

<b>Key Decision Required:</b>	<b>YES</b>	<b>In the Forward Plan:</b>	<b>YES</b>
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**REPORT OF THE LEADER OF THE COUNCIL  
AND PLANNING PORTFOLIO HOLDER**

**A.2 NORTH ESSEX GARDEN SETTLEMENTS – UPDATE JOINT BID FOR GOVERNMENT FUNDING**

Report prepared by Lisa Hastings

**PART 1 – KEY INFORMATION**

<b>PURPOSE OF THE REPORT</b>
<p>To note the award of £640,000 of grant assistance from the Department of Communities and Local Government (DCLG) for information.</p> <p>To seek Cabinet’s on-going support, working together with Colchester Borough Council, Braintree District Council and Essex County Council to progress the concept of ‘garden settlements’ using the funding recently awarded by the Department of Communities of Local Government (DCLG).</p> <p>It might be necessary for garden settlement types of developments to be included in the authorities’ respective Local Plans to achieve future housing growth requirements and as such a Joint Shadow Delivery Board has been set up to oversee delivery of the project, this report seeks to provide the necessary authority and delegations to the Leader of the Council and Portfolio Holder and Chief Executive and officers to represent Tendring District Council in accordance with the proposed governance structure.</p>

<b>EXECUTIVE SUMMARY</b>
<p>In the work being carried by Tendring District Council, Colchester Borough Council and Braintree District Council on their respective Local Plans, the potential for new major developments in the form of new ‘garden settlements’ has been identified as a possible means of meeting future growth requirements. There are 4 sites under consideration in North Essex and these include new settlements crossing the administrative boundary of Tendring and Colchester in the vicinity of the University and crossing the administrative boundary of Colchester and Braintree at Marks Tey.</p> <p>The three Councils working in partnership with Essex County Council and the University of Essex have already begun to explore the potential for such developments and are receiving assistance from the ‘ATLAS’ team at the Homes and Communities Agency (specialising in major development proposals) and ‘Garden City Developments Ltd’ (specialising in the application of ‘Garden City’ principles to the development of new settlements and major new suburbs). A Steering Group consisting of Council Leaders, Planning Portfolio Holders, Chief Executives and other Senior Officers have entered into a Memorandum of Understanding with Essex County Council and the University of Essex, overseen the involvement of ATLAS and Garden City Developments, begun to develop a vision for the new settlements and have started work to explore some of the potential infrastructure requirements of developments of this scale along with potential funding mechanisms. The Councils have also jointly employed a new project manager to coordinate this work.</p> <p>In 2014 the Department for Communities and Local Government (DCLG) issued a prospectus entitled ‘Locally-led Garden Cities’. This document invited expressions of interest from Councils</p>

interested in developing new Garden Settlements, along with an indication of how Government could support such development.

In accordance with the Decision of the Leader on 1st October 2015, a joint bid for funding was submitted in response to DCLG's prospectus setting out proposals and a level of ambition to adopt Garden City Principles. It is important to note that the bid acknowledged that the Councils have included a Garden Settlement(s) as an option for growth in their upcoming Local Plan consultations to date. Submission of the bid for government funding to explore the concept further did not commit the Council to including the Garden Settlement option, which is a decision to be made by Council when it decides the Preferred Options in 2016. The bid sought funding from the government to procure further specialist advice to assist in advancing the garden settlement proposals in an efficient manner.

The Councils have received confirmation from DCLG that the North Essex Garden Settlement bid had been successful and £640,000 has been awarded and will be received as a grant under Section 31 of the Local Government Act 2003. The Executive Decision made by the Leader of the Council on 1<sup>st</sup> October requested that once the outcome of the funding bid was known, a report be presented to Cabinet providing an update and outlining any future involvement by Tendring District Council.

Prior to the bid funding being received the Project agreed an interim governance structure to ensure a joint and cohesive approach where appropriate to the development of potential garden settlements within the council districts of Colchester, Tendring & Braintree. At the time it was recognised that the structure would evolve as the project progressed and require review and adaptation at key stages to ensure it was fit for purpose.

