



Planning Services – Strategic Sites

Dunton Hills Garden Village

Project Number: 090

DHGV Project Governance Framework

Version:	2
Issue Date:	19 February 2020
Author:	Coby Tomlins
Workstream Owner:	Phil Drane

APPROVED 19 March 2019 at Policy, Projects and Resources Committee

UPDATED 25 February 2020 for DHGV Project Delivery Board (26/02/2020)

Revision History

Revision Date	Author	Version	Summary of Changes	Changes Marked
03/12/2018	K Pallaris	0.1	Document Creation	
07/02/2019	K Pallaris	0.2	Updated reflecting further discussions	
08/02/2019	K Pallaris	0.3	Updated reflecting ECC comments	
11/03/2019	K Pallaris	0.4	Updated to remove contact names, retaining job titles and organisations	
19/03/2019	K Pallaris	1	Updated with amendments recommended by PPR committee as per minutes: https://brentwood.moderngov.co.uk/documents/g2054/Printed%20minutes%2019th-Mar-2019%2019.00%20Policy%20Projects%20and%20Resources%20Committee.pdf?T=1	Ward Councillors being included within the Community Engagement meeting
19/02/2020	C Tomlins	2	Updated to reflect recent project progress, new Council Corporate Plan, Local Plan position, and Council structural changes	
15/02/2020	C Tomlins	2.1	Updated wording at front of document to include involvement of Members. Feedback based on Project Delivery Board comments	

Approvals

Name	Title	Date	Version
Phil Drane	Director of Strategic Planning (Project Sponsor)	19/03/2019	1
Phil Drane	Director of Planning and Economy (Project Sponsor)	26/02/2020	2

Table of Contents

1	Introduction	4
1.1	Purpose of Document	4
1.2	Structure of Document	4
1.3	The DHGV Project	4
1.3.1	Project Description	4
1.3.2	Project Aims	5
1.4	Why Governance is Important	7
1.5	Update Frequency	Error! Bookmark not defined.
1.6	Parallel Governance Agreements	8
2	DHGV Project Governance Arrangements	9
2.1	DHGV Project Team Structure	9
2.2	Wider Corporate Governance	11
2.3	Meeting Governance	11
2.4	Project Work Breakdown Structure	16
3	Assurance Framework	20
3.1	Arrangements	20
3.2	Project Controls	20
3.3	Project interface with BBC Development Management Service	20
4	Stakeholder Management	22
4.1	Duty to Corporate	22
4.2	Stakeholder Map	22
4.3	Stakeholder Communication Protocols	22

1 Introduction

1.1 Purpose of Document

The purpose of this document is to define the governance arrangements for the Dunton Hills Garden Village (DHGV) Project. The project involves the successful masterplanning and delivery of the DHGV site allocation in the Brentwood Local Plan (2016-2033). The document details the organisational structures, reporting lines and project controls put in place to ensure effective and timely decision-making and to ensure the masterplan and development process delivers the best possible outcome for the planned, locally-led Garden Village, in accordance with the Dunton Hills strategic site allocation and policies of the Brentwood Local Plan.

This document covers:

- The parties involved, their relationship to each other and how the project interacts with these stakeholder interfaces.
- The major meetings and boards that take place where decisions are recorded.
- The organisational structures and the broad communication flows, escalation pathways and approval procedures.

1.2 Structure of Document

- **Section 1:** Outlines the background to the project.
- **Section 2:** Sets out the organisational and functional structure, and key roles and responsibilities, put in place to deliver DHGV.
- **Section 3:** Describes in detail the hierarchical governance structures, decision making bodies, reporting lines and escalation pathways, as well as the meetings and boards set up to take decisions and record project progress.

1.3 The DHGV Project

1.3.1 Project Description

At Extraordinary Council on 8 November 2018 the Brentwood Borough Pre-Submission Local Plan (Regulation 19) was approved, including the strategy to deliver DHGV. An Addendum of Focussed Changes to the Pre-Submission Local Plan was approved at Ordinary Council on 22 January 2020. In February 2020 the Brentwood Local Plan was submitted to the Planning Inspectorate (on behalf of the Secretary of State) for Examination in Public.

Delivery of DHGV is a key corporate project for the Council. It is identified in the Brentwood 2025 Corporate Strategy. Delivery of the garden village will help the borough meet its housing and infrastructure needs over the next 15 years and beyond, and contribute to economic growth aims.

This project is focused upon the facilitated, locally-led delivery of a new garden village at Dunton Hills. There are a series of headline strategic aims and sub objectives which underpin this project, including the need to support high quality place-making and the establishment of a new community supported by a comprehensive range of infrastructure. These have been embodied in the Brentwood Local Plan and summarised in Figure 1.

1.3.2 Project Aims

The aims of the project are:

- To ensure the proposals align with the locally-led spatial vision for Dunton Hills to meet the quality, infrastructure, employment and housing requirements.
- To ensure all applications across the site allocation align with a coherent masterplan framework and design guidance, that are to be jointly produced and agreed upon.

- To ensure the timely delivery of development at Dunton Hills.

