

HGGT JOINT COMMITTEE ***Monday 8th December 2025***

You are invited to attend the next meeting of **HGGT Joint Committee**, which will be held at:

Harlow Civic Centre
on **Monday 8th December 2025 at 5.30 pm**

Democratic Services Officer: Serena Shani (EFDC Democratic Services)
Tel: 01992 564 264

Members: Councillors D Swords (Chairman), V Glover-Ward, L Wagland,
K Williamson and P Zukowskyj

This meeting will be [broadcast live and recorded](#) for repeated viewing.

1. WEBCASTING INTRODUCTION

This meeting is to be webcast and the Chairman will read the following announcement:

“I would like to remind everyone present that this meeting will be broadcast live to the internet (or filmed) and will be capable of repeated viewing (or other such use by third parties).

Therefore, by participating in this meeting, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

Please also be aware that if technical difficulties interrupt the meeting that cannot be overcome, I may need to adjourn the meeting.

Members are reminded to activate their microphones before speaking”.

2. APOLOGIES FOR ABSENCE

To be announced at the meeting.

To report non-attendance before the meeting, please contact [the EFDC Democratic Services](#) to ensure your absence is properly logged.

3. SUBSTITUTE MEMBERS

To report on the appointment of any substitute members for the meeting.

4. DECLARATIONS OF INTEREST

Members of the Joint Committee to declare any Disclosable Pecuniary Interests or Personal Interest in any item on this agenda.

5. MINUTES (Pages 4 - 9)

To confirm the minutes of the last meeting of the HGGT Joint Committee held on 29th July 2025.

6. MATTERS ARISING AND OUTSTANDING ACTIONS

Matters arising and outstanding actions from previous meetings.

7. THE ELECTION OF THE DEPUTY CHAIR OF JOINT COMMITTEE

To elect the Deputy Chair of the Joint Committee for the remainder of the 2025/2026 Municipal Year.

8. REQUESTS TO ADDRESS THE JOINT COMMITTEE

1. Any member of the public or a representative of an outside organisation may address the Harlow & Gilston Garden Town (HGGT) Joint Committee on any agenda item (except those dealt with in private session as exempt or confidential business) due to be considered at a meeting.

2. The following rules shall apply to such requests:

(i) requests must relate to any existing agenda item;

(ii) requests must not raise new business for the meeting concerned;

(iii) A question may only be asked if notice has been given by delivering it in writing or by electronic mail to the Democratic Services team at Epping Forest District Council on democraticservices@eppingforestdc.gov.uk at least 4 working days before the meeting. Each question must give the name and business address of the questioner.

The full provisions are contained within Parts 21 and 22 of the Inter-Authority Agreement.

9. HGGT DIRECTOR GENERAL UPDATE (Pages 10 - 17)

To consider the general update on the Harlow & Gilston Garden Town from the HGGT Director.

10. HGGT PROGRAMME MANAGEMENT REPORT - PUBLIC (Pages 18 - 29)

To consider the public section of the Programme Management report.

11. ANY OTHER BUSINESS

Section 100B(4)(b) of the Local Government Act 1972 requires that the permission of the Chairman be obtained, after prior notice to the Proper Officer, before urgent business not specified in the agenda may be transacted.

12. DATE OF THE NEXT MEETING

The date of the next meeting of the Harlow and Gilston Garden Town Joint Committee to be confirmed.

13. EXCLUSION OF PUBLIC AND PRESS

Exclusion: To consider whether, under Section 100(A)(4) of the Local Government Act 1972, the public and press should be excluded from the meeting for the items of business set out below on grounds that they will involve the likely disclosure of exempt information as defined in the following paragraph(s) of Part 1 of Schedule 12A of the Act (as amended) or are confidential under Section 100(A)(2):

Agenda Item No	Subject	Exempt Information Paragraph Number
14	EXEMPT HGGT PROGRAMME MANAGEMENT REPORT	3

The Local Government (Access to Information) (Variation) Order 2006, which came into effect on 1 March 2006, requires the Council to consider whether maintaining the exemption listed above outweighs the potential public interest in disclosing the information. Any member who considers that this test should be applied to any currently exempted matter on this agenda should contact the proper officer at least 24 hours prior to the meeting.

14. HGGT PROGRAMME MANAGEMENT REPORT - EXEMPT (Pages 30 - 40)

To consider the exempt items from the Programme Management Report.

Agenda Item 5

HGGT JOINT COMMITTEE MEETING MINUTES

Tuesday 29 July 2025, 6.30 pm - 8.00 pm
Council Chamber, Harlow Civic Centre, Water Garden, Harlow CM20 1AJ

Members Present:	Councillors D Swords (Chairman) C Horner, K Williamson, V Glover-Ward and L Scott
Apologies:	Councillor(s) B Crystall and L Wagland
Officers In Attendance:	Osian Evans (HGGT), Peter Alsop (HDC), Colin Haigh (HCC), Sara Saunders (EHDC), Nigel Richardson (EFDC), Ashley Zeller (ECC), Gary Woodhall (EFDC Democratic Services Team Manager) and Amanda Apcar (EFDC Principal Planning Lawyer)

A RECORDING OF [THIS MEETING IS AVAILABLE](#) FOR REPEATED VIEWING

1 WEBCASTING INTRODUCTION

G Woodhall made a short address to remind all present that the meeting would be broadcast on the Internet, and that the Joint Committee had adopted a protocol for the webcasting of its meetings.

2 ELECTION OF THE CHAIRMAN OF THE JOINT COMMITTEE

G Woodhall opened the meeting and requested nominations for the position of Chairman of the Joint Committee for the 2025/26 municipal year.

Resolved:

- (1) That Cllr D Swords be elected as Chairman of the HGGT Joint Committee for the 2025/26 municipal year.

3 ELECTION OF THE VICE-CHAIRMAN OF THE JOINT COMMITTEE

The Joint Committee agreed to defer the election of a Vice-Chairman for the 2025/26 municipal year until the next meeting of the Joint Committee.

4 SUBSTITUTE MEMBERS

The Joint Committee noted that the following substitutions had been made for this meeting:

- (a) Cllr L Scott for Cllr L Wagland; and
(b) Cllr V Glover-Ward for Cllr B Crystall.

5 DECLARATIONS OF INTEREST

There were no declarations of interest made pursuant to the Joint Committee's Code of Member Conduct.



6 MINUTES

Resolved:

- (1) That the minutes of the meeting of the HGGT Joint Committee held on 10 February 2025 be taken as read and signed by the Chairman as a correct record.

7 MATTERS ARISING AND OUTSTANDING ACTIONS

There were no matters arising or outstanding actions from the last meeting of the Joint Committee held on 10 February 2025.