As part of the Duty to Co-operate, the Planning Authorities agreed approaches to strategic plan-making which included identifying the concept of Garden Village Settlements to potentially deliver the required housing growth in each area, it was therefore necessary to explore this and discussions with third party landowners progressed. Since then, DCLG has committed substantial funding to the next stage of the project, to progress from a concept to delivery, which involves land negotiation with a view to development, which if agreements are reached, may assist the local plan process. It is important to stress that this project is a separate function in law to the local plan decision making and will run in parallel to it.

The implications are that the project is likely to shortly enter a substantially more intense period over the next year, and that it is appropriate to review the governance structure at this point to ensure it can meet the likely challenges of the coming year and provide the necessary authority and delegations for decision making. Key milestones over the coming year include the publication of Local Plan Preferred Options in summer 2016, confirmation of business plan(s) and Delivery Vehicle(s) in respect of those garden settlements where the Councils will have a key delivery role. Whilst the Local Plan functions and responsibilities fall to the Local Plan Committee and full Council, strategic planning and partnership working together with land negotiations and requisite funding decisions sit with Cabinet.

The proposed revised governance structure focuses on three areas:

- Creating a single Shadow Joint Delivery Board for Garden Communities
- A streamlined Garden Communities Joint Steering Group
- A revised approach to the Working Group / Team structure reflecting inputs that will be required to both planning and investment-related work-streams that will take place over the next six months.

The report recommends specific delegations required to progress the project in accordance with the governance structure. It is acknowledged that the project is an evolving concept and these delegations are authorised on the principle that if any substantial changes materialise or significant financial investment is required a further report will be presented back to Cabinet.

## RECOMMENDATION

- (a) That Cabinet is pleased to note the successful outcome of the recent bid for grant funding from Department of Communities and Local Government which will enable the Garden Settlements concept to be progressed and which will provide on-going support for partnership working between Colchester Borough Council, Braintree District Council, Tendring District Council and Essex County Council to deliver the project;
- (b) that the Leader of the Council and Portfolio Holder for Planning and Chief Executive will represent and be authorised to make executive decisions on behalf of the Council, in accordance with the Council's Constitution, on the Joint Delivery Board in accordance with the Governance Structure, set out in Appendix A;
- (c) It is acknowledged that the Leader of the Council and Portfolio Holder for Planning does not commit any decisions falling within the remit of the Local Plan Committee;
- (d) that authority be delegated to those Officers appointed by the Chief Executive to represent TDC on the Joint Steering Group and relevant delivery/project teams to make decisions in accordance with the relevant terms of reference, as set out in Appendix A;
- (e) that the grant funding be held by Colchester Borough Council on behalf of the North Essex Garden Settlements Project and be authorised to commit expenditure in accordance with the context as set out in this Report;
- (f) Cabinet notes the desire of the Joint Shadow Delivery Board to deliver the development through a *special purpose vehicle* and supports advice being commissioned;
- (g) the Leader of the Council, in consultation with the Section 151 and Monitoring Officers, be authorised to make a decision, following consideration of a detailed report, to establish a special purpose delivery vehicle; and
- (h) that should there be any material changes or substantial financial investment by the Council is required, a further report will be presented back to Cabinet for further decisions.

## PART 2 – IMPLICATIONS OF THE DECISION

### DELIVERING PRIORITIES

**Achieving affordable excellence:** One of the benefits of major development built in line with 'Garden City' principles is the opportunity to reinvest 'land value capture' back into the provision of infrastructure and other local services and this bid for government funding, if successful, will enable access to resources for which the Council currently has no budget.

**Improving public perception and reputation:** Working constructively in partnership with

Colchester Borough Council, Braintree District Council, Essex County Council and the University of Essex, with the support of the Local Enterprise Partnership and the Haven Gateway Partnership will improve the chances of obtaining government funding and assistance.

**Helping children and young people to achieve their full potential:** The Local Plan, with the recommended changes, includes a number of policies designed to help future generations achieve their potential. These include policies aimed at delivering local housing that people will aspire to live in, policies to support schools and other educational establishments in improving their facilities, policies aimed toward maximising local training and employment opportunities and policies aimed at improving the general environment in which our children and young people will grow up in.

