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2. Project contact details

2.1 Lead authority name

Epping Forest District Council

2.2 Details of the person leading this application

Sam Terrell

Role

Principal Economic Growth Officer

Email address

sterrell@eppingforestdc.gov.uk

Phone number

2.3 Details of a senior stakeholder from lead authority

Role

Email address

2.4 Details of a Section 151 Officer from lead authority

Role

Email address

2.5 List your project partners and provide a single point of contact for each organisation.

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Project partner organisation	Name of single point of contact	Role of single point of contact	Email address of single point of contact	Phone number of single point of contact
East Herts District Council				
Harlow District Council				
Essex County Council				
Hertfordshire County Council				

3. Your project proposal

3.1 Project title

Exploring how consultation data gathered across multiple local authorities via the Harlow & Gilston Garden Town (HGGT) can be better stored, shared and managed,to address the challenge of data silos, lack of longitudinal insight, improved data management and build shared data skills and resources.

3.2 Project description

Our project seeks to understand current skills, resources, tools, platforms and data sharing arrangements across multiple authorities that are supporting the development of the HGGT over the next 20+ years; specifically data that is generated during consultations by HGGT with existing and new communities across multiple authority areas. The project will identify tools, resources, agreements and skills needed so that multiple authorities involved in growth and regeneration can collect, share, visualise and gain insight from data more readily and comparatively.

3.3 How much funding are you applying for?

69000

4. Project assessment

4.1 Describe the problem that your discovery project seeks to investigate.

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HGGT is a partnership of three District Councils and two County Councils delivering 23,000 new homes in and around Harlow by 2044. This growth will see Harlow's population rise by 50,000. Public consultation and engagement is a critical part of delivering and monitoring this regeneration and growth. Partnership working seeks to facilitate delivery, remove barriers, improve efficiency and maximise resources available.

Currently consultation data is stored across five authority systems or on separate proprietary platforms which is inefficient and time intensive for HGGT officers to work across.

Through our DLUHC PropTech funded public digital consultation on Quality of Life, it was envisaged that passive data, collected by consultants, Stantec, would be migrated into our product Commonplace's active data map, to host publicly. However, interoperability and longer term data legacy issues meant that this was not possible. Going forwards, we wish to avoid:

- Inefficient 'doubling up' of active (consultation) and passive data on multiple proprietary platforms (high risk of confusion, data loss, reduced transparency, lack of common tools).
- Time-limited public host of information - issues for longitudinal /comparative analysis and monitoring
- Reliance on multiple products / consultants not embedded within local authorities, for hosting, processing, analysis and management of consultation data, and higher cost associated with this.
- Failure to get maximum value and insight from wealth of data generated from the scale of this and future consultations.

This Discovery aims to understand and define the users, their needs, the skills, resources, tools and platforms to define solution/s so that consultation data on varied topics and scales, and gathered over multiple phases of engagement can be readily shared, analysed, utilised and valued across multiple authorities as HGGT develops.

4.2 Describe the outcomes and outputs you aim to achieve by the end of the project.

- To have completed user research across the five HGGT Local Authority partners which will culminate in a Discovery report detailing the capabilities, capacity, consultation data tools and systems currently in place across the partnership.
- The Discovery will be a fundamental steppingstone towards progressing towards an Alpha project to create a publicly accessible online dashboard and data portal: creating a clear, trackable consultation data process, with meaningful outputs for the public and authority officers.
- Common consultation data management principles ensuring interoperability across five local authorities and template for HGGT consultation data collection and visualisation: maximise time efficiencies for officers in data access, sharing & visualisation (at present we risk havnig consultation data stored as raw excel/ CSV files on five different servers, with limited access).
- Increase in-house authority capabilities to:

  ○ manage and intelligently client multi-authority scale of data collection/ sharing
  ○ embed consultation data into policy and planning process

- Work collaboratively across data analysis & visualisation, policy & guidance, and community engagement expertise, forming an ongoing relationship with local communities and stakeholders.
- We will develop a protocol/checklist approach to allow other multi authorities to consider consultation data collection, sharing, ownership and management at the outset of long-term community development projects. This learning will be transferred in the first instance to each of the five authorities across all aspects of their consultation data collection services.

4.3 Tell us how your project will make local government services safer, more resilient and/or cheaper to run in the context of the problem area.

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Shared data across the Garden Town optimises individual data collected by each authority by generating more robust data and analytics to solve community challenges, undertake comparative longitudinal monitoring, and meet HGGT Partner objectives.

Promoting consultation data sharing will enable greater stakeholder engagement and influence than by working in data silos, by providing confidence and establishing trust amongst officers working in this field across several authorities.