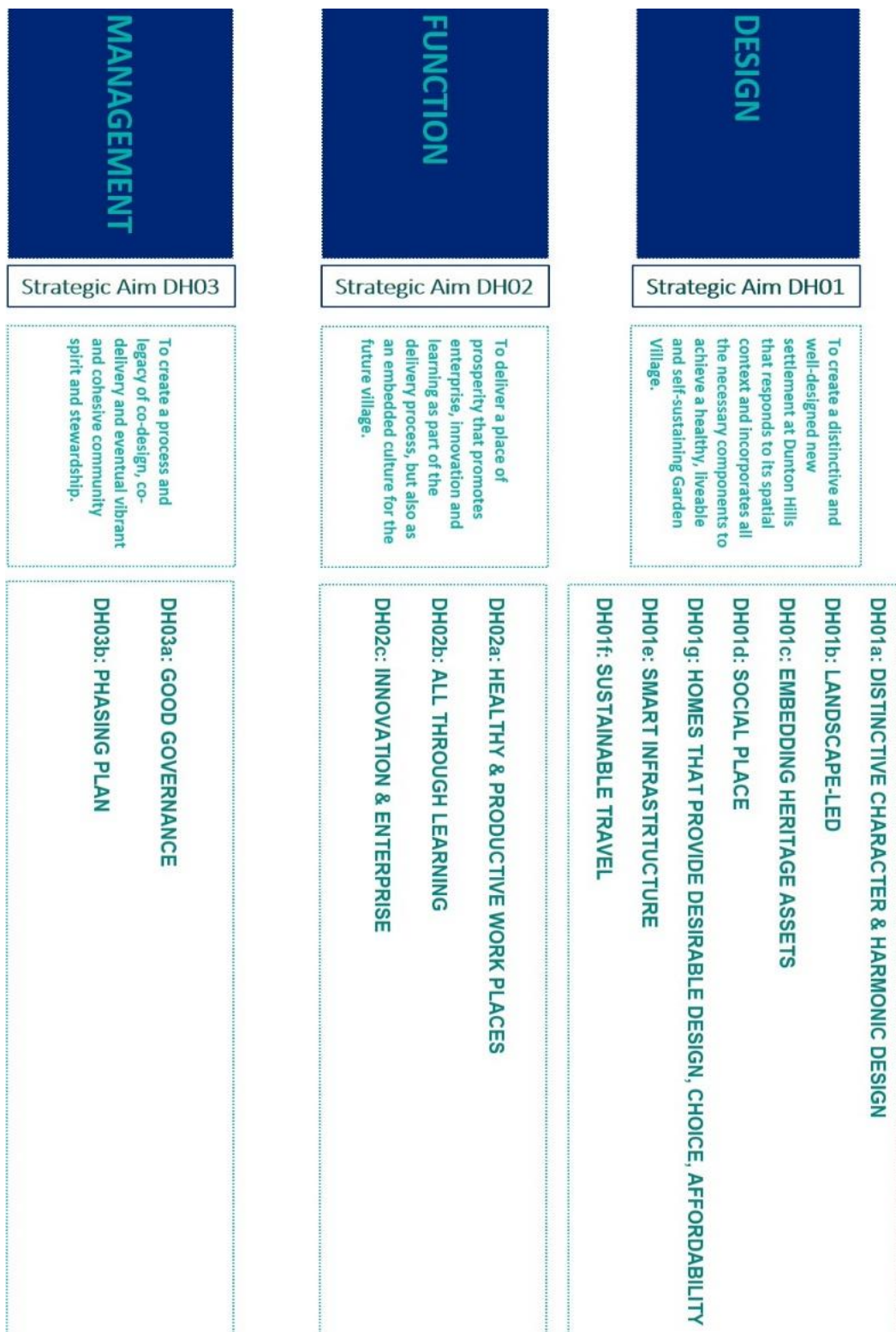


Figure 1: Strategic Aims and Objectives for DHGV

1.4 Why Governance is Important

In January 2017, the DHGV project received Government funding to support the feasibility of a Garden Village to ensure whatever is planned is well-designed, locally-led and has an important part to play in meeting the borough's housing needs.

The DHGV site allocation is central to the Brentwood Local Plan (2016-2033). It is a strategic allocation to deliver a minimum of 2,770 homes in the plan period with supporting infrastructure.

Setting out a clear governance framework is important for the following reasons:

1. **Ensure Land Ownership Integration.** While there is one dominant site owner who owns the majority of the land, there are up to eight different land parcels within the site allocation. This will require careful coordination and site-wide planning to ensure masterplan integration, so that the garden village feels coherent and cohesive.
2. **Ensure Consistent Quality.** The masterplan and design guidance across the whole site allocation should be underpinned by Garden Community principles and qualities, as set out in the respective Town and Country Planning Association (TCPA) and the Government 'Garden Community' Prospectus (2018)¹ guidance and additionally incorporate the locally led spatial vision. A masterplan framework and supplementary planning design guidance should ensure it clearly sets out a coherent development across all land interests, irrespective of which developer brings forward the respective sites.
3. **Ensure it is Locally-Led.** Strong local leadership is one of the garden community principles and is crucial to developing and delivering the long-term vision for this new garden village community. Proposals should have the backing of the local authority in which they are situated, including the county council in two-tier areas. While the planning application process is being led by a master developer and potentially other developers, it is important that the right governance is in place to ensure it fits with the local aspirations and requirements of the local area in order to achieve this aim.
4. **Ensure Deliverability.** Planning a garden village requires a substantial amount and the timely delivery of new infrastructure to address the impact of the new garden village and help the early establishment of a cohesive community. This involves the complex liaison with a number of statutory bodies, utility suppliers and the local community to ensure the sustainable investment in infrastructure. The governance arrangements ensure that the right stakeholders will be brought into the process at the right time.

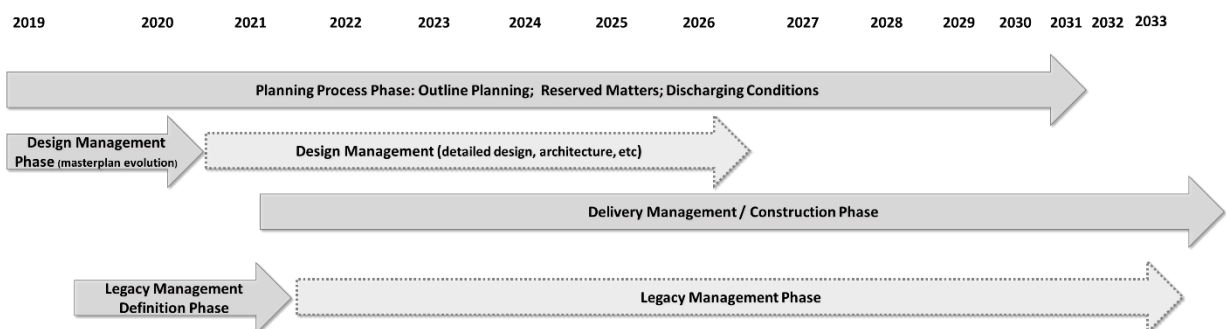


Figure 2: Project Phases Through Time

¹ MHCLG (2018) – Garden Communities Prospectus

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/734145/Garden_Communities_Prospectus.pdf

1.5 Parallel Governance Agreements

In addition to this document, the following arrangements must also be taken into account as part of the wider project governance.