8 REQUESTS TO ADDRESS THE JOINT COMMITTEE

It was noted that no requests to address the Joint Committee had been received.

9 HGGT STRATEGIC STEWARDSHIP

A report on the future Strategic Stewardship of the Harlow & Gilston Garden Town development was presented by K Steptoe from East Herts District Council, and J Ceccarelli-Drewry from Montagu Evans.

The Joint Committee was reminded that the importance of stewardship outcomes had been identified as one of the main elements underpinning the quality of delivery as part of the Garden Town. In the HGGT Vision, stewardship underpinned the four key principles of healthy growth. The HGGT Stewardship Charter (agreed in 2024) informed stewardship proposals across the Garden Town by aiming to secure effective community governance at each of the strategic sites.

The HGGT partners had commissioned consultants to assist in the assessment of whether there were any actions that it could or would want to take to ensure that good quality stewardship outcomes were secured, on a strategic level (possibly through joint delivery and management arrangements), across the Garden Town area both in the short term and longer-term futures. This work had been approached without prejudice and without constraint with regard to what the stewardship remit may embody. The use of consultants enabled the HGGT partners to draw from experience elsewhere and to be provided with independent external advice. This commission was awarded to Montagu Evans.

Following a detailed assessment of the relevant issues and incorporating feedback from the HGGT partners, Montagu Evans had set out a range of four Options which could form the basis of decisions and actions by the HGGT partners. These actions were not completely mutually exclusive, either across the breadth of possible stewardship activity or across time. They ranged from actions which were aligned generally with the position that the HGGT currently took with regard to stewardship, through to those which represented more interventionist activity.

The advice from Montagu Evans was that the HGGT partners should undertake the actions that comprised Options 1 and 2 (Advisory and Enforcement & Co-ordination) as set out in the report and continue to review matters as the Garden Town developed and took shape. This outcome would represent both a continuation of the current position, and some enhanced activity and involvement in stewardship outcomes in the short term, with further consideration of the position again as and when required in the future. The Options were not exclusive and progressively more interventionist, with Option 1 to be adopted if Option 2 is also to be secured.

In addition to the advice from the consultants, and given the significant uncertainties that forthcoming local government reform would have on administration and governance at HGGT, it was not considered to be prudent to embark on more interventionist actions at this stage.

Decision:

- (1) That, in relation to Strategic Stewardship, the Montagu Evans report be endorsed;
- (2) That, as set out in the Montagu Evans report, the actions in relation to options 1 and 2 be undertaken by the HGGT partners; and
- (3) That authority be delegated to the HGGT Director to agree any final amendments to the Montagu Evans report.

10 HGGT QUALITY REVIEW PANEL ANNUAL REPORT

The HGGT Quality Review Panel Annual Report for 2024/25 was presented by the Panel's Chairman P Maxwell and L Block from Frame Projects. The Annual Report informed the Joint Committee of the work of the Panel over the past year in helping to deliver growth and regeneration across the Harlow & Gilston Garden Town, and the issues which had emerged from the meetings and work of the panel, as well as the next steps and recommendations made to Local Authorities and Developers.

The QRP had advised on 10 schemes in the year from April 2024 to March 2025, of which six of these schemes had been reviewed on more than one occasion. First reviews usually took place at a stage when a client and design team had decided their preferred option for the development of a site, and had sufficient drawings and models for a comprehensive discussion. There would often be a second pre-application review, to provide advice on more detailed design matters, before a planning application was submitted.

Decision:

- (1) That the emerging issues and next steps identified in the HGGT Quality Review Panel Annual Report for 2024/25 be noted; and
- (2) That the publication of the HGGT Quality Review Panel Annual Report for 2024/25 on the HGGT website be agreed.

11 HGGT ANNUAL REVIEW

The HGGT Programme Director, O Evans, presented the Harlow and Gilston Garden Town Annual Review for 2024-25. This was the seventh Annual Review and recorded a number of significant steps taken in the delivery of the adopted HGGT Vision during the last year. It also set out the Garden Town's ambitions for the next 12 months.

The HGGT initiative published an Annual Review each year which set out the achievements and progress of the five-council partnership towards its vision to promote healthy, sustainable communities and co-ordinate and facilitate the delivery of 16,000 new homes by 2033, and 7,000 new homes in the years after that along with the associated transport, community and environmental infrastructure. It was important that the progress of the HGGT initiative was reported via an Annual Review in an accessible public facing record. The Annual Review would also be used to support future funding bids, inform project communications, and increase the visibility and prominence of the initiative across the wider community.

The HGGT Annual Review for 2024/25 highlighted the progress that the five Council Partners were making in the planning and delivery of the Harlow & Gilston Garden Town initiative. Delivery highlights included East Herts District Council approving 10,000 Garden Town homes at Gilston, the progress of the North to Centre Sustainable Transport Corridor which was nearing completion, clearance works that would allow for future improvements to the central Stort Crossing plus Essex Pedal Power launching in Harlow and the completion of LCWIP 9.

Decision:

- (1) That the draft Annual Review of the HGGT for 2024/25 be noted;
- (2) That authority be delegated to the HGGT Director, in consultation with the Chairman of the Joint Committee, to make minor changes to the draft Annual Review for 2024/25; and
- (3) That the publication of the final version of the Annual Review of the HGGT for 2024/25 on the HGGT website be agreed.

12 HGGT COMMS & ENGAGEMENT STRATEGY

The HGGT Programme Director presented a report on the HGGT Communications & Engagement Strategy, which was updated every two years to align with project progress, and detailed how partners and stakeholders would work together with communities to deliver the aims of the HGGT Vision.

The HGGT Communications & Engagement Strategy had been developed by the HGGT delivery team and its communications advisers, in collaboration with each of the HGGT partners. The Strategy outlined how the partners and stakeholders would work together with communities to deliver the aims of the HGGT Vision, and a number of key principles had been established to guide the engagement. It was important to ensure that communications were delivered in a way that was sustainable, innovative, adaptable and supportive of healthy communities.

The Strategy also detailed who the partnership would engage with, the methods by which this engagement would be delivered, and the development of key messages about the Garden Town, which should reflect the key themes of the Garden Town Vision. It would be published on the HGGT website to ensure accountability, and feedback from the communities on whether its commitments were being delivered was welcome.

The Strategy would continue to be reviewed and updated regularly. This was particularly important given the scope of the Garden Town and the ambition of the Vision to be innovative throughout the project's considerable lifespan. In developing this Strategy, the HGGT delivery team had consulted with the original HGGT Board, Members and Officers of the partner Councils, Garden Town developers, and community audiences, to understand their expectations and ideas for engagement on the project. Importantly, the partner Councils had endorsed this Strategy as a commitment to carrying out communications and engagement on the Garden Town in line with the principles set out therein.

