

OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING: 16 OCTOBER 2018

TITLE OF REPORT: NEW SETTLEMENT DPD GOVERNANCE AND RESOURCING ARRANGEMENTS

Report of: Joint Chief Executive, Patricia Hughes

Cabinet member: Councillor David Neighbour, Leader

1 PURPOSE OF REPORT

- 1.1 This report sets out some of the first stages in delivering a new settlement in the District. It identifies proposals for governance arrangements for the development of the new settlement and for additional resources to take the project forward. As a key element of the process will be meaningful and on-going engagement with stakeholders it also sets out a draft list of key stakeholders for comment.

2 OFFICER RECOMMENDATION

- 2.1 That Overview and Scrutiny Committee considers the following draft recommendation to Cabinet:
- A. That Cabinet agrees the new settlement governance structure and associated roles and responsibilities attached at Appendices 1 and 2;
 - B. That delegated authority is granted to the Joint Chief Executives in consultation with the Leader to approve Terms of Reference for each of the governance tiers and to adapt the governance structure and membership as the project progresses;
 - C. That Cabinet agrees to set up a new Member New Settlement Working Group to deliver the new settlement planning framework and implement delivery of the new settlement;
 - D. That Cabinet notes the draft key stakeholder list at Appendix 3 and provides any additional contacts;
 - E. That Cabinet agrees to £20,000 funding from reserves to appoint an additional staff resource on the new settlement project until March 2019;
 - F. That Cabinet notes that there will be a significant budgetary impact in 2019/20 in delivering the new settlement project as set out in Appendix 4 to be fully worked up for the forthcoming budget setting process.

3 BACKGROUND

- 3.1 The Hart Local Plan: Strategy and Sites Submission Version includes a New Settlement area of search and associated Policy (SS3). The Local Plan identifies that the proposal for a new settlement will be taken forward through the preparation of

a New Settlement Development Plan Document (DPD). A timetable for this is set out in the Councils Local Development Scheme which identifies that a Sustainability Appraisal Scoping Report will be prepared in Winter 2018 with consultation on a Draft New Settlement Plan in Winter 2019. The Local Plan envisages delivery of homes at the new settlement to start in the middle of the 2016 – 2032 plan period.

- 3.2** Whilst the Local Plan is still to be formally examined, the complexity of the new settlement project and the need to ensure early and on-going involvement of stakeholders suggests that some of the preparatory and background work to this project should start now.

4 PROJECT GOVERNANCE

- 4.1** Since the submission of the Local Plan, work has started to identify and scope out priority work streams and milestones for the new settlement project. One of the first stages identified is the establishment of clear and accountable governance arrangements to provide a structure for the project, including decision making, reporting lines and stakeholder engagement.

- 4.2** As the project progresses through the various stages there may be a need to adapt the membership, terms of reference and/or roles and responsibilities for each tier to suit the needs and requirements of the project.

Governance Approach and Structure

- 4.3** Following a review of examples of governance arrangements for other similar projects i.e. Garden Village bids and large scale growth and development projects, an outline governance proposal for this new settlement project has been proposed and is illustrated in Appendix I. The arrangements include a specific Member New Settlement Working Group to input into and steer the development of the new settlement, and the creation of a Delivery Board, Project team, forums and more topic specific working groups. Each of the tiers will have designated representatives, roles, responsibilities and decision making powers, which are outlined in more detail in Appendix 2.

- 4.4** The Member New Settlement Working Group will provide input into and from both the Project Team and Delivery Board prior to making recommendations to Cabinet. It is suggested that membership of this group comprises the three Group Leaders, the Portfolio Holder for Planning, the Chairman of Planning Committee, and one Ward Councillor from Hook, Winchfield and Hartley Wintney respectively supported by appropriate Officers. The purpose of the Group is to give member input to inform the delivery of the new settlement in accordance with Local Plan Policy SS3 from concept, DPD, and through to planning permission being granted.

- 4.5** Wider Member engagement will also take place and will be set out in a Communication and Engagement Strategy to be finalised following the outcome of the Local Plan Examination. Focus on stakeholder and community engagement is critical to the project with landowner and community forums informing the core Project Team.

- 4.6** A number of workstream groups are being established focused around themes such as Green Infrastructure and the Natural Environment, Housing and Employment needs and Design and Masterplanning. These work streams will deliver technical aspects of the project and may involve external consultants as well as internal resources.
- 4.7** The project will also be monitored through the Council's already established internal project management arrangements, which includes a Corporate Project Board. This will have an overarching view of the delivery of the project.

5 STAKEHOLDER ENGAGEMENT

- 5.1** Proper and informed stakeholder engagement is essential to the success of this project given the number of potential stakeholders involved. To address this, the proposed Communications and Engagement strategy will be developed and continuously updated. The Strategy will encompass a variety of mediums in which to involve all stakeholders and sectors of the community. Delivery of this Strategy will require resources which cannot be absorbed within existing workloads. It is therefore proposed that dedicated officer resources be recruited specifically focusing on communication and engagement over the course of the new settlement project and site delivery.
- 5.2** One of the first stages in a project such as this is to identify key stakeholders. An initial suggested list of key stakeholders is set out in Appendix 3. Some of these are statutory bodies but suggestions are sought as to other groups which should be involved in the project in order to establish an early comprehensive key stakeholder list.
