

HGC STRATEGIC PROJECT PLAN

1. Purpose

The collaborative partnership of Dacorum Borough Council, St. Albans City and District Council and landowners, together with Hertfordshire County Council, the Hertfordshire Local Enterprise Partnership and the Hertfordshire Innovation Quarter (Enviro-Tech Enterprise Zone) are working to deliver a large scale housing-led mixed use development, embracing Garden Town Principles¹.

2. Mission Statements

Hemel Hempstead Garden Town Mission Statement

The transformation from New Town to Garden Town will improve overall self-sufficiency and sustainable movement between key destinations, facilitating a mix of high tech new jobs within Hertfordshire Innovation Quarter and well-balanced healthy communities anchored by the Hemel Garden Communities extension.

Hemel Garden Communities Mission Statement

Hemel Garden Communities will take the best of the New Town heritage into the 21st century with over 11,000 homes and 10,000 jobs, and Hertfordshire Innovation Quarter at its heart.

3. Aim

To facilitate the delivery of Hemel Garden Communities with a minimum of 11,000 homes and 10,000 jobs over the next 25+ years. The partners will develop a strategic development approach to ensure these homes, employment opportunities and the principle for integrated sustainable travel, together with key infrastructure are transformative to the town and wider area.

4. Strategic Priorities (SP)

1. Governance, project plan and programming:
 - A Strategic MoU for the authorities will be agreed and include a governance structure to guide the long term project.
 - A Strategic Project Plan will help facilitate the delivery of a more detailed Operational Project Plan, which once created will be reviewed quarterly for the first year and thereafter every 6 months.
 - A short term work programme will guide the first year of the project, with an emphasis on delivering SP 1 to 5 and the PPA for HGC phase 1.
 - Governance preparation and short term work programme will be guided by 3 identified officers representing each authority; they will liaise regularly to take forward key HGC tasks and develop the short term work programme; 3 Development Management focused Officers from each authority will take forward Planning Performance Agreement

¹ <https://www.tcpa.org.uk/garden-city-principles>

- (PPA); all work will require sign-off through the authorities normal governance procedures .
2. Vision - establishing clear visions for HHGT, HGC and Phase 1 with Member engagement including areas such as: high quality sustainable design, exemplar integrated spatial design approach fit for a Garden Town, integrated sustainable movement strategy to promote maximum modal shift outputs and deliver strategic infrastructure and improvements to enable transformation.
 3. Spatial design approach – developing important principles from the Charter and illustrating key spatial design approaches for HGC and Phase 1.
 4. Guidance, plans and policies – HGC Strategic Masterplan Guidance (Joint SPD) and the Hemel Hempstead Transformational Plan (SPD for DBC), which the Sustainable Transport Strategy and Plan is a key focus, and the Community Engagement Strategy will be the key outputs of the short term work programme. Maximise use of evidence from TCE and LP studies to be provided as supporting background information.
 5. HGC team include the following posts:
 - HGC team funded through MHCLG funding: Full time Programme Manager, Urban Design Officer, and 2 Senior Project Officers.
 - Supporting staff - HCC Garden Community Lead Officer and Transport Officer.
 - Additional posts may be considered by the Board as required.
 6. Homes and the economy – meeting targets set out in SADC’s submitted plan and DBC’s emerging Local Plan.
 7. Infrastructure and delivery:
 - Maximise potential for long term maintenance and enhancement of new communities delivered through stewardship opportunities and land value capture.
 - Provision of necessary supporting infrastructure in the right place, at the right time, to provide the right services and movement opportunities to support new and existing communities.
 8. Finance and funding:
 - Manage finance efficiently between authorities.
 - Identify additional partner/external funding and develop bids to support the delivery of HGC.

5. Short term work programme

The focus of work for 2 years:

1. LPA reports – July 2019, SADC to report to Planning Policy Committee to consider Strategic MoU approach and governance structure; DBC to report to Cabinet to update on progress and set out short term work programme with budget spend to enable budget spend.
2. SP2 and 3 – expect to deliver in-house with existing staff, external facilitator, vision workshop, spatial design concept report, Design Review Panel - anticipated to be delivered by November 2019 subject to recruitment process.
3. SP4 – tender briefs to be developed for HGC Strategic Masterplan Guidance (Joint SPD) and the Hemel Hempstead Transformational Plan (SPD for DBC) of which the Sustainable Transport Strategy and Plan is a key focus, ensuring SP4 is achieved. Officers identified for SP1 to take forward work areas will ensure market is tested for

maximum value, and put out to tender under an agreed framework approach. Anticipated timeframe to consultant inception date is November/December 2019. The Community Engagement Strategy will be developed in-house with an anticipated timeframe delivery of September/October 2019.

4. SP5 – Key HGC posts to be recruited in a timely manner to ensure programme schedule is met.
5. Operational Project Plan will be developed once staff are recruited. Anticipated timeframe to deliver is October/November 2019.
6. PPA to be taken forward for HGC phase 1. Anticipated timeframe is end of June 2019.
7. Agreeing governance structure and setting up first HGC Board meeting for September 2019.
8. Short term work programme spending plan – see Table 2 of July 2019 Cabinet Report.

6. Operational Project Plan Scope

The operational Project Plan will take forward the Strategic Project Plan along with the following work streams:

1. The Strategic Priorities and short term work programme.
2. Governance – full structure and terms of reference for all reporting groups, sub-groups and the board are necessary to ensure the project is managed effectively and responsibilities and relationships understood including relevant sub-regional planning groups.
3. Partner responsibilities and roles – information on all key posts and reporting structures for key partners.
4. Resource management – funding, budgets and finance management; staff management.
5. Project work streams and programme – evidence needed to support project; studies progressing; tender briefs; short to long term programme.
6. Monthly monitoring and progress management – monthly progress reports and meetings with clear structure are needed to monitor the project going forward.
7. Communications management – sub-group started; a community engagement strategy being drafted; branding for HGC with some alignment to emerging LPs.
8. Quality and standard management – workshop required.
9. Constraint and risk management – workshop required.
10. Other work stream areas as required.

11. Glossary

DBC – Dacorum Borough Council

HGC - Hemel Garden Communities

HCC – Hertfordshire County Council

HHGT – Hemel Hempstead Garden Town

HIQ - Hertfordshire Innovation Quarter

MoU – Memorandum of Understanding

SADC – St. Albans City and District Council