- **Duty to Cooperate (DtC)** – Through the DtC process a series of Statements of Common Ground (SoCG) will be drawn up with respective parties of various aspects of the project.
- **PPA (BBC)** – A planning performance agreement (PPA) is an agreement between Brentwood Borough Council (BBC) and the applicant (e.g. CEG) that provides a project management framework for handling the development proposal from pre-application stage through to decision. The PPA puts in place a dedicated Development Management (DM) officer for the project and an opportunity to discuss scheme through a series of working group design workshops to inform the development proposals, where many of the detailed discussions are taking place to resolve issues; an additional Design Review Panel will be in place as an assurance review of the masterplan design proposals, which will also form part of the DM pre-app service.
- **PPA (ECC)** – A parallel PPA will be in place with Essex County Council (ECC) as further advice is required to inform masterplanning, supporting evidence, attendance at workshops etc, to ensure any decision making that needs to be escalated upwards as the authority for strategic infrastructure, is also dealt with in a timely manner.

2 DHGV Project Governance Arrangements

2.1 DHGV Project Team Structure

The internal DHGV project team has been put in place to drive and accelerate the delivery of the Garden Village at Dunton Hills. The roles are outlined in Table 1. Key roles are illustrated in Figure 3.

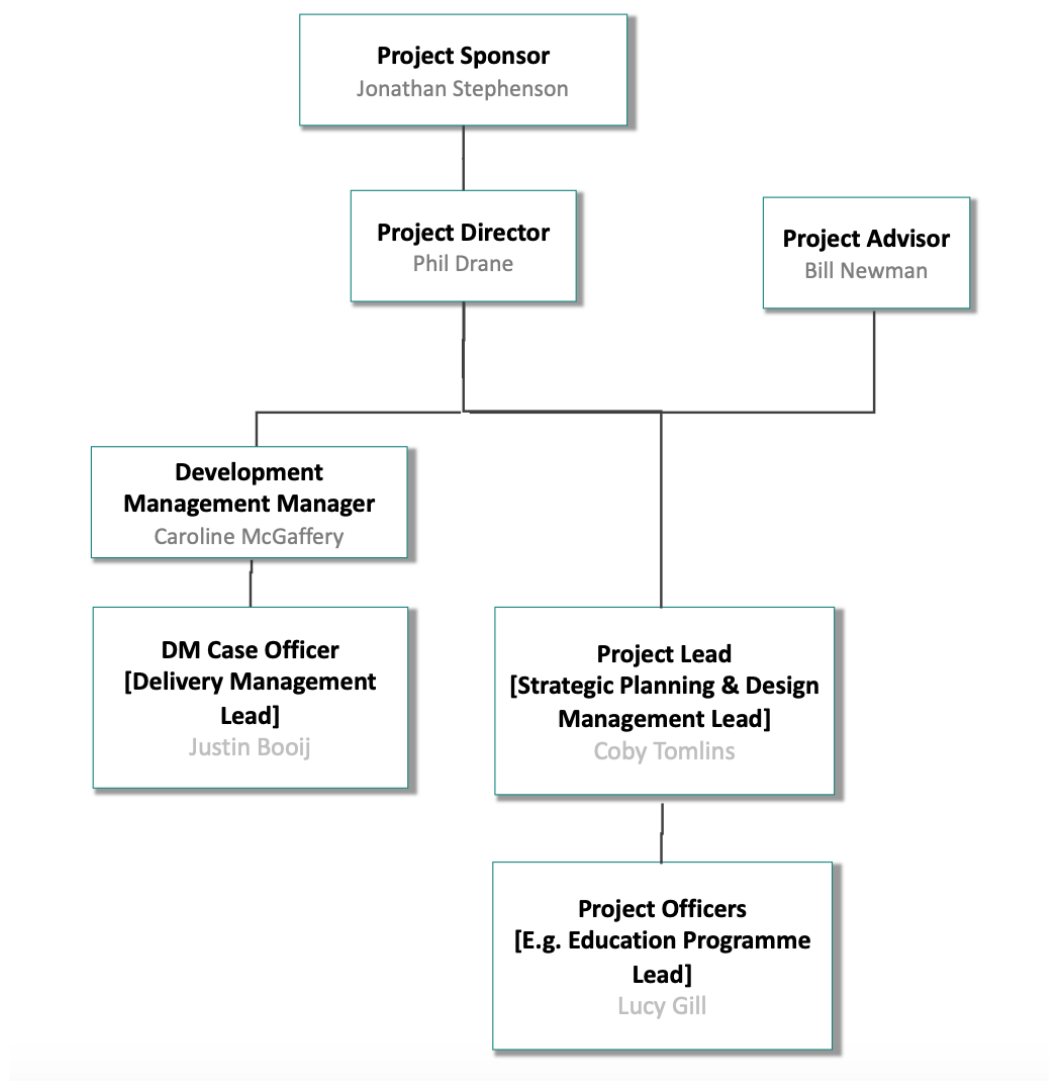


Figure 3: Internal DHGV Programme Team Roles

Role	Responsibility
Project Sponsor	The project sponsor has overall internal responsibility for the DHGV programme. The role provides corporate direction, review and oversight and is a direct link to council senior decision-making.
Director of Planning and Economy	The Director of Planning and Economy is responsible for ensuring the DHGV objectives are being met. The role is responsible for making informed decisions that will drive the project forward and secure the outcomes, in light

