

Garden Communities Project Governance Structure

Terms of Reference for the groups

Garden Communities Joint Shadow Delivery Board

Key purpose:

To provide overall direction in respect of the project and setting up an appropriate delivery structure for those Garden Communities the partners decide to progress with, subject to the plan-making process. The purpose and terms of reference of the Shadow Board will be reviewed when a decision is made to proceed with setting up a formal delivery vehicle(s).

Terms of Reference:

Decisions

- Recommends the format of the potential delivery structure that may be set up in respect of defined Garden Settlements to the appropriate decision making bodies within the respective councils
- Recommends the format of a long term stewardship structure that may be set up in respect of defined Garden Settlements to the appropriate decision making bodies within the respective councils
- Recommends longer term governance, monitoring and scrutiny arrangements within the councils in relation to any delivery vehicle arrangement proposed to the appropriate decision making bodies within the respective councils
- Complies with all relevant statutory or administrative requirements relating to due diligence and the use of public funds in relation to the garden settlements project

Financial

- Agrees an annual budget for bringing forward garden settlements until a Delivery Vehicle is set up including use of any funding received from Dept. of Communities and Local Government
- Recommends a draft business plan for investment & delivery of the garden settlements to the appropriate decision making bodies within the respective councils

Administrative

- The Chairperson of the Board will be appointed from meeting to meeting on a revolving basis
- The Board will meet on a two-monthly basis or more frequently as agreed
- The agenda and supporting papers for each meeting will be circulated 5 working days prior to the meeting
- Decisions will be made by consensus, but if that is not possible, then by the casting of a single vote by each of the organisations represented on the Joint Shadow Delivery Board
- Minutes of meetings will be published subject to commercial sensitivity

Core membership:

- Leaders/Planning portfolio holders at Colchester BC, Tendring DC, Braintree DC and Essex CC – names of members and substitutes to be nominated by each council
- Lead local authority directors on garden communities – Ian Vipond (CBC); Jon Hayden (BDC); Martyn Knappett (TDC); Andrew Cook (ECC)
- University of Essex – Vice-Chancellor Professor Anthony Forster
- Haven Gateway Partnership – Steve Clarke, Director
- Additionally, a representative from the private sector may be included at invitation from the Shadow Board, but will not have any voting rights in decisions.

Garden Communities Joint Steering Group**Key purpose:**

The Steering Group will define the scope of the Garden Settlements project, take a strategic view of relevant cross-boundary issues and provide strategic direction to officers for taking forward the projects and work programmes related to them. It will be responsible for commissioning papers and reports to be considered by the Joint Shadow Board and making recommendations to the Board. The core membership of the Steering Group will be focussed on key lead officers from the main partner organisations. It may be appropriate to co-opt commercial experience onto the group at an appropriate stage.

To enable the Steering Group to function appropriately to meet the challenges of this project, briefings will be arranged by the project manager for the Steering Group members in advance of the formal meetings – the purpose of these briefings will be to explore in more detail the agenda items on the forthcoming meeting agenda with relevant advisors.

Terms of Reference:**Decisions**

- Define the scope of the project at relevant stages
- Direct and monitor progress with the defined garden settlement project
- Make recommendations to the Joint Shadow Delivery Board in respect of delivery issues related to the Garden Communities project
- Sign off on a Strategic Route Map for the project and keeps it under review
- Set up project teams and working groups as appropriate to progress the project
- Sign off on project plans for the project teams / working groups and ensure effective cross-collaboration between the teams in relation to project issues
- Maintain a risk register for the project and keeps it under review
- Ensure the appropriate resources and working mechanisms are in place to deliver a co-ordinated cross-boundary approach to the plan-making & delivery processes in relation to the garden settlements
- Signs off on any joint consultancy commissions drafted for the potential cross-boundary garden settlements

- Resolve any blockages and issues should they occur, if they cannot be resolved by a project team
- Provides direction on engagement with landowners / development promoters and monitor the outcomes of negotiations
- Ensure an appropriate project governance structure and is in place to meet the challenges and needs of the project
- Ensure that due diligence and appropriate decision making channels are exercised in relation to decisions required for delivery of the garden settlements
- Provide direction on external communications related to the project

Financial

- Recommend a business plan for the use of internal and external funding and resources to bring forward the garden settlement proposals to the Shadow Delivery Board until a Delivery Vehicle is set up; and monitor expenditure
- Provides strategic direction on potential external funding opportunities to be explored

Administrative

- The Chairperson of the Steering Group will be appointed from meeting to meeting on a revolving basis
- The Steering Group will meet on a monthly basis or more frequently if necessary.
- The agenda and supporting papers for each meeting will be circulated xxx days prior to the meeting
- Lead directors from Braintree, Colchester and Tendring Councils will take on a champion role for key work areas
- Prior to each Steering Group meeting, where appropriate, the Project Manager will arrange a briefing for core Steering Group members and advisors in respect of agenda items
- Minutes of meetings will be published subject to commercial sensitivity

Core membership:

- Colchester BC – Ian Vipond (Champion for masterplanning & infrastructure workstream?) + advisor
- Tendring DC – Martyn Knappett (Champion for legal issues & workstream) + advisor
- Braintree DC – Jon Hayden (Champion for financial workstream) + advisor
- Essex CC – Sean Perry + advisor
- University of Essex - Registrar Bryn Morris
- Garden Settlements Project Manager – Chris Outtersides
- Advisors on an 'invitation only' basis

Project teams / working groups

To ensure that the partners are providing appropriate input to the plan-making, investment & evidence gathering / concept development aspects of the garden communities project, a

number of project teams and task & finish working groups will be required. The Steering Group will make arrangements for setting these up as required.