**Addressing deprivation:** The possible garden settlement crossing the Colchester/Tendring boundary has the potential to support growth at the University of Essex and unlock other development opportunities that could deliver high quality and higher paid employment opportunities for both Colchester and Tendring residents.

**Local housing for local people:** The possible garden settlement crossing the Colchester/Tendring boundary has the potential to deliver a significant number of new homes that would help meeting the projected housing needs of both Colchester and Tendring.

**Coastal opportunities and protection:** No direct implications.

## **FINANCE, OTHER RESOURCES AND RISK**

### **FINANCE:**

The Department of Local Government and Communities have confirmed that the funding will be received by Colchester Borough Council as a Section 31 of the Local Government Act 2003 grant, which will be used for the next stages of the project, in accordance with the bid.

The project is still at an early stage, and the full financial implications for the authorities involved have not as yet been determined. The project is likely to involve the need to externally borrow significant sums, as well as source funding within existing resources within the overall context of our medium term forecasts / treasury strategies. This will be discussed in detail between the Chief Financial Officers of each authority, with the outcomes being subject to further decisions as the project progresses. Therefore, no expenditure over and above the Section 31 grant is committed at this stage.

### **OTHER RESOURCES:**

Project Manager employed jointly by Tendring, Colchester and Braintree Councils

As the project is evolving additional resources required are currently unknown but if the outcome of future progress requires additional resources further reports will be brought back to Cabinet.

### **RISKS:**

Without the funding being requested, the Councils involved will have had to resource future exploratory work within their existing budgets.

## LEGAL

Strategic planning, partnership working, land negotiations for future development, consideration of delivery vehicles and requisite funding decisions are executive functions which are the responsibility of Cabinet.

Any Property Deal must be undertaken in accordance with the Council's Property Dealing Procedure contained within Part 5 of the Constitution. At this stage any land negotiations are at an early stage and information gathering is forming a basic feasibility appraisal. Development beyond this stage will require the Portfolio Holder for Assets to approve the commencement of detailed negotiations on a site by site basis, once in a position to do so.

## OTHER IMPLICATIONS

Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.

**Crime and Disorder / Equality and Diversity / Health Inequalities /Area or Ward affected / Consultation/Public Engagement.**

**Crime and Disorder:** No direct implications other than the opportunities to increase job opportunities.

**Equality and Diversity:** No direct implications.

**Health Inequalities:** Health infrastructure would need to be an important part of any major development of the scale being suggested. The successful outcome of the recent bid for grant funding will be utilised to establish what form this infrastructure might need to take.

**Area or Ward affected:** Ardleigh and Elmstead.

**Consultation/Public Engagement:** The concept of new settlements crossing the boundary of Colchester and Tendring has already been the subject of public consultation both through the Colchester Issues and Options consultation and the current Tendring Issues and Options consultation.

## PART 3 – SUPPORTING INFORMATION

### BACKGROUND INFORMATION

In the work being carried by Tendring District Council, Colchester Borough Council and Braintree District Council on their respective Local Plans, the potential for new major developments in the form of new 'garden settlements' has been identified as a possible means of meeting future growth requirements. These include new settlements crossing the administrative boundary of Tendring and Colchester in the vicinity of the University and crossing the administrative boundary of Colchester and Braintree at Marks Tey.

In accordance with the Duty to Cooperate, the Council is working closely with Braintree District Council (BDC) and Tendring District Council (TDC), who are at similar stages in their respective Local Plan preparation, to plan effectively for the long term. As part of this process, the Councils (with assistance from Essex County Council) are thinking strategically, are not being restricted by current plan making time horizons and are considering whether Garden Settlements could address some of this long term need both within the plan period and beyond.