	<p>of the wider knowledge and information about development across Brentwood.</p> <p>The Director also has financial responsibilities for the DHGV programme.</p>
Project Advisor	<p>The Project Advisor is responsible for advising and providing strategic direction for the programme as well as has oversight of the risks and issues and programme work breakdown structure, ensuring the coordinated approach to delivery.</p>
Development Management (DM) Case Officer	<p>The dedicated DM Case officer will be responsible for all workstreams which relate to the Development Management aspects of the project, including the PPA, S106, DM pre-application recommendations as well as any other developer agreement.</p> <p>This dedicated officer is responsible for managing the DM process for the project including:</p> <ul style="list-style-type: none"> • seeing the application through the planning process in a timely manner, ensuring internal consultees respond within a timely manner. • regular liaison with Essex County Council DM officers, whilst reporting regularly into BBC DM Service Managers on procedural matters including statutory compliance of the DM process in accordance with the Council's own procedures, as well as the DMPO and EIA Regulations. • overseeing day-to-day tasks of finalising Planning Performance Agreements and delivery of the Council's associated services under this agreement. • attends relevant 'Delivery Management' working group meetings and records any decisions and actions taken. • undertaking the relevant functions in a traditional planning case officer role as a single point of contact and project manager generating pre-application advice and processing planning applications, including the preparation of recommendations for Planning Decisions by the Council's Planning Committee. <p>The role also provides the necessary assurance that the correct protocols have been followed in respect of any application determinations.</p>
Project Lead – Strategic Planning	<p>Project Lead is responsible for the day-to-day operational delivery of actions against the project plan and reports progress and escalate issues where required. Other responsibilities include:</p> <ul style="list-style-type: none"> • puts in place the project controls, against which the project will be managed. • develops the programme's work breakdown structure and coordinates the various workstreams. • Ensures the inter-dependencies are noted and sufficient oversight and management of the risks and issues to ensure the project is being successfully controlled and is on target to deliver its objectives. • responsible for the strategic Planning and Design Technical elements of the masterplanning process, ensuring that masterplan proposals and design guidance aligns with the locally-led spatial vision for Dunton Hills and ensures policy requirements are being met as part of the masterplanning outcomes. • responsible for communications and engagement programme (through the community forum and youth forum) and is the key contact for members of the community, working closely with the

	<p>events and communications team to ensure community are an integral part of planning for the project and have a lasting legacy.</p> <ul style="list-style-type: none"> the role is also responsible for ensuring the wider planning processes (namely the West Horndon Neighbourhood Plan and South Essex Joint Strategic Plan (JSP)) are in alignment with the strategic allocation policy for Dunton Hills. <p>The Project Lead will write a monthly update report that reports on progress for the respective Technical Steering Group and Project Delivery Board.</p> <p>Attends relevant working group meetings and Technical Steering Group and records any relevant decisions and actions.</p>
Project Officers	<p>Project Officers are responsible for delivering specific components within workstreams to ensure the successful totality of the programme. They are assigned to a particular task, e.g. the DHGV Education programme. Their role is to report back to the Project Lead on their planned activities and outcomes.</p>

Table 1. DHGV Project Team Roles and Responsibilities

2.2 Wider Corporate Governance

The Dunton Hills Garden Village sits within Brentwood's Corporate Projects structure. For this reason, the DHGV Project Delivery Board will report up to Corporate Project Scrutiny Committee / Corporate Leadership Board on a periodic basis for the following purposes:

- To keep informed of major decisions and direction of travel for the DHGV project
- To escalate any issues and seek direction on any major issues.

2.3 Meeting Governance

Figure 4 illustrates the key groups and meetings set up to manage the DHGV project. The governance arrangements are in three parts:

- **Project Delivery** – These groups and meetings will focus on directing and delivering the various aspects of the project.
- **Project Assurance** – These meetings will focus on the assurance of the process, providing an independent review of the project progress against the project milestones and outputs to ensure the decisions are robust and progress is on track. These will occur at two levels:
 - Meetings with Homes England (HmE) will help to report back progress and decisions to ensure alignment to the Garden Village programme.
 - Input from the Development Management process will ensure the planning applications are independently monitored against Local Plan policy and align to deliverability within any agreements put in place to deliver DHGV.
 - Design Review Panel process to ensure the masterplanning and design process is robustly reviewed and aligned to policy.
- **Project Engagement** – These meetings will focus on the outward communication of the project progress at appropriate milestones of the project. It will also be a mechanism by which local input into key stages of the project will be sought.

This three-pronged approach ensures a robust and credible process that will keep the project on track and aligned to the vision, aims, objectives and corporate goals, while ensuring an adequate level of review and audit.

Table 2 summarises the key roles of each of the groups; the membership of each group/meeting; and the frequency of meetings. Specific membership is provided, although in some cases substitutes may attend when the named lead is unable to attend.

