	62,500
Planning Manager (Principal)	1	45,000	56,250	35,000	56,250
Infrastructure / Transport Manager	1	50,000	62,500	53,000	62,500
Community Development / Engagement Enabler	1	40,000	50,000	40,000	50,000
Communications Officer	1	30,000	37,500	30,000	37,500
<b>TOTAL</b>	<b>7</b>			<b>£338,000</b>	<b>£455,000</b>

<b>Total 2YR Cost:</b>	<b>£793,000</b>
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\*Assumes 25% on-costs (excludes operational costs e.g. travel, office costs etc), no PPA resource assumed

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