Historically local authorities have been slow to enable shared access to consultation data, which in turn preserves data silos and discourages data sharing. This undermines the efforts to maximise the impact of services and generate social value from data and analytics, at a time when demand for data and analytics are at unprecedented levels.

By Reframing data sharing as a necessity across the HGGT partnership, officers handling consultation data and analytics will have access to the right data when its needed, enabling and empowering the data and officers to deliver community benefits and support digital transformation.

Having a central HGGT consultation data collection point makes cost efficient use of time and resource. Achieving this will also enhance resilience across the partnership by the authorities not being constrained to consultants/ specialists/ software products etc.

4.4 Tell us about your project stakeholders and how you plan to engage them.

At the outset the project will undertake stakeholder mapping of users and wider inputs, arrange workshops to refine the challenge/problem to be solved, and understand roles and needs. These findings will be consolidated, and will be played back alongside development of some initial prototypes for comment and review prior to finalisation of the Discovery report.

Stakeholders to be engaged will include:

· HGGT Board / HGGT Joint Committee (Local Members)

· HGGT Executive Officer Group (Senior Authority Stakeholders)

· HGGT Developer Forum (local developer partners)

· Essex and Herts Digital Innovation Zone (DIZ)

· Community Forums via Rainbow Services (local charitable umbrella body)

· External Learning Forums / Working Groups to share project insights

· Authority officers via:

· Internal HGGT workstreams (Economic Development & Digital, Green Infrastructure & Stewardship, Strategic Stewardship Forum, Health & Wellbeing, Placeshaping & Engagement, Sustainable Mobility,

· HGGT project teams (Quality of Life Map & Monitor, Mode Share Monitoring, Latton Priory Pathfinders Design Code)

· Local authorities' IT / Comms/ Community / Data & Research/ GIS teams

4.5 Tell us about any local government sector engagement you've carried out or intend to carry out.

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- HGGT enjoys strong outward connections within the local government sector including through our Homes England Capacity Funded programme with whom we speak weekly on delivery issues.
- HGGT is a member of the Essex and Herts Digital Innovation Zone partnership which is a public/private sector network of organisations coming together to improve digital capabilities and connectivity across both sides of the county borders. The DIZ will be engaged in the Discovery phase of this work and will be presented the findings of what materialises during and after the work has been carried out.
- HGGT was awarded PropTech Round 2 funding to map what local people value and need through a public digital consultation, to inform policy and guidance across the partnership. Our engagement with DLUHC Digital Planning Team on this has been robust and we have participated in the workshops to share learning with other Local Authorities, and have been asked to represent Round 2 programme at a number of conferences and speaking opportunities. As part of the PropTech pilot programme, and through out reporting to DLUHC we have highlighted the lessons learnt and the legacy need for consultation data and monitoring capability beyond the end of the Your Quality of Life funded project.
- EFDC/HGGT were also awarded Pathfinders Design Code funding for an in-house strategic design code within the Garden Town area. We are seeking to ensure that these pilot programmes (PropTech and Pathfinders) dovetail into one another with learnings and next steps, both creating consultation data for which this funding application would enable to have a more robust, efficient and safe legacy

4.6 How will the project budget be used?

Item (e.g backfill staff time, buy in user researcher, software, hardware and others)	Time/quantity	Total cost/value £	Where will the funding come from? (e.g Local Digital funding or a particular project partner)
Stantec (Project Management and Digital Expertise Consultants): £50-60k – breakdown of time/ resource below – further work on finalising budget to be undertaken during procurement/ brief preparation	.	50-60k	LDF
Delivery Manager (consultant)	20	£18,000	LDF
User Researcher (consultant/ service level agreement)	20	12,000	LDF
Data Analyst (consultant/ service level agreement)	10	5,500	LDF
Business Analyst (consultant)	10	6,000	LDF
Technical Architect (consultant)	5	4,500	LDF
Wider community Engagement (local community specialists/ backfill role)	3	1,500	LDF
Project Management across HGGT partnership (Backfill of role)	0.2 FTE	8,500	LDF
Legal input (data sharing)	8	8000	LDF
Comms and marketing (backfill of role/ consultation newsletters and social media, wider stakeholder engagement material)	10	5,000	LDF

4.7 Tell us about your delivery plan.

Jan – May 2023

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Weeks 1 – 4 –

– Inform stakeholders and budget holders across five authorities of the award, timescales and support needed. Ensure internal communications undertaken for buy-in and understanding of project. Set up and agree ways of working for Core Working Group and additional representation from partners.