Group/Meeting Name	Roles	Frequency of Meeting	Membership
Brentwood Borough Council Senior Leadership Team (SLT), and Extended Leadership Team (ELT)	Purpose: <ul style="list-style-type: none"> As a corporate project DHGV will be governed by the executive direction, review and oversight of the Council's leadership team. Approval of any decisions that will impact delivery. 	SLT weekly, ELT quarterly	The Council's senior leadership and senior managers
DHGV Project Delivery Board	Purpose: <ul style="list-style-type: none"> Key channel for corporate and member briefing on project progress. Have oversight of programme risks; raise any risks if identified. Establish strategic priorities for steering group and working groups to address. Provide direction and validation of decision making, in light of corporate and constituent directions. 	Quarterly	BBC: <ul style="list-style-type: none"> Project Sponsor: Chief Executive Project Director (and Sponsor): Director of Planning and Economy Project Lead - Strategic Planning Councillors / Ward Members: <ul style="list-style-type: none"> Leader of the Council and Policy, Projects & Resources Committee Chair Deputy Leader of the Council and Strategic Planning Lead Councillor Herongate, Ingrave and West Horndon Opposition Lead West Horndon Parish Council <ul style="list-style-type: none"> Chair Vice-Chair CEG: <ul style="list-style-type: none"> Strategic Development Director Head of Strategic Development – South Head of Strategic Land – West Essex County Council: <ul style="list-style-type: none"> Leader of the Council and Garden Community Lead Head of Planning Homes England <ul style="list-style-type: none"> Senior Planning Manager (Garden Town and Village Delivery Team)
Technical Steering Group	Purpose:	Monthly	DHGV Project Team:

	<ul style="list-style-type: none"> Responsible for driving forward the delivery of DHGV, addressing risks and issues. Ensure proposal compliance with planning policy. Provide technical expertise and help 'unstick' technical issues. Report progress and key decisions to Project Board. 		<ul style="list-style-type: none"> Project Director (and Sponsor): Director of Planning and Economy Project Lead - Strategic Planning DM Case Officer <p>CEG Team:</p> <ul style="list-style-type: none"> DHGV Project Director: Head of Strategic Land West Project Manager Masterplanning Team Planning Team Specialist Technical consultants (varies depending on the subject matter on the agenda) <p>Other Stakeholders:</p> <ul style="list-style-type: none"> Homes England Essex County Council
DHGV Project Team (internal) and Project Liaison (external) Meetings	<p>Purpose:</p> <ul style="list-style-type: none"> Project Team shall be internally facing while Project Liaison meetings shall involve the developer(s). Purpose is the same for both meetings, with external meeting coordinating the project with developer teams. Help unstick project planning issues. Agree overall coordination of working group tasks. Coordinate delivery of tasks and actions. Track and monitor project controls (risk register, work plan, action list, etc) 	Weekly	<ul style="list-style-type: none"> BBC DHGV project team CEG DHGV project team
Working Group	<p>Purpose:</p> <ul style="list-style-type: none"> Will involve both Design Management and Delivery Management Groups To work through the different issues and policy obligations To resolve design issues and delivery issues using various expert input To monitor risks and issues and address technical constraints 	As required	<ul style="list-style-type: none"> Technical specialist / consultancy teams Relevant Stakeholders
Masterplan Integration Meeting	<ul style="list-style-type: none"> To resolve masterplan design integration issues across all land ownership sites of the DHGV Allocation Site. To work on joint design quality elements, such as 	As required	<ul style="list-style-type: none"> Land Owners Project Director (and Sponsor): Director of Planning and Economy Project Lead - Strategic Planning

	connectivity and design guides.		<ul style="list-style-type: none"> Masterplanning Working Group
DtC Meetings	Purpose: <ul style="list-style-type: none"> To communicate to key stakeholders key directions and progress of the project 	As required	<ul style="list-style-type: none"> Neighbouring Boroughs Essex County Council Infrastructure Providers Thurrock Unitary Transport Authority Highways England
Community Engagement Meeting (Community Forum)	Purpose: <ul style="list-style-type: none"> To work with the community to establish key design criteria To communicate key design outputs and get input To effectively communicate key direction and progress of the programme. 	As required	<ul style="list-style-type: none"> West Horndon Parish Council West Horndon Neighbourhood Planning Steering Committee Other local Stakeholders Resident Groups Other Local Community Organisations Ward Councillors
Pre-Application Meetings	Purpose: <ul style="list-style-type: none"> To assure the masterplanning development and delivery process and compliance with policy. To gauge the recommendations of internal stakeholders To formally record advice and decisions so as to establish the framework of terms agreed May be one and the same as the working group meetings, depending on subject matter to be discussed. 	As set out in the PPA	Development Management Applicant – e.g CEG
Homes England Meetings	Purpose: <ul style="list-style-type: none"> To address strategic concerns and risks. Assure compliance with Garden Village Principles. To report on delivery progress to Homes England. 	As specified	<ul style="list-style-type: none"> Homes England Project Director (and Sponsor): Director of Planning and Economy Project Lead - Strategic Planning DM Case Officer Project Sponsor (optional)
Design Review Panel	Purpose: To review masterplan and design elements submitted as part of the application process, and to assure compliance with design best practice and policy	As specified	<ul style="list-style-type: none"> DHGV Project Team DHGV Developer(s) Review Panel experts