Decision:

- (1) That, as set out in Appendix A of the report, the draft HGGT Communications & Engagement Strategy for 2025 be noted; and
- (2) That authority be delegated to the HGGT Director, in consultation with the Chairman of the Joint Committee, to make minor changes to the Strategy; and

- (3) That the publication of the final version of the HGGT Communications & Engagement Strategy for 2025 on the HGGT website be agreed.

13 HGGT PROGRAMME MANAGEMENT REPORT

The HGGT Director, O Evans, presented the HGGT Programme Management report, which updated the progress made against the agreed HGGT Annual Works Programme for 2025/26.

The Joint Committee were reminded that the four programme priorities for 2025/26 were:

- enabling the HGGT Strategic Sites to come forward;
- enabling the advancement of HGGT Modal Transition Targets;
- demonstrating and engaging with the community on the benefits of growth; and
- delivery of the long-term stewardship arrangements.

Updates were provided for the Latton Priory strategic site planning application, the programme of stakeholder engagement being undertaken for the Water Lane strategic site, the appointment of a master developer for the East of Harlow strategic site, the master planning works being undertaken for the Gilston Villages strategic site, and the raft of initiatives being undertaken in Harlow town centre.

Decision:

- (1) That the Programme Management Report, including Appendix A, providing progress updates against the agreed HGGT Annual Works Programme for 2025/26 be noted.

14 ANY OTHER BUSINESS

The Joint Committee noted that there was no other business for consideration at the meeting.

15 EXCLUSION OF PUBLIC AND PRESS

Resolved:

- (1) That under Section 100(A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the items of business set out below on the grounds that it would involve the likely disclosure of exempt information as defined in the following paragraphs of Part 1 of Schedule 12A of the Act (as amended):

<u>Agenda Item</u>	<u>Subject</u>	<u>Paragraph Numbers</u>
17	HGGT Programme Management Report (Exempt)	3

16 HGGT PROGRAMME MANAGEMENT REPORT (EXEMPT)

The HGGT Director, O Evans, presented the HGGT Programme Management report, which updated the progress made against the agreed Integrated HGGT Programme Dashboard for 2025/26 for those items considered commercially sensitive and therefore exempted from public disclosure under the Local Government Act 1972.

The Joint Committee noted that the Integrated HGGT Programme Dashboard, as set out in Appendix A of the exempt report, was a combination of three programme management elements used to manage the HGGT programme. The first element was the Level Zero

Strategic Risk register, which contained the top ten risks in the programme, their risk rating and the mitigating actions associated with them. Updates were given on the potential impacts for the three highest rated risks.

The second element was the HGGT Level Zero Master Programme which highlighted the key delivery activities taking place across the Development Sites, Infrastructure and Wider Regeneration Sub Programmes. The third and final element was the HGGT Enabling Work Programme for 2025/26. It was noted that not all of the items within the Programme would be progressed to projects in 2025/26 due to funding limitations.

Decision:

- (1) That the HGGT Master Programme for Delivery featured in the HGGT Level 0 Integrated Programme Dashboard, as set out in Appendix A of the exempt Programme Management Report be noted and agreed; and
- (2) That the top programme risks and proposed mitigation actions in the Level 0 Strategic Risk Register, featured in the HGGT Level 0 Integrated Programme Dashboard as set out in Appendix A of the exempt Programme Management Report be noted and agreed.

CHAIRMAN

Report to: HARLOW AND GILSTON GARDEN TOWN JOINT COMMITTEE

Title: HGGT DIRECTORS UPDATE

Report Reference: JC-023-2025/26

Date: 8 December 2025

Report Author: Paula Hirst – Director, Harlow & Gilston Garden Town

Enclosures: None

1. Recommendations/Decisions Required

1.1 The HGGT Joint Committee is asked to review and make any comment on the report.

2. Executive Summary

2.1 A new Director joined the Harlow and Gilston Town (HGGT) Partnership in early September 2025. In the last two months, the focus has been on conducting a review of current activities and priorities to inform future direction and the 26/7 HGGT Work Programme.

2.2 A summary of key activities is included here for information. The Draft 26/7 HGGT Work Programme will be presented to the Joint Committee at its February meeting (date to be agreed).

3. Reasons for Proposed Decision

3.1 To update the Joint Committee on key activities.

4. Other Options for Action

4.1 Not applicable.

5. Introduction

5.1 This report provides an overview of key activities from early September to late November 2025.

6. Background

6.1 Paula Hirst was appointed as the new HGGT Director following a competitive recruitment process. The previous Director left employment at HGGT in November 2024. In between these periods, oversight of the Partnership team and key activities was provided by an Interim Director via a part time consultancy arrangement.

6.2 Since commencing employment in early September, the new HGGT Director has assumed oversight of the work of the Partnership Team, met with key individuals and organisations, and has been reviewing activity and focus of the Partnership with a view to informing the Work Programme for 26/7.

7. Key Activities

Internal Introductory Meetings

7.1 The Director has held individual meetings with all directly employed members of the HGGT Team, all 'Leads' employed by Partner authorities, members of the Executive Officer Group (EOG), key Executive Officers of the five Partners, and Principal Members and Chair of the Joint Committee.

7.2 The objective of these meetings has been to:

- a. Understand current activities and progress against this year's Work Programme
- b. Understand resources available to the Partnership (including financial, skills and experience)
- c. Gain feedback on progress against the HGGT Vision and key objectives of the Joint Committee as set out in the IIA
- d. Understand viewpoints regarding the future focus and priorities for the Partnership and its team.

7.3 Following feedback, a number of changes have been made to the overall rhythm of meetings to improve co-ordination and efficiency.

External Meetings

7.4 The Director has:

- Attended a meeting of the UK Innovation Corridor Board, where the Chair and Senior Responsible Officer (SRO) for the UK Health and Security Agency (UKHSA) were present

- Chaired a meeting of the HGGT Developer Forum, where key land and development interests were represented
- Met with key land and development parties for developments to the north, east, west, and south of Harlow
- Met with existing contacts at Homes England
- Met with the Chair of Harlow's Investment Board.

7.5 Further meetings are scheduled or are being scheduled with:

- Land owners, developers, promoters and/or their representatives for the remaining sites
- Hunsdon, Eastwick and Gilston Neighbourhood Plan Group (HEGNPG).
- Ministry for Housing, Communities and Local Government
- MP for Harlow.

