
The West of England Partnership

SUB-REGIONAL DELIVERY PLAN

Brief for Consultants

Purpose of Study / Anticipated Outputs

1. This consultancy study is designed to produce a long term delivery plan to guide the sustainable growth of the West of England, covering the four unitary authorities – Bath & North East Somerset, Bristol, North Somerset and South Gloucestershire.
2. The delivery plan will cover in detail all major development proposals (summarised below in paragraph 15) and essential infrastructure requirements to 2026. It will be a live and dynamic plan which will be capable of being readily updated, refined and manipulated in future years – for example, as the Regional Spatial Strategy (RSS) is adopted and rolled forward, as Local Development Frameworks (LDFs) are produced and as other relevant plans and projects are brought forward. In addition, it will provide the basis for coherent and consistent monitoring (in support of the implementation of the RSS). It will also need to be in a format capable of being available via the internet to partners, possibly linked to GIS, and of being refined and updated as the development gets underway. Consultants will be asked to consider how this can best be achieved.
3. The plan will consider all future infrastructure requirements in terms of what is required, its timing, costings and identified funding sources (such as Section 106, tariffs, Regional Infrastructure Fund). It will need to consider the alignment of funding and identify risks connected with this, together with actions which could mitigate these risks and potential contingency arrangements. An initial assessment of infrastructure requirements was undertaken in 2006 for the sub-region and provides a sound basis for this work.

4. The plan will need to consider requirements for the enhanced capacity and skills which will be needed in order to implement the growth agenda in a controlled and ordered manner. This area of work will include the need for professional teams and identification of skill requirements (eg project management, development and regeneration specialists). It will also be necessary to assess the market for such skills in the West of England and how capacity could be enhanced where this is required.
5. This aspect of the study will need to assess the possible focussed delivery vehicles and the role that they might play in ensuring a high quality of sustainable implementation. It would be essential for consultants to demonstrate up-to-date knowledge of comparable initiatives elsewhere in the UK and of the lessons to learn for the West of England. It will be crucial that any delivery vehicles have appropriate political support from within the unitary authorities and, given the wide ranging character of the sub-region, it is likely that more than one type of delivery vehicle will be possible.
6. It is considered critical that all relevant organisations and agencies are fully involved in the preparation of the delivery plan, particularly in relation to the way key issues are addressed, and that the plan includes proposals for ensuring their continued involvement. These will include the four unitary authorities; regional organisations (GOSW, Regional Assembly, SWRDA); national agencies (including English Partnerships, Environment Agency, Highways Agency, Housing Corporation, Natural England); other public bodies such as universities, colleges, health service and the MoD; key private sector interests such as the port, airport and major companies together with representative bodies such as Business West.
7. Consultants will be asked to consider how the overall strategic delivery and monitoring should be achieved once the delivery plan has been agreed, eg through a Growth Board or other structure which would involve all the relevant agencies.
8. In summary specific objectives are:
 - To show development information both geographically and thematically, eg in relation to the economy
 - To provide a prospectus for securing resources, as it will need to highlight the evidence showing the need for the resources – or show how that evidence will be acquired within the timescales
 - To ensure that the timetable for infrastructure, housing, schools, employment, health, leisure facilities and other growth elements is co-ordinated and appropriate

- To ensure that all related funding is tied in to this timetable and identify risks and amelioratory measures which could be taken, with potential contingency arrangements
- To ensure that the West of England has the appropriate capacity and skills for high quality implementation
- To ensure that implementation is sustainable
- To ensure that other processes, eg public consultation and environmental assessments, are included
- To provide options for local delivery vehicles
- To provide options for future co-ordination at the strategic level.

Context

9. The West of England is a very active sub-region with over 1 million residents and 500,000 jobs. Economically it is relatively successful although areas of severe deprivation continue to exist. Housing and employment growth are expected to continue.
10. As might be expected there are a large number of existing strategies, policies and plans – some in place and others in varying stages of preparation. The delivery plan will be expected to provide an overview of the plan “landscape” identifying where there are dependencies, gaps, overlaps and where additional action is required.
11. The four unitary authorities are working together under the aegis of the West of England Partnership, a voluntary partnership supported by the West of England Partnership Office (WEPO) which has staff working on transport planning, spatial planning, waste, economic development, research and intelligence. The Partnership has agreed a Vision for the future of the sub-region and now sees delivery as its top priority.
12. In October 2006 the West of England was announced as one of 29 New Growth Points by DCLG. Pilot funding was provisionally granted for a capital bid by Homes West for land banking to provide social housing, and for two revenue proposals – a Green Infrastructure “Toolkit” and this current delivery plan. Details of the announcement are attached.
13. The RSS is in draft form and will be the subject of an Examination in Public starting on 17th April 2007. The draft RSS proposes 92,500 new homes in the period to 2026 although this total may rise with the latest household projections.
14. SWRDA has produced the Regional Economic Strategy (RES) which is being translated to the sub-regional level by WEP by means of a Sub-