Table 2. Governance Groups – Roles and Responsibilities and Membership

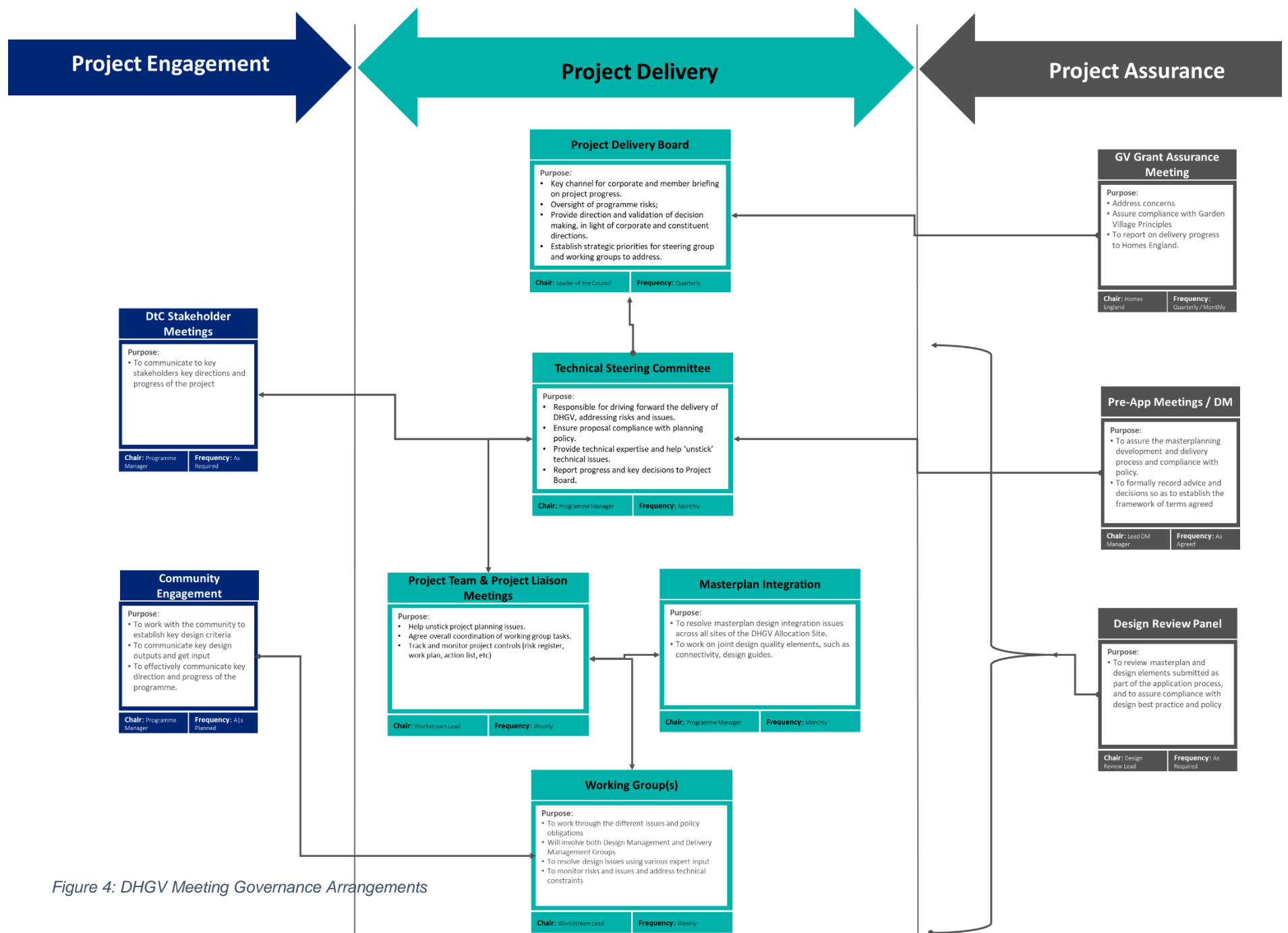


Figure 4: DHGV Meeting Governance Arrangements

2.4 Project Work Breakdown Structure

Key workstreams have been identified, each is interrelated with key interfaces as broadly illustrated in

Figure 5.

For example, the Planning Policy Workstream (concerned with the Local Plan, JSP, Neighbourhood Planning), while sitting slightly to one side of the DHGV project, can impact the Development Management Workstream (concerning matters related to the Outline Planning Application (OPA), Reserved Matters, etc).

Equally, the Design Management workstreams (dealing with strategic planning of the site allocation masterplan and technical design matters at the working group level) may influence the direction of the Delivery Management workstream (relating to delivery working group matters such as S106 agreement, EIA, etc).

The Design Management and Delivery Management Workstream have within them a number of sub-workstreams in the form of themed working groups to address specific matters. The working groups and key stakeholders are identified in Table 3.

All six workstreams sit beside overarching communications and assurance procedures, to ensure a robust, collaborative process and correct accountabilities in place.

The workstreams will be reviewed as the project phases change with time.

The workstreams can be described as follows:

1. **Planning Policy Workstream:** this workstream will primarily manage the production of the Brentwood Local Plan, in compliance with a challenging timetable, necessitated by the recent letter regarding intervention in the Council's planning policy powers by the Secretary of State for Housing, Communities and Local Government. The Local Plan requires allocation of Dunton Hills Garden Village to help meet identified housing and employment needs over the Plan period (until 2033). In addition, this workstream will also manage the associated policy work surrounding the production of the Local Plan, including the emerging Joint Strategic Plan for south Essex, the West Horndon Neighbourhood Plan and the interface with Local Plan production at neighbouring authorities (immediate neighbours as well as nearby authorities such as Rochford and Southend on Sea).
2. **Development Management Workstream:** this workstream will be responsible for the oversight of the preparation and response to the Outline Planning Application (OPA), the reserved Matters applications and any other regulatory approvals that may be required from the Council or County Council. This work includes the preparation of a Planning Performance Agreement prior to the submission of the first OPA, the management of the OPA, subsequent applications for approval of "Reserved Matters", any amendments or variations to previously granted consents and approval of the details required to discharge conditions of planning permissions.
3. **Legacy Workstream:** This workstream will manage a number of short term and longer-term consequences of the development and establishment of a new community in the Borough. Short term requirements notably include developing engagement strategies that go beyond the statutory requirements for planning policy and planning applications, whilst the longer term consequences include, amongst other things, the implications of the requirements for managing public realm, open space, leisure and joint use facilities, the village centre, transport concierge and the interface with current democratic arrangements, including Ward representation and the relationship with the Parish Council/community of West Horndon.
4. **Delivery Management Workstream:** This workstream will manage (i) the alignment of the Infrastructure Delivery Plan (IDP), the document that defines the extent and cost of the additional infrastructure needed to facilitate and mitigate the effects of the new development proposed, (ii) the development and completion of any legal agreements necessary to secure the provisions and mitigation of the approved development and coordination across delivery parties and (iii) ensure implementation of the approved works, in order to give effect to the provisions of the Local Plan and secure the longer term benefits to the Borough.
5. **Design Management Workstream:** This workstream will hold a series of workshops to work through each of the Garden Village design issues as the DHGV Project Team collaboratively work with the developer team(s) and the community to deliver a locally-led Garden Village Masterplan and corresponding design guides to ensure the quality and adherence to the Strategic Allocation Spatial Strategy. Decisions here will be fed up to the Development and Delivery Management workstream.