7.6 The objectives of these meetings has been to:

- a) Understand the current status of development activity and any barriers to delivery of infrastructure or homes
- b) Understand wider local, regional, and national interest and activity related to the Garden Town
- c) Gain feedback from external stakeholders regarding the role of the Partnership, its focus and priorities
- d) Inform the business plan for 2026/7 for the Partnership and its team.

Stakeholder Engagement and Communication

7.7 Alongside the meetings noted above, the following activities have taken place:

7.8 Letters have been sent to:

- The Secretary of State for Housing inviting the Minister to visit, and to seek to open a dialogue regarding funding and delivery of the Strategic Sustainable Transport Corridor (STC) Network that is a core component of the Garden Town infrastructure.
- The CEO of Homes England, seeking to establish a more formal process of joint working to support the delivery of infrastructure and unlock homes.

7.9 The role and function of the Developer Forum has been reviewed in order to attract senior attendees from land owners and developers in the Garden Town, and provide a mechanism for dialogue between them, the Partnership, and Garden Town Partners. The next meeting is on the 9th December, and will focus on the relationship between Harlow Town Centre and the development sites.

- 7.10 A public affairs strategy document is in preparation to highlight where and how the Partnership may be able to increase its influence, to increase the profile of the Garden Town and be in a better position to attract funding and finance.
- 7.11 At the time of writing a response is being prepared to the House of Lords Inquiry into New Towns.
- 7.12 Communications activity of the Partnership team has been reviewed to ensure that there is a clearer process for sign off for key announcements and that appropriate references to Partners and funders are included where relevant. A forward plan of key communications activity is in development to align with the work programme.

Funding and capacity

- 7.13 The HGGT Partnership has successfully secured £100,000 of funding from Homes England to support with work on bus services, an overview of which is provided under paragraph 8.5 in the PMO Report.
- 7.14 In addition, a proposal has been submitted for MHCLG garden communities capacity building funding via Homes England, to augment existing resources to support with a shift towards a greater focus on infrastructure and housing delivery. At the time of writing, a response is still awaited.
- 7.15 A formal proposal has been submitted by Hertfordshire County Council to Homes England for £30mil to construct Local Walking and Cycling Routes as one of many additional sustainable transport schemes necessary to reach the best-in-class Department for Transport (DfT) Targets for Sustainable Transport across the whole of the HGGT area. It is anticipated that the next stage of the process will entail detailed due diligence of this proposal to inform Homes England's decision on amending the Housing Infrastructure Grant agreement.
- 7.16 A submission has been made to the ATLAS team at Homes England (previously known as the Planning Super Squad within MHCLG) for advice and support on planning for the Garden Town strategic sites that fall within Epping Forest and Harlow as additional support may be needed. This is awaiting approval from MHCLG.
- 7.17 A review of existing resources available to the Partnership has been carried out as part of the Director's review of current activity. This informed the capacity building bid to MHCLG. Recommendations on resources required for 2026/7 will follow formally at the February 2025 Joint Committee meeting as part of the review of the Business Plan.

Strategic Sites

- 7.18 Latton Priory – Support has been provided to Epping Forest District Council in relation to their discussions with the Applicant to clarify the Garden Town and Partner positions in relation to particular issues.

- 7.19 Water Lane – Two meetings have been held with the promoters/developers at Water Lane, to understand key barriers to progressing masterplanning, and to start to address them. Individual meetings will now take place, and a series of actions have been agreed between the promoters/developers and the Garden Town partnership to allow masterplanning to progress.
- 7.20 East of Harlow – A meeting is being arranged with the agent for one of the major landowners, with the other major landowner, Princes Alexandra Hospital, and with the landowners or agents for some of the smaller sites, with a view to understanding current status and how best to progress site wide masterplanning activity.
- 7.21 Gilston – Meetings have been held with one of the developers, East Herts District Council, and Hertfordshire County Council with a view to better understanding the role of the Partnership now that Outline Planning Permission has been provided. Suggestions on this will come to the Committee in due course, following a meeting with the other developer and further cross local authority meetings.
- 7.22 Town Centre – Harlow Council is leading on the regeneration of Harlow Town Centre and the status of key projects is set out within the PMO paper. How the (re) development of the town centre relates to the activities of the Partnership forms part of the Director’s review, and will be subject to further discussion. Close working between the Harlow Regeneration Team and the Garden Town Team is important to maximise the opportunities presented by the developments within the town centre and the new neighbourhoods being planned around Harlow.

Infrastructure

- 7.23 Understanding the current status of the Sustainable Transport Corridor Network beyond the North to Centre STC has been a key focus. The review of the activities of the Partnership has highlighted that the main focus of the Partnership Team to date has been on sustainable transport initiatives, with comparatively relatively little focus on other areas, e.g. strategic transport infrastructure delivery (beyond the HIG funded work), rail, utilities, health, or education.

8. Forward Look

- 8.1 Looking ahead over the next 3 months, the key priorities are:

- Creating a clearer and shared agenda around the role of the Partnership in facilitating delivery of housing and infrastructure across the Partners and key stakeholders
- Understanding and agreeing the resources needed to deliver against this agenda, and developing a clear business plan for 2026/7 for the Committee to approve in February 2026

- Continuing to meet key land and development interests to understand the current status of development, any barriers to delivery, and to enhance the Partnership's understanding of its role in helping to address these barriers
- Enhanced engagement with Homes England and MHCLG to increase the profile of the Garden Town and to explore opportunities for enhanced joint working to support delivery
- Commencing preparations for UKREiiF in May 2026 in Leeds as a key event in the real estate, development, and infrastructure calendar and exploring other opportunities to help increase the profile of the Garden Town and its attractiveness for investment
- Ensuring delivery against existing contractual commitments within this financial year.

9. Implications

Resource:

- 9.1 There are no additional resource implications as a result of the recommendations of this Report for this financial year.
- 9.2 All activities undertaken by the HGGT Partnership and Delivery Team are funded by the Local Authority Partner Contributions and Budget agreed at the February 2025 Joint Committee, with funds administered by Epping Forest District Council as Accountable Body. Contributions from each Local Authority Partner for 2026/7 will be confirmed through the annual budgeting cycle and process of each Local Authority.
- 9.3 An additional £100,000 has been granted under a Grant Funding Agreement (Section 19) by Homes England to the Garden Town for the bus services work identified above. The contract has been signed and sealed.
- 9.4 Decisions on capacity building funding from MHCLG and support from ATLAS are awaited.