- Commence procurement, finalise & issue brief
- **(Milestone: present project start to Exec Officers)**
- **(Milestone: gateway approval of brief(s) at Leads/ SMG)**

- Engage with supplier/s to agree & refine brief, request/ tender formal proposal.

– Review supplier technical proposal and commercial proposal, establish & agree data sharing agreements and appoint preferred supplier. Develop communication plan for external stakeholders and citizens.

(Milestone: Exchange of Contracts and/or Service Level Agreements signed)

Weeks 4-8

– - Supplier Inception Meeting. Agree stakeholders to be engaged & arrange workshops and attendees.

(Milestone: Project Inception Meeting)

- Commence research on which and how multiple organisations manage consultation/engagement data, relevant data standards, tools & platforms available to manage, share, analyse & visualise data.
- Arrange and undertaken initial interviews of relevant organisations to understand their approach, challenges, ongoing issues..
- Engage with legal support internally to review data sharing agreements & understand challenges.
- Develop comms and marketing collateral to communicate & engage external stakeholders.
- Prepare for Workshops – agree formats & specific challenges each workshop needs to address.

Weeks 9-11

- - - Undertake Workshops (5-10) with key partners across five authorities, engage with Planning, Strategy, Transport, Comms & Engagement, IT & Legal officers to define users, needs & workflows for HGGT consultation data across partnership. Workshops will be designed to elicit understanding of the current challenges each specific department faces.
- - Engage external stakeholders and community group(s) & elicit feedback and needs.
- **(Milestone: Internal stakeholder workshops x 5-10)**
- **(Milestone: External stakeholder workshop with community x 1-2)**

Weeks 12- 14 –

- Consolidate Feedback from each workshop & external stakeholders to present a range of digital & data options for mitigating the challenges and agree with internal stakeholders.

– Share feedback, elicit findings & agree with project partners, agree the format & nature of a potential Alpha product to address cross-authority HGGT consultation data issues, which will include not only digital tools and workflows but accommodate data sharing agreements.

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(Milestone: Feedback workshop)

- Finalise Discovery report for noting/ agree across the five authorities via EOG/ HGGT Board (note, timings of review and approvals to be programmed in fully into existing schedule of meetings, project management decision-points, and pre-election periods, once outcome of funding known)
- **(Milestone: HGGT Leads/ SMG review of Discovery Report, including engaged stakeholders across partnership)**
- **(Milestone: HGGT Board note/ approval)**

Week 15 +

– Issue Discovery Report to DLUHC.(April/ May 2023) and consider next steps in terms of Alpha product preparation, software purchase, or alternative options.

Output: Digital & Data Discovery Report outlining what tools/ resource/ capacity/ consultation data management systems are needed, with strong focus on utilising common existing tools where possible, and indicating any to be purchased.

4.8 Describe how your project team will have the skills and time available to deliver the project in an iterative, agile and user-centred way.

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Team and Project roles

HGGT

- Sponsor: Naisha Polaine, HGGT Director, and Executive Officer Group (of five HGGT partner councils) – senior level approvals and advocating
- Project Manager: Sam Terrell. – coordination of project across HGGT.

HGGT Core Project Team: The core project team will be expanded to have multi-local authority representation, with a number of the officers having 5 years' experience of joint multi-authority working through the HGGT partnership.

- Sam Terrell: HGGT Economic Growth Officer (economic data and growth across multi-authority context)
- Ione Braddick: HGGT EFDC Lead/ Placeshaping & Engagement Lead (community engagement, consultation data, user research skills) – Project Manager for the DLUHC PropTech Quality of Life project
- Matt Phillips: HGGT Communications Officer (communications and multi-authority / public stakeholder skills)
- Chief Data Officers/Chief Technology Officers/Digital Champions/Data analysts/handlers/collectors across all HGGT Partner Authorities to evaluate requirements, capacity, skills and resource.
-

External consultants/ suppliers:

- **Stantec (Digital expertise consultant):** Stantec will provide the digital, data and user research expertise to deliver the Discovery activity for the project. Stantec are an approved supplier on Crown Commercial Services, Digital Outcomes 6 framework, and possess all the necessary skills to lead, undertake and report on the Discovery activity. Their team members have delivered multiple discovery reports for organisations such as Transport for the North, Tees Valley Combined Authority, Severn Trent, and private property clients such as Argent. During the commission Stantec will be mentoring project leads and stakeholders on agile, iterative working practices and articulating the needs from each stage of the process to ensure a successful Discovery outcome.

- **Local community specialists:** working with local community specialists in order to undertake community and external stakeholder engagement on HGGT consultation data discovery stage work.