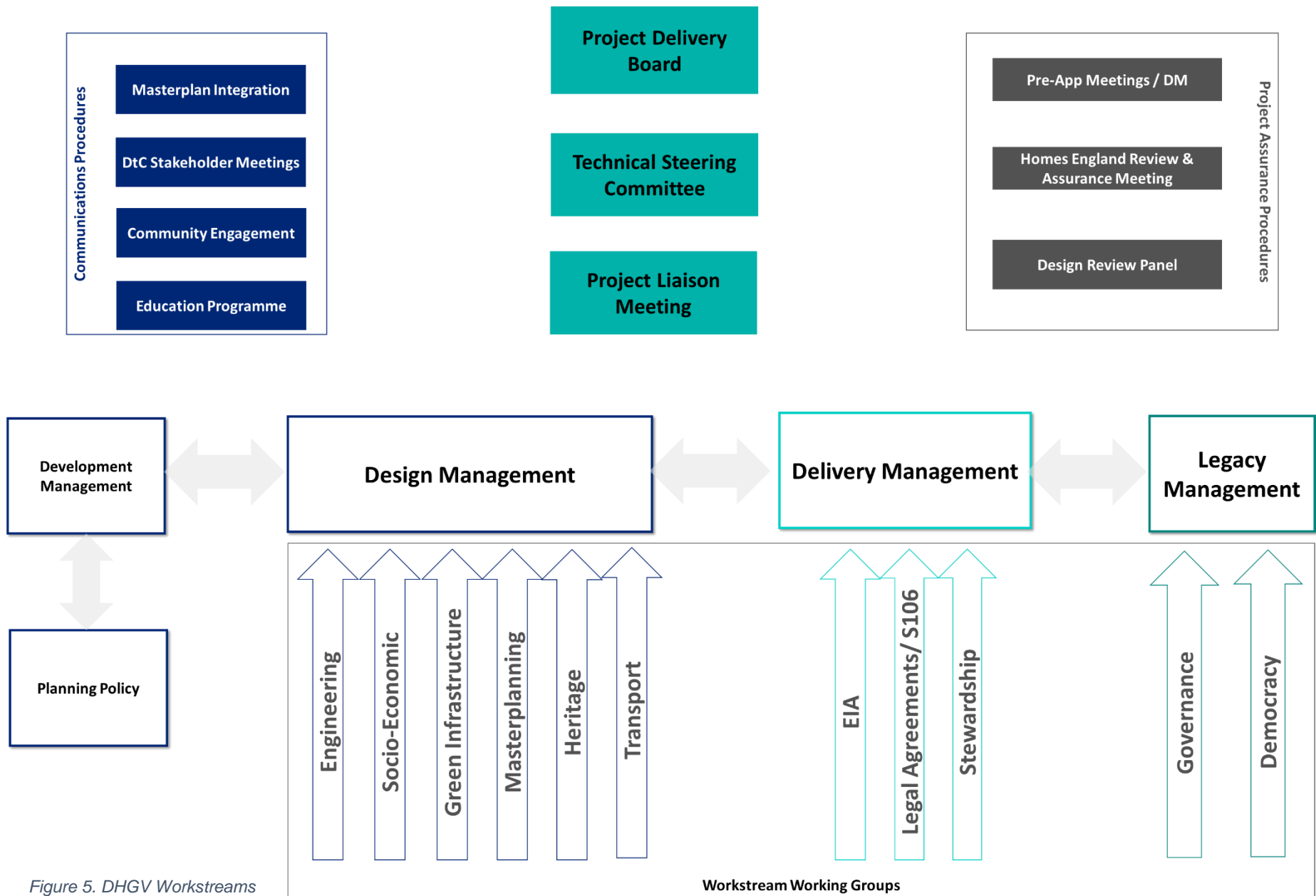


Figure 5. DHGV Workstreams

#	Working Group	Sub Themes	Key Stakeholder Contacts
1	Masterplan Group	Masterplan integration issues, landscape, densities, block layout, urban design morphology and structure	<ul style="list-style-type: none"> BBC CEG ECC SLR HmE
2	Socio-economic Group	Community buildings	<ul style="list-style-type: none"> BBC CEG ECC
		Retail/employment and village centres	<ul style="list-style-type: none"> LEP
		Health facilities	<ul style="list-style-type: none"> NHS England STP Strategic Estates Forum CCG
		Education facilities	<ul style="list-style-type: none"> Education Authority - ECC
		Recreation facilities	<ul style="list-style-type: none"> SE
3	Green/Blue Infrastructure Group	Connectivity, ecology, biodiversity, landscape design, outdoor recreation facilities (crossover)	<ul style="list-style-type: none"> BBC CEG ECC EA NE Essex Wildlife Trust Thames Chase Community Forest Group SE
4	Heritage Group		<ul style="list-style-type: none"> Historic England
5	Environmental Engineering Group	Sustainable drainage	<ul style="list-style-type: none"> EA Utility Providers (Anglia and Thames Water)
		Energy	<ul style="list-style-type: none"> BBC CEG ECC
		Broadband	<ul style="list-style-type: none"> BT
		Pylon undergrounding	<ul style="list-style-type: none"> UK Power Networks
6	Transport Group	Transport mitigations, junction improvements, mobility, sustainable solutions, street hierarchy design	<ul style="list-style-type: none"> CEG BBC Highways Authorities – ECC and HgE NR C2C TfL