## What are Garden Cities?

Garden Cities are described by the Town & Country Planning Association (TCPA) as “*holistically planned new settlements which enhance the natural environment and offer high-quality affordable housing and locally accessible work in beautiful, healthy and sociable communities*”

Garden Cities are underpinned by a set of principles. These principles have evolved from Ebenezer Howard’s original vision in 1898 which described how ‘*the advantages of the most energetic and active town life, with all the beauty and delight of the country, may be secured in perfect combination*’ and include:

- land value capture for the benefit of the community;
- strong vision, leadership and community engagement;
- community ownership of land and long-term stewardship of assets;
- mixed-tenure homes and housing types that are affordable for ordinary people;
- a strong local jobs offer in the Garden City itself, with a variety of employment opportunities within easy commuting distance of homes;
- beautifully and imaginatively designed homes with gardens, combining the very best of town and country living to create healthy homes in vibrant communities;
- generous green space linked to the wider natural environment, including a surrounding belt of countryside to prevent sprawl, well connected and biodiversity rich public parks, and a mix of public and private networks of well managed, high-quality gardens, tree-lined streets and open spaces;
- opportunities for residents to grow their own food, including generous allotments;
- strong local cultural, recreational and shopping facilities in walkable neighbourhoods; and
- integrated and accessible local transport systems with walking, cycling and public transport being the most convenient and affordable – with a series of settlements linked by rapid transport providing a full range of employment opportunities (as set out in Ebenezer Howard’s vision of the ‘Social City’ in his book – *To-Morrow: A Peaceful Path to Real Reform* (1898)).

In terms of scale, the Government has indicated that Garden Cities should comprise approximately 15,000 dwellings and above, as well as associated employment, green space and infrastructure, with the expectation that it would take longer than one plan period to deliver these new communities. Additionally, there could be scope to apply Garden City Principles including land value capture to smaller settlements.

Following the Issues and Options Report and the Call for Sites exercise, the Council (in conjunction with CBC and BDC) jointly appointed Garden City Developments CIC (GCD), a not for profit community interest company, to promote and establish partnerships with local landowners and option holders to investigate the feasibility of the proposed Garden Cities. John Walker from GCD is attending the Committee meeting to assist any Committee Members who may have specific queries in terms of the Garden City approach and GCD’s involvement in the process to date.

GCD has met Members from each Council, has held numerous meetings with key landowners, and is currently undertaking discussions with these landowners and option holders.

The intention of these discussions is to develop the Councils’ options around applying land value

capture and long term stewardship arrangements, and to specifically explore landowners' appetites for engaging with the councils on these issues and willingness to enter legally binding agreements with the respective councils to such effect.

Parallel to this, the Councils are also actively seeking to evolve the policy process to further endorse the emerging concepts – the result being that all three Councils may decide to identify a Garden Settlement as a broad location for growth in their Local Plan Preferred Options.

Should the Council decide to proceed with a Garden Settlement as part of their Preferred Options, depending on its location, dedicated Development Plan Documents would be prepared for each settlement once the principle has been agreed. This process will allow for extensive community consultation and participation very early on in the process.

It is noted that the consideration of new Garden Settlements is considered extremely visionary and at the forefront of current strategic planning thinking. In principle support for the proposals has already been obtained from Government and the Councils are also receiving assistance from the Major Projects Division of the Homes and Communities Agency (ATLAS).

It is envisaged that the delivery of new Garden Settlements could assist in a commitment to a viable and committed housing trajectory across the Councils beyond the proposed Local Plan period.

## **CURRENT POSITION**

### **OUTCOME OF DCLG BID**

The Councils are already expending considerable sums as part of their formal plan making processes. The strategic scale and associated timing of potential Garden Settlements is beyond what any Council has dealt with over recent times and as such focus, dedicated resources, specialist advice and support is required to develop proposals – particularly at this early stage when the 'ask' and scope is still being defined and refined.

It is for this reason that in 2014, the DCLG issued a prospectus entitled '*Locally-led Garden Cities*'. This document invited expressions of interest from Councils interested in developing new Garden Settlements, along with an indication of how Government could support such development.

In response to this prospectus, the Councils bid for, and have been successful in obtaining, dedicated funding of £640,000 from the DCLG to further investigate the feasibility of Garden Settlements.