4.9 Define the governance structure of your project.

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HGGT was designated as a Garden Town in 2017 with a core team of officers and joint partnership working across five authorities to enable good growth and regeneration. Collaboration is a key component to the success of the Garden Town. We are finalising the creation of an HGGT Joint Committee, consisting of Member representation across all five Partner Councils, taking this unique model of collaboration a step further to shape future project success.

HGGT has a number of workstreams to deliver growth for the area across multiple disciplines. The partnership is highly effective with strong communication channels, good working relationships and agile and community-focused working practices. .

Raising awareness across the five partner authorities of the value of the multi-authority consultation data generated through the Garden Town is where this Discovery project will provide insight and provide a broad assessment of the capabilities, capacity, resource and skills currently in place to provide a strategy report to progress to an Alpha proposal for a consultation data portal and dashboard solution , detailing why collaboration is needed.

4.10 Outline the risks to project success.

- Risk: Getting data agreements across five partner authorities in place by changing attitudes and breaking with traditional norms around data sharing.
- Mitigation: We will provide evidence and demonstrate how effective data sharing can be in achieving corporate and community objectives faster, cheaper and more reliably.

- Risk: Securing the in-house capacity to work collectively across a five-authority partnership to pool data together and a lack of resources to do this sufficiently.
- Mitigation: Provide a persuasive report which clearly outlines the benefits to organisational and departmental output by working across multi-authorities and the longer-term benefits this will produce.

- Risk: Implications to existing programme delivery across multi-authorities by pursuing new ways of working through undertaking learning.
- Mitigation: The project team responsible for evaluating and monitoring this Discover project will ensure programme management remains on track by utilising established governance structures, reporting lines and appropriate escalation channels.

- Risk – Navigating GDPR requirements
- Mitigation – Consultation data may elicit personal information which would need to be managed safely in accordance with GDPR, the Discovery project will aim to clarify the risks, understand the data collected and suggest solutions to ensure consultation data can be managed and shared without compromising data legislation.

4.11 Describe how project monitoring and evaluation will happen.

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This would be presented in the Discovery report –research work will focus on existing management of consultation data and its value.

- This Discovery project will support HGGT in benchmarking consultation data collection, storage and display against the current situation across five authorities and assess the art of the possible against the standard procedures currently in place concerning consultation data collection and display.
- Project Manager and Core Team will meet with Stantec/ consultantson a weekly basis to discuss progress, resolve and/or escalate issues where necessary.
- HGGT has strong oversight and monitoring governance structure arrangements including HGGT Lead Officer Group, Senior Management Group which meet on a fortnightly basis on alternate weeks and an Executive Officer Group which meets weekly. These forums provide excellent oversight for tracking progress and working through issue resolution. HGGT Project Management programme and risk reporting are also in place, with projects reporting monthly into the Programme Overview.
- Quality of Life project monitoring and evaluation has led to record numbers of consultation responses, and HGGT Online Travel Survey consultation is expected to achieve similar numbers (note: this is triple previous consultations, signifying the scale of consultation data that is being collected).
- Efficiency gains are to be identified through consistent approach to data sharing.

No data to record time loss of lack of shared consultation data at present, however this project would be the first Discovery phase aiming to lead to more transparent, accessible and long-term HGGT consultation data for officers across authorities and the public, which would build trust and accountability (which is being monitored through the Quality of Life survey and monitoring).

4.12 Describe the benefits and savings your project is likely to deliver.

- Reduced longer term reliance and cost on third party suppliers and consultants.
- Reduced time and effort accessing, sharing and using HGGT consultation data across five authorities.
- Improved, more efficient and more valuable longitudinal monitoring of quality of life, travel mode share, using consultation data
- Value of potential layering of data from different consultations to get more robust insights, increasing reliability, corroboration and understanding.
- Measurable benefits in terms of Quality of Life Foundation Monitoring Framework 'Sense of Control' for public and wider stakeholders to see and understand where their consultation data from multiple different consultations is hosted and can be compared.
- Reduced time and resource retrieving and visualising indivdual consultation data and creating bespoke agreements for sharing this with third parties (e.g. with consultants, public, stakeholders) with expectation that it would be hosted, and able to be made visual potentially in one place.
- Achieve a culture change around better management of data, the value of data, greater awareness of data led approaches to guide decision making and validating approaches.
- Robust data sharing and hosting agreements across the five HGGT authorities, which should benefit the wider team on day-to-day project operation and file sharing, as well as public transparency and access.
- Improved user experience for officers across authorities and service areas when accessing and using consultation data.

5. Agreement with DLUHC

5.1 Please confirm that you commit to delivering the project outputs listed below. Please tick the box to agree.

- I agree

5.2 Agreements with DLUHC

Please tick the box to agree.

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- I agree