BBC Brentwood Borough Council including Housing, Environmental Health, Leisure/Parks, Waste Collection etc
 CEG Commercial Estates Group
 C2C Trenitalia c2c
 EA Environment Agency
 ECC Essex County Council including LLFA, Highways & Education etc
 HgE Highways England
 HmE Homes England
 HtE Historic England
 LEP South East Local Enterprise Partnership

NE Natural England
 NHS Basildon and Thurrock University Hospitals NHS Foundation Trust; NHS Basildon and Brentwood Clinical Commissioning Group
 NR Network Rail
 SE Sport England
 Utilities Cadent; UK Power Networks; Essex and Suffolk Water; Anglian Water; BT/Broadband and Telecom providers etc
 WHPC West Horndon Parish Council
 EWT Essex Wildlife Trust

Table 3: Working Groups and Stakeholders

3 Assurance Framework

3.1 Arrangements

A number of groups/meetings will act as independent scrutiny to ensure adherence to the Local Plan Policy, development agreements and strategic direction, as well as design quality. These will include the Design Reviews, the Homes England Programme Review Meetings and the DM procedures.

3.2 Project Controls

A number of project controls have been set up to track, monitor and control the project:

- **A work programme** will be used to track and monitor timescales at each Project Team Liaison Meeting.
- **A risk register** will be the main tool to manage the foreseeable risks and work through how they might be resolved as part of the working group or steering group meeting arrangements.
- **Working group action list** will be maintained to log all actions and decisions and reported to the Project Manager.
- **Project update report** will be sent to the Programme Delivery Board and Steering Group members reporting on monthly project progress.

3.3 Project interface with BBC Development Management Service

While the project is concerned with the successful development of a masterplan across the whole allocation site and the eventual successful delivery of the scheme, it is equally there to ensure that the planning application process can ensure the timely delivery of applications coming forward.

The project's interface with the Council's Development Management (DM) function is therefore important and an integral part of the project governance.

The DM function has been identified as a bespoke arrangement in order to facilitate the specific requirements for the delivery of the project, which include a high level of coordination and timely capacity to ensure the efficient management of the project. The DHGV Project Team at BBC have appointed a dedicated Development Management Lead Officer who will provide critical enabling capacity for the project to sit within the Council's established Development Management Service.

The methodology for ensuring the integration of the DM process is based on the principles set out below.

It is envisaged that the DHGV project will involve parallel and overlapping processes for inter-related planning application submissions that should also allow for iterative development of the planning application proposals in conjunction with simultaneous design and planning technical work that is being led by the DHGV Project Team. Further, there are also likely to be a number of overlapping corporate initiatives. Throughout, there will therefore be an ongoing need for integration of DM processes into the project's wider delivery programme fulfilling the required assurance parts of the project.

The Development Management Lead Officer is a member of the DHGV Steering Group to ensure that there is DM accountability into the DHGV project with project management control over the DM process in itself as well as dealing with any related cross-over of other project deliverables. Steering Group Membership will therefore provide an essential conduit for timely dissemination of critical project information.

The pre-application process allows for managed stakeholder involvement and consultation through a series of Working Group meetings as the emerging proposals develop through a number of stages that will be managed by the DHGV Project Team. These meetings will therefore serve both project delivery as well as DM pre-app functions. The pre-application programme occasions a number of Design Review Panel (DRP) and Masterplan “milestone” meetings that will also serve as DM pre-application feedback iteration points, which will take on board the consultation responses solicited as part of that stage. It is likely that due to the iterative processes throughout which the project will progress, this method of working will continue throughout the formal planning application determination periods, and possibly also during the pre-construction, construction and operational stages of the various project phases.

4 Stakeholder Management

4.1 Duty to Corporate

Brentwood Borough Council has a duty to engage constructively, actively and on an ongoing basis with neighbouring local planning authorities, the County Council and other statutory public bodies to ensure strategic issues that may impact the wider area are considered. This includes cross boundary issues such as transport, flooding, and environmental impacts.

This legal requirement was set out in Section 110 of the Localism Act 2011 and the further amendment of section 33A of the Planning and Compulsory Purchase Act 2004. Maintaining effective cooperation is also reinforced by the NPPF (2018, paragraphs 24-27), which calls for one or more 'Statements of Common Ground' to be prepared and maintained on cross-boundary matters being addressed and progress in cooperating to address these. These are to be made publicly available.

The Council is committed to cooperate with neighbouring authorities and key organisations on strategic planning issues. Since January 2018, a Memorandum of Understanding was signed between Basildon, Brentwood, Castle Point, Essex County, Rochford, Southend-on-Sea and Thurrock Councils – forming the Association of South Essex Local Authorities (ASELA), which agreed to jointly work on 'place vision' for the region. This new venture will continue to look across borough boundaries. This work is progressing at early stages and Brentwood Borough Council is committed to engaging with partners as discussions and evidence gathering progresses through the plan-making process.

The Council has published a Duty to Co-operate Position Statement to describe the ongoing engagement and provide an update on the activities undertaken so far.

In addition, the Council will continue to have regard to neighbouring authority plans, Essex County Council plans, and strategies of other relevant bodies.

4.2 Stakeholder Map

A stakeholder database has been compiled and is saved on shared file for DHGV.

The database will remain a live document that is updated as the project progresses. To ensure a robust masterplan is developed, communications and engagement will be maintained between the statutory and non-statutory stakeholders, as well as local community organisations, throughout the programme.

4.3 Stakeholder Communication Protocols

All communications with BBC stakeholders, including members, statutory and non-statutory stakeholders shall be direct with and by Brentwood Council if the matters relate to the development and delivery of the wider masterplanning and design of the Garden Village.

If matters are specific to the developer's application, those matters should be taken up directly with the statutory consultees. Regular updates should be provided to the council to ensure alignment with the wider strategic aims and objectives of the project.