This funding will assist in facilitating a number of work streams that will need support to develop emerging proposals, to meet key milestones and secure delivery. These include brokerage assistance, direct planning support and capacity funding. The funding will also enable the Councils to both dedicate sufficient technical input, and undertake a range of key studies and assessments.

### **GOVERNANCE STRUCTURE:**

To commence the strategic thinking around garden village settlements and prior to the bid funding being received, an interim governance structure had been set up through the Councils' joint working. It was always anticipated that if the joint funding bid was successful, these governance

arrangements would be reviewed and refreshed to respond to the following project drivers:

- Clarity on how decisions on investment and other key areas will be made;
- Streamlining of the Shadow Delivery Board & Steering Group roles to reflect decisions that may need to be made during the coming year;
- Use & management of DCLG funding for commissioning substantive areas of consultancy support for master-planning, legal and financial work;
- Cross boundary working on strategic planning issues and associated evidence base relevant to the garden settlements between local authorities to compliment the preparation of individual Local Plans;
- Need to maintain focus in light of the number of diverse workstreams related to the garden settlements running in tandem

A refreshed Governance Structure for Garden Communities has been proposed by ATLAS to the Steering Group for adoption by the Joint Shadow Delivery Board and is attached as **Appendix A**. Tendring District Council is required to formally appoint Member and Officer representatives on outside bodies and it is recommended that the Leader of the Council and as Planning Portfolio Holder and Chief Executive would sit on the Joint Delivery Shadow Board and the Chief Executive will appoint officers to the Steering Group and delivery teams as appropriate. All appointees will be provided with authority to act in accordance with the relevant groups terms of reference. It is accepted that the governance structure might require further revision as the project evolves.

### **SPECIAL PURPOSE DELIVERY VEHICLE & BODIES:**

Garden Cities Developments Limited ('GC Developments') has been engaged by the Councils to assist with this project. As the land under consideration is owned by third parties initial discussions have commenced with the landowners. One concern expressed by landowners is whether the Councils are able to deliver the development. GC Developments have advised that the creation of a separate delivery vehicle for this purpose will help demonstrate that the Councils are serious and committed to the project and therefore aid their discussions with landowners. The Joint Shadow Delivery Board received some legal advice providing an analysis of delivery vehicle options, taking into account the development:

- Is likely to take decades to complete;
- Will need to be undertaken by co-operation with the landowner;
- Will need to find a way of 'capturing land value' for the community'; and
- Will need to find a way of securing long term stewardship of the community assets.

Possible forms of delivery vehicle were considered accepting that no development model has been identified. The vehicle needs (as far as possible) to be:

- Established quickly, to assist with the establishment of credibility;
- Flexible, given the uncertainty as to how the model might work;
- Designed with transition in mind – so it can move from a body with a delivery role vehicle to a vehicle which exercises long term stewardship of assets;
- Able to access finance (either from the Councils via prudential borrowing or commercial



borrowing guaranteed by Councils); and

- Able to buy and sell land and hold significant contracts with landowners.

There are some factors which always need to be considered when establishing an external entity. These are:

- Ability to distribute surpluses;
- Ability to reflect ownership;
- Security/stewardship of assets;
- Procurement law;
- State Aid; and
- Taxation

In addition to considering a vehicle structure the number of delivery bodies needs to be explored. Options are:

- Single entity to deliver all projects.
- Single entity with SPV subsidiary for each project (which could include Developers).
- One entity for each project.

The Joint Shadow Delivery Board favoured an overarching corporate entity wholly owned by the all the Councils, which will have the ability to set up separate single special purpose vehicles for each site/project, if required. On this basis further advice is being commissioned to run parallel with the various concept phasing, to ensure that once the preferred type of development model is known the appropriate delivery vehicle can be established, thereby preventing any unnecessary delay to the progress of the project. For this reason it is preferred that the Leader of the Council has delegated authority to decide to establish the appropriate delivery vehicle, in consultation with the Council's Section 151 and Monitoring Officer's.