Regional Economic Strategy, currently in draft form. SWRDA is actively engaged on a number of projects in the sub-region, notably the Science Park, Locking Parklands, and Bristol Arena.

15. Considerable progress has been made in terms of transport planning with a Joint Local Transport Plan prepared by the four unitary authorities, the Greater Bristol Strategic Transport Study providing a longer term context, and a series of major schemes funded by means of the Regional Funding Allocation and Transport Innovation Fund. The first of these schemes – the Greater Bristol Bus Network - has progressed to final business case submission with a start on the ground anticipated in Autumn 2007.
16. The unitary authorities are currently making progress with the preparation of LDFs as well as a range of related work such as housing and employment land studies. In North Somerset major progress has been made with the Weston Area Action Plan; in Bristol the C21 initiative is focussing work on the regeneration of South Bristol; and in Bath considerable progress is being made with Bath Western Riverside and with a Bath Vision.
17. Preliminary work has been carried out by the utilities. Initial meetings have been held with Wessex Water, Bristol Water and Western Power and these will form an input to the plan. There has also been work by Bristol and South Gloucestershire in relation to Severnside and North Somerset in relation to potential flood risk, which could contribute to a possible future sub-regional Strategic Flooding Risk Assessment.
18. In summary the delivery plan will pull together this wide range of initiatives and projects into a comprehensive and cohesive plan covering at least the following:
 - Major development sites, urban extensions, regeneration schemes and strategic employment sites
 - Transport proposals
 - Utilities – water, sewerage, gas, electricity, telecoms. Renewable energy
 - Waste proposals
 - Education and developments connected with the universities, eg Science City
 - Health and social care
 - Community, sport and leisure, and culture
 - Green infrastructure, which will include the outputs of the Green Infrastructure Tool.

This study will, however, only cover the delivery of the strategic elements, as the rest will be dependant on the fine grain of the development proposals as they evolve.

19. The delivery plan will cover future requirements and plans – what is being planned? When are developments expected to be implemented? Who is responsible? What are the costs and the funding sources? What is current progress? What are the likely risks? Long term management and maintenance issues will need to be considered.

Governance

20. The West of England Partnership is a voluntary partnership consisting of the 4 unitary authorities, government agency, voluntary sector and business representatives. The overall responsibility for overseeing the production of the delivery plan will rest with the Partnership Board, with Bath and North East Somerset Council as accountable body. The work will be steered by a group drawn from the West of England Partnership Office. In addition to the contact between the consultants and partners, partner councils and agencies will be involved in the initial workshop and through the September conference outlined below.
21. The Partnership will consider different ways of sharing risk within different projects; for example, waste facility procurement through a local authority controlled company.
22. It is anticipated that project management will be established by the West of England office, and include a steering group.

Study Process

23. We are inviting three consultants to tender for the study. All firms that make tender bids will be interviewed.
24. It is proposed that the first month of the study will involve talking to partners and identifying relevant strategies and plans in order to scope the project.
25. We intend to hold workshops focusing on aspects relating to the delivery plan at the West of England Partnership's conference *Delivering the Vision* on Friday 21 September.
26. Tenders are required in written and electronic format (five written copies) to cover interpretation of the brief, proposed methodology, and work schedule. CVs of staff and breakdown of costs.

Proposed timetable

Finalised brief agreed with GOSW	Week beginning 14 May
Request for tenders out	Week beginning 21 May
Deadline for receipt of tenders	Friday 15 June
Interviews and selection of consultants	Monday 25 June
Progress report to WEP Conference	Friday 21 September
Preparation of draft report	October/mid November
Refinement of draft report	Mid November/December
Final report	Monday 31 December

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