10. Equalities and Diversity

10.1 Equality Impact Assessment:

Is this a new policy (or decision) or a change to an existing policy, practice or project?	No
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Describe the main aims, objectives and purpose of the policy or decision	To update the Joint Committee on key activity
What outcome(s) are you hoping to achieve (i.e. decommissioning or commissioning a service)?	To enhance understanding of the activities of the Director and their team.
Does or will the policy or decision affect: <ul style="list-style-type: none"> • service users • employees • the wider community or groups of people, particularly where there are areas of known inequalities? 	Yes - contributes to the delivery of the HGGT project to deliver 23,000 new homes and associated infrastructure in and around Harlow which will affect existing and future residents.
Will the policy or decision influence how organisations operate?	No
Will the policy or decision involve substantial changes in resources?	No
Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?	No
What does the information tell you about those groups identified?	N/A
Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?	N/A
If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary:	The work of HGGT has been subject to public consultation and will continue to be so in the future.
Use this section to assess any potential impact on equality groups based on what you now know.	
Age, Disability, Gender, Gender reassignment, Marriage/civil partnership, Religion/belief, Sexual orientation	N/A

Does the EqIA indicate that the policy or decision would have a medium or high	No	
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HGGT Vision Assurance

1. What principles of the HGGT Vision does this seek to achieve?

The objective of the HGGT Programme is to deliver the HGGT Vision.

2. What steps have been taken to ensure the HGGT Vision is embedded into the project?

The HGGT Programme ensures that the individual projects remain aligned to the HGGT Vision.

Report to: HARLOW AND GILSTON GARDEN TOWN JOINT COMMITTEE

Title: HGGT Programme Management Report

Report Reference: JC-024-2025/26

Date: 8 December 2025

Report Author: Cassiem Jeppe – Harlow & Gilston Garden Town (HGGT)

Enclosures: Appendix A – HGGT Work Programme 2025/26

1. Recommendations/Decisions Required

1.1 The HGGT Joint Committee is asked to review and make any comment on the Programme Management Report.

2. Executive Summary

2.1 This report provides the Joint Committee with oversight of progress against its agreed Work Programme for 2025/26, which aims to progress delivery of the agreed HGGT Vision, alongside updates on key development and infrastructure activity within the Garden Town.

2.2 In relation to the HGGT Partnership Work Programme, the majority of funded work is on track to be completed within the original intended timescales for delivery. Interventions which were subject to receipt of additional funding have not progressed, with the exception of work on bus services which is now progressing due to additional grant funding received from Homes England.

2.3 Interventions which are included in the HGGT Modal Transition Delivery Framework, that have not progressed due to insufficient funding include:

- Phase 2: Intervention 4 - Roads, Streets and Neighbourhoods
- Phase 2: Intervention 5 - Targeted Engagement Programmes
- Phase 2: Intervention 6 - Pricing and Parking

Activity in relation to these interventions will be considered as part of future Work Programmes.

2.4 Further work on the Design Guide Refresh and Quality of Life programme has been put on hold. Future activity in this area will form part of the consideration for the 26/7 Work Programme.

3. Reasons for Proposed Decision

3.1 To update the Joint Committee on progress against the agreed annual Work Programme and key development and infrastructure activity within the Garden Town.

4. Other Options for Action

4.1 Not applicable.

5. Introduction

5.1 This report provides an update for the HGGT Joint Committee regarding key activities and progress against the agreed 25/26 Work Programme of the HGGT Delivery Team, attached in Appendix A, alongside key development and infrastructure activity within the Garden Town.

6. Background

6.1 The Joint Committee agreed its 3 Year Business Plan in February 2025.

6.2 The key delivery themes are:

- Delivering the Garden Town Vision of quality, beautiful and sustainable places
- Enabling the Infrastructure Foundations for Growth
- Maximising and Accelerating Delivery with a focus on outcomes by 2026
- Ensuring our Governance is Fit for the Future

6.3 The 2025/26 programme priorities for the HGGT partnership which align with the Business Plan are:

- Enabling the HGGT Strategic Sites to come forward
- Enabling Advancement of HGGT Modal Transition Targets
- Demonstrating and engaging with the community on the benefits of growth
- Delivery of the long-term stewardship arrangements

7. Progress Update: Enabling the HGGT Strategic Sites to come forward

7.1 **Latton Priory:** An outline planning application was submitted to Epping Forest District Council (EFDC) in September 2024 for up to 1340 dwellings and associated infrastructure. EFDC continues to liaise with the applicants regarding key issues requiring resolution including in relation to outstanding objections to the scheme as submitted, including from HGGT, Local Authority Partners and National Highways, with the aim of progressing decision

making at Committee in early 2026. EFDC is in regular dialogue with other HGGT partners, including through the Executive Officer Group to discuss shared issues.

- 7.2 **Water Lane:** The main site promoters signed a Planning Performance Agreement with EFDC, Harlow Council and Essex County Council (ECC) in October 2023 (with an update in February 2025) regarding the development of a Strategic Masterplan for the site. To support the masterplanning process, initial developer-led engagement sessions took place with Harlow Council and EFDC Members as well as Roydon and Nazeing parish councils between July and October 2025. Following meetings in October and November 2025 to discuss some key issues arising for the promoters, officers are now working with them to re-establish a clear programme of work for the masterplanning exercise with the aim of this commencing early in 2026, and for resident engagement to form part of this process.
- 7.3 **East of Harlow:** EFDC and Harlow Council are continuing to progress liaison with the respective agents and landowners across this cross-boundary site, with meetings planned for November and December 2025. A key objective is to gain agreement to a site wide strategic masterplan process bringing together the major parties of interest.
- 7.4 The Princess Alexandra Hospital continues to progress discussions regarding site acquisition with the landowners for its relocation.
- 7.5 Following planning approval by Harlow Council of 38 homes on Land Adjacent to Moor Hall, some clearance work on site has commenced.
- 7.6 **Gilston Villages:** Further to outline planning permissions for the Gilston Villages being released in January 2025, a submission for Judicial Review (JR) of those planning decisions was lodged at the High Court. This matter has now been resolved in favour of the Local Planning Authority (Nov 25) with the final submission of the claimant to the Court of Appeal dismissed. Whilst the JR process was being resolved, the landowners/ developers have been progressing the next stage of work related to the Gilston Villages, namely the Strategic Landscape Master Plan (SLMP) and Master Plans for Villages 1 and 7 (V1MP and V7MP).
- 7.7 Gilston V1-6: For Villages 1-6, Places for People has been progressing the SLMP and the Village 1 Master Plan. It is likely that the masterplan will be submitted in December 2025, and a briefing will be provided for HGGT members thereafter. After consideration and agreement of the submission, the landowner will be able to progress with the submission of reserved matters applications for the first residential areas of the site. Currently the applicant is focussing on the commencement of delivery of the Central Stort Crossing (see below) and will move onto residential development subsequently. This may push back the start on the site into 2027, with first occupations during 2029.
- 7.8 Gilston V7: The V7 site is in the separate ownership of Taylor Wimpey (TW). TW has progressed the formulation of the Master Plan for the village and this was submitted it to East

Herts District Council for approval in February 2025. The masterplan is under consideration and officers are working with the applicants to ensure it is amended as necessary to enable approval. A briefing session will be organised for the wider HGGT partners at the appropriate time.