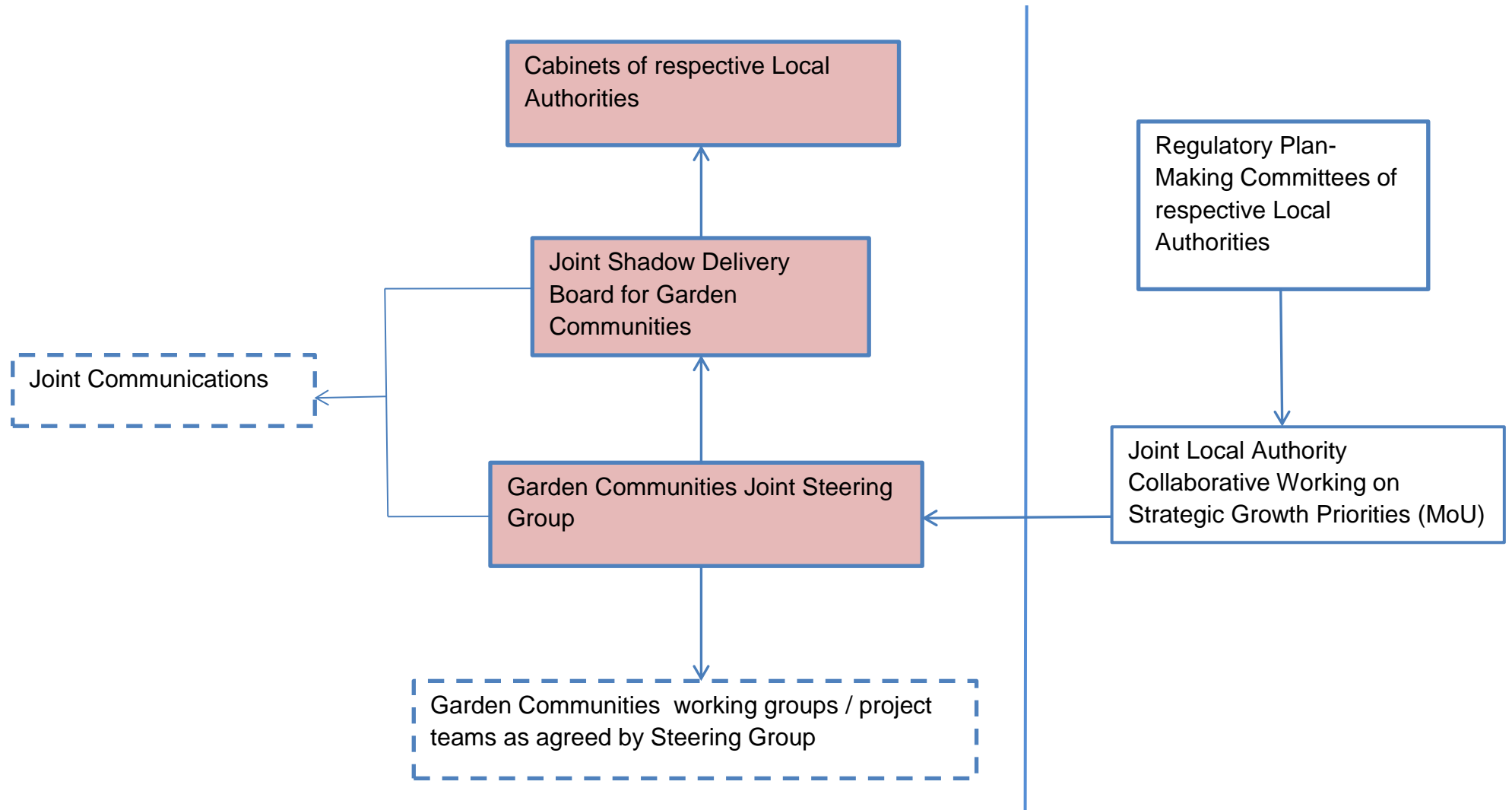
## **APPENDICES**

Appendix A: Governance Structure for Garden Communities

## **BACKGROUND PAPERS**

- The Department for Communities and Local Government (DCLG) prospectus entitled 'Locally-led Garden Cities'
- BID

## Governance Structure for Garden Communities



## **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.