7.9 Taylor Wimpey is keen to progress with development on its part of the Gilston site at pace and has also submitted a number of reserved matters planning applications. However, these firstly require the context of an approved SMLP and then subsequently the V7 master plan to be in place before they can be considered. Expedited delivery at V7, whilst positive with regard to housing delivery timescales, may lead to competing demands with regard to the timing and location of infrastructure between this site and V1. Officers will continue to work with the developer and infrastructure providers to resolve any tensions of this nature.

7.10 **Harlow Town Centre: Arts & Cultural Quarter:** Harlow Council commenced construction work in October 2025. This followed several months of detailed design, planning, and preparation. Works are beginning at the Occasio House site, with those directly outside the Playhouse due to follow (resulting in a taxi rank being relocated into College Square, next to St Paul's Church).

7.11 **Broadwalk:** Works have continued during 2025 with paving, lighting and wider public realm enhancements. Public events to coincide with the completion of the works have been programmed for 6 December ("Light-Up Broad Walk") with a locally led Christmas Market following on 13 December to 21 December.

7.12 **Market Square:** Works on Market Square are expected to commence in late 2025, following clearance of the operations yard that has been in place to facilitate the completion of the Broad Walk construction works.

7.13 **Harlow Town Centre Interchange & Hub STC Work:** Demolition of the old bus station has now taken place in preparation for building works commencing in early 2026. Meanwhile, the temporary bus station continues to serve local bus routes. The North-Centre Sustainable Transport Corridor (STC) works include an interim link route for pedestrians and cyclists into the town centre adjacent to the temporary bus station.

8. Progress Update: Enabling Advancement of HGGT Modal Transition Targets

8.1 **Housing Infrastructure Grant (HIG) Funded Projects: North to Centre STC:** Work has almost completed on the North to Centre STC, delivered by ECC using Homes England HIG funding. This project represents the first stage of a wider network of enhanced routes to provide more sustainable modes of transport across the Town. It will link the Town Centre interchange with the rail station and the expanded Central Street Crossing, and provide the opportunity for quick sustainable travel between Gilston and the Town Centre as the most

direct route into Gilston will be a sustainable only mode access. The programme is estimated to be completed in early 2026 but it is anticipated the main works will be completed by the end of December 2025.

8.2 Stort Valley Crossings: As part of the HIG delivery programme, there are two key projects to mitigate any increase in traffic across the Stort Valley between Gilston and Harlow due to housing growth across the Garden Town. These are the enhancement of the existing A414 river Stort crossing (the Central Stort Crossing (CSC)) and a new crossing, the Eastern Stort Crossing (ESC).

8.2.1 Central Stort Crossing: As the Gilston JR submission has now been resolved, it is anticipated that Places for People (PfP) will move ahead with implementation of the Central Stort Crossing (CSC) works, due to a planning condition on the outline planning approval. Initial site clearance has been completed, and ground investigation is ongoing. Completion is programmed for 2030.

8.2.2 Eastern Stort Crossing: This crossing will increase general traffic capacity and provide an additional link into the Templefields area. Delivery of this Crossing will occur later in the overall Gilston programme.

8.3 Variations: Due to delays primarily associated with the Judicial Review challenge to the Gilston Outline Planning Consent, it has been necessary for Hertfordshire County Council (HCC) to request a variation to the HIG contract. This variation, if approved, will extend the drawdown window from March 2027 to March 2029.

8.4 Due to the delay, some of the originally envisaged HIG funded infrastructure is now no longer expected to be delivered within the HIG drawdown timeframe. To address this, the variation also includes a request to off-set a reduction in drawdown of some of the originally intended HIG funded transport infrastructure with alternative infrastructure. The new infrastructure being the main sub-station for the Gilston site, the connection to the National Grid, and connection and delivery of a smaller local sub-substation required to power the Village 1 primary school. PfP remain responsible for delivery of all infrastructure as set out and agreed in the Outline Planning Consent and S106 agreement.

8.5 **Increasing Bus Usage**: A grant of £100,000 has been obtained from Homes England for measures to improve bus services in Harlow. This is being spent on the following activities:

- Improvement to Congestion Hotspots: A consultancy commission has been let to undertake an investigation of issues that regularly delay buses on a short section of Potter Street/Southern Way. This has been identified by operators as a particular

“hotspot” that delays their services and impacts reliability. Designs will be developed to identify how this can be improved.

- STC Bus Service Provision Specifications & Delivery: Work has begun on scoping a study that will provide a route map of how bus services could be improved in Harlow over short, medium and long term periods. This is intended to be a very visual document.
- IDP refresh-updating of information on bus services: Discussions have been held with bus operators about obtaining monitoring information. This will help to update the HGGT Infrastructure Delivery Plan (IDP) with improved and updated data and provide a basis for establishing a baseline for future bus improvements and monitoring.
- Preliminary work on establishing a Partnership with Bus Operators: Discussions with bus operators have indicated a tentative willingness to work with HGGT on issues such as bus promotion and branding. It is intended that further work will be undertaken to identify how this will be taken forward.

Active Travel and Micromobility

- 8.6 Local Cycling Walking Implementation Plan (LCWIP): Small elements of a pedestrian and cycle route from the Town Centre to Churchgate Street/East of Harlow (LCWIP4) have been designed and have received over £1m of Active Travel England funding, administered by ECC. This will see delivery of three junction improvements on the route including Howards Way / Second Ave roundabout, with construction anticipated to commence in the first quarter of 2026.
- 8.7 A variation to the Housing Infrastructure Grant (HIG) proposal has been submitted by Hertfordshire County Council to Homes England for up to £30m of cycling improvements, largely for LCWIP1 which forms a circular route around the town centre, LCWIP 5 towards Potter Street, LCWIP 6 towards Latton Priory and LCWIP8 towards Katherines. This would help to provide infrastructure for a proposed Cycle Sharing scheme (see below). There is also some scope within this to provide some additional design work for the wider West to Centre STC.
- 8.8 An Audit of all existing cycle routes by Sustrans is now close to completion.
- 8.9 The HGGT LCWIP Policy document is currently being reviewed and updated by consultants PJA and is due for completion by early 2026.
- 8.10 Cycle Sharing Service: Harlow Council has prepared a report setting out plans for the progression of a Cycle Sharing Service across Harlow, which is due to be considered by its Cabinet at the meeting of 11th December 2025. The report has been informed by HGGT work

in this area and discusses the delivery of a bay-based cycle sharing scheme using electric bicycles, the required capital and operating subsidy, and aims to provide the basis for a desired future expansion into neighbouring Garden Town neighbourhoods in due course.

- 8.11 Harlow Council is developing a detailed programme for the procurement of this cycle sharing service alongside the spatial deployment plan for cycle parking stations, to enable conversations with potential operators. It is envisaged that procurement could take place between February and May 2026. This contract would be procured, funded and managed by Harlow Council.
- 8.12 Subject to Harlow's Cabinet approval, the next steps will be supplier engagement, detailed financial planning and preparatory procurement work. Previous HGGT mapping and planning work for e-scooters will assist in planning for cycle sharing and will be useful to support engagement with operators.
- 8.13 E-Scooter Trial: ECC appointed a new operator, VOI, to run the Essex e-scooter trials in August 2025, taking over from Tier-Dott. This involved a replacement of the fleet currently operating in other towns in Essex.
- 8.14 A Project Group involving Harlow Council, ECC, HGGT and the operator was set up to progress a trial in Harlow, which met five times in August-September 2025, supplemented by detailed parking planning discussions and email/information exchanges. The operator proposed a small number of town centre bays, with a free-floating system for the rest of Harlow outside of the town centre.

Harlow Council discussed joining the e-scooter trial at a meeting of its Scrutiny Committee on 28th October 2025, where concerns were raised regarding launching an e-scooter scheme in the darker, colder winter months, alongside questions regarding safety. Further consultation with stakeholders is felt required prior to proceeding with a pilot which is now being considered for 2026/7. Discussions with the operator remain ongoing.

- 8.15 **Harlow Town Train Station Study**: Following the conclusion of two separate studies looking at Harlow Town Station and the transport interchange area at the front of the station to the South, ECC have identified funding to examine harmonising these in relation to the interchange area and this work has now commenced. Discussions are underway regarding how best to engage stakeholders in any future work relating to the station.
- 8.16 **Sustainable Transport Corridor Connector – West to Centre**: ECC have identified some funding to progress work in relation to the Connector to the Water Lane strategic site. The scope of this work is currently being finalised with a view to completing this within this financial year.

9. Progress Update: Demonstrating and engaging with the community on the benefits of growth

- 9.1 Since July 2025, HGGT's Facebook page has had over 650k views (number of times content was played or displayed) with Harlow Town Centre and the redevelopment of Market Square and the Bus Station being the most popular content.
- 9.2 Over the same time period on the Garden Town's Instagram channel, UKHSA moving to Harlow was the most popular piece of content with a reach of 20k people. HGGT messaging on Instagram has had over 140k impressions (number of times content was played or displayed) since July 2025 and reached more than 60k individuals.
- 9.3 The Garden Town's LinkedIn content has had almost 85k impressions since July 2025 with the Director's appointment being the most popular piece of content, reaching over 25k LinkedIn accounts.
- 9.4 As noted above, the promoters of development at Water Lane have undertaken some targeted engagement with key stakeholders since the last Joint Committee meeting.
- 9.5 The Harlow and Harlow and Gilston Town Hub in the Harvey Centre in Harlow Town Centre continues to be open every Thursday from 10-2pm and can be made available for developers to use to support their engagement activities.

10. Progress Update: Delivery of the long-term stewardship arrangements

- 10.1 At the July 2025 Joint Committee, it was agreed that currently no further action be taken over and above the engagement that takes place between the individual Local Planning Authorities and landowners/ developers as part of the process of bringing forward land for development.

11. Implications

Resource Implications:

- 11.1 There are no additional resource implications associated with the recommendations of this for this financial year.
- 11.2 All activities undertaken by the HGGT Partnership and Delivery Team are funded by the Local Authority Partner Contributions and Budget agreed at the February 2025 Joint Committee, with funds administered by Epping Forest District Council as Accountable Body. Contributions from each Local Authority Partner for 2026/7 will be confirmed through the annual budgeting cycle and process of each Local Authority.

- 11.3 An additional £100,000 has been granted under a Homes England Grant Funding Agreement (Section 19) to the Garden Town for the bus services work identified under 8.5 above, to be spent by the end of this financial year. The Agreement has been signed and sealed.
- 11.4 Infrastructure and housing delivery is being funded by a variety of different partners and sources including public funding (both local and national) and development funding and finance.
- 11.5 In relation to Housing Infrastructure Grant expenditure (HIG), the total current HIG spend to date is £52m of the £182m allocated.

12. Equalities and Diversity

12.1 Equality Impact Assessment:

Is this a new policy (or decision) or a change to an existing policy, practice or project?	No
Describe the main aims, objectives and purpose of the policy or decision	To provide budget and programme information to deliver the aims of the HGGT Joint Committee
What outcome(s) are you hoping to achieve (i.e. decommissioning or commissioning a service)?	Provide oversight of HGGT programme and progress.
Does or will the policy or decision affect: <ul style="list-style-type: none"> • service users • employees • the wider community or groups of people, particularly where there are areas of known inequalities? 	Yes - contributes to the delivery of the HGGT project to deliver 23,000 new homes and associated infrastructure in and around Harlow which will affect existing and future residents.
Will the policy or decision influence how organisations operate?	No
Will the policy or decision involve substantial changes in resources?	No
Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?	No

What does the information tell you about those groups identified?	N/A	
Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?	N/A	
If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary:	The work of HGGT has been subject to public consultation and will continue to be so in the future.	
Use this section to assess any potential impact on equality groups based on what you now know.		
Age, Disability, Gender, Gender reassignment, Pregnancy/maternity, Marriage/civil partnership, Race, Religion/belief, Sexual orientation	N/A	
Does the EqIA indicate that the policy or decision would have a medium or high	No	

HGGT Vision Assurance

1. What principles of the HGGT Vision does this seek to achieve?

The objective of the HGGT Programme is to deliver the HGGT Vision.

2. What steps have been taken to ensure the HGGT Vision is embedded into the project?

The HGGT Programme ensures that the individual projects remain aligned to the HGGT Vision.

APPENDIX A

Updated HGGT Works Programme – 2025/26 – Version: 25-Nov-25



Workstream	Programme Item		Lead Officer	FY 2025 / 26											
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Sustainable Mobility	Phase 1: Intervention 1 - Increasing Bus Use	Improvement to Bus Service - Improvements to congestion hotspots (x2)	Adrian Smith		Scoping	Scoping	Gateway approval	Commission Jacobs to undertake designs	Jacobs	Inception Meeting	Site Visit	Draft Designs	Designs received & Review	Designs completed	
		STC Service Provision Specifications & Delivery	Adrian Smith		Scoping		Project group established	Commission Jacobs and initial	Commission Jacobs and initial findings	Project development & initial findings	Draft Report	Final Report			
		IDP refresh-updating of information on bus services	Adrian Smith		Scoping			Requests for data	Analysis of current information	Identification of further work needed					
		Preliminary work on establishing a Partnership with Bus Operators	Adrian Smith		Scoping			Discussion with bus operators	External advice on how to progress branding and monitoring	Working with operators on marketing of services					
	Phase 1: Intervention 2 - Increasing Shared Mobility and Active Travel	E-Scooters	Reggie Tricker			(ECC)	Project group meetings, Develop	Decision made to proceed	HDC Strategy	Monitor Future Opportunities					
		Bike Hire	Reggie Tricker		Position paper	Scoping	Site Visit	Separation Day	PPR/HDC Cabinet Support	HDC Cabinet	Develop detailed business case, specification and tender	Issue Tender	Review proposals/ negotiations		
	Phase 1: Intervention 3 - Monitoring / Evaluation		Alex Turnham						Establish Project Group	Scoping	Project Proposal	Programme Development			
	Phase 2: Intervention 4 - Roads, Streets and Neighbourhoods		Cassiem Jeppe										Scoping		
	Phase 2: Intervention 5 - Targeted Engagement Programmes		Cassiem Jeppe										Scoping		
	Phase 2: Intervention 6 - Pricing and Parking		Reggie Tricker										Scoping		
Modal Transition Delivery Framework		Cassiem Jeppe		Update Delivery Pathway	Take forward prioritised initiatives as per MDDF		Legislation Review					Deliver Interventions			
Policy and Strategy	Design Guide Refresh- Phase 1/2	Adeola Pilgrim		Review Phase 1 Report	Sign Off Phase 1 Report		Received final Report					Agree Scope for Phase 2	Proposal Form / Gateway		
	Quality of Life	Adeola Pilgrim		Review Action Plan Priorities								Agree Strategic Direction for HGGT Q4	Proposal Form / Gateway		
	Employment Land Study	Cassiem Jeppe			Assess Need		Review Economic Progress		Review & plan next steps	Establish Scope	Take to Joint Committee				
	IDP - Infrastructure Delivery Plan Refresh	Reggie Tricker			Agree and Finalise Activities		Proposal Form / Gateway		Understand Review of Schedules		Collate Output for Updating				
	LCWP Refresh	Adrian Smith		Scoping	Discussion with EOC to proceed						Completion				
Infrastructure and Delivery	External Legal Advice and Support (Weightmans)	Kevin Stephe	Continued Legal Advice and Support												
	Land Assembly Advice and Support (Cushman)	Kevin Stephe	Continued Delivery of the Land Assembly Programme												
Placeshaping & Community Engagement	Active Travel Behavioural Change (Sustrans)	Alex Turnham	Monthly Report & Feedback	Monthly Report & Feedback	Sport England Bid Determination	HDC recruiting active environment officer	Active Travel School Engagement								
	Cycle Network Travel Audit (Sustrans)	Alex Turnham	Scoping	Scoping	Audit	Report Preparation	Report Review	Final Report							
	Pedal Power	Alex Turnham	Monthly Report & Feedback	Marketing & Comms	Sport England Bid Determination	Bike Giveaway	Bike Giveaway	Bike Giveaway	Year 2 funding review						
	HGGT Stewardship Umbrella Body Research & Resultant Projects	Kevin Stephe	Finalisation of advice from consultants		Report to JC	Finalisation of consultants report	Final Report								
	Quality Review Panel	Kevin Stephe	Monthly Panel Meetings scheduled to enable QRP assessment of emerging projects and policies												
	Data Dashboard and Insights (Local Digital Fund)	Alex Turnham	HGGT Public Consultation User Guide	Red Power Data	HDC Resident Data	HDC Resident Data	HGGT Mapping	HGGT GIS Mapping & Water/Lane Consultation Data	Consultation Review	Scope 'site podium' consultation app					
	Infrastructure Funding Statement	Reggie Tricker				Annual Review	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	
	Garden Town Comms Engagement & Marketing	Matt Phillips	Monthly	Monthly	Monthly	Annual Review	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	
Strategic Sites	Latton Priory	Adeola Pilgrim	Determination of Planning Application												
	Water Lane	Adeola Pilgrim	Stakeholder Engagement							Update Masterplan Programme			Commence Masterplanning		
	East of Harlow	Reggie Tricker	Govt announcements re PAH and HSA				Liaison and preparation for masterplanning and PPA activity				Major Rail Road with construction activation of amended SLMP and Y1MP		Potential masterplanning coordination		
	Gilston Village 1-6	Kevin Stephe	Submission of SLMP	Consideration of SLMP						Amendment to SLMP					
	Gilston Village 7	Kevin Stephe	Submission of V7 MP												
	STC North to Centre (Burnt Mill to Harlow Transport Interchange)	Phillip Bradbury	Delivery												
	Short Valley Crossings	Phillip Bradbury	Design work for CSC North (1A)					Pre-construction & Approvals (1A)					Works on site (1A)		
	Harlow Town Centre	Broadwalk	Reggie Tricker	Ongoing paving work on final Phase 5								Complete handovers			
		Market Square	Reggie Tricker	Routes to delivery under exploration							Works on-site			Completion (2027 April)	
		Arts & Cultural Quarter	Reggie Tricker	Revised procurement routes for contractor (TBC)					Handings	Diggers on-site and enabling works	Compound established and early works		Note: Completion Mid-Late 2027		
Interchange & Hub STC Work		Reggie Tricker	Revised procurement routes for contractor (TBC)				Handings	Demolition and site clearance		Construction	Note: Completion Early 2027				
Walking and Cycling Projects in Harlow	Adrian Smith	Maintenance works on LCWIP8 South to Centre				LCWIP Cycleway debate?	LCMP refresh		Active Travel England (First Avenue - Improvements to 3 junctions)						
Governance	PMO, Master Programme and Risk Register	Cassiem Jeppe	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly		
	Programme Review	Cassiem Jeppe	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly		
	Budget and Finance (including invoicing and orders)	Cassiem Jeppe	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly		
	HGGT Joint Committee	Brianna Wills		Draft Paper	Exec Brief	JC Meets	Exec Brief	JC Meets	Draft Paper	Exec Brief	JC Meets	Exec Brief	JC Meets	Draft Papers	
	EOG	Paula Hirst	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly		
	EOG - STPF	Cassiem Jeppe	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly		
	Leads/SMG	Paula Hirst	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly		
	SMW	Cassiem Jeppe	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly		

Agenda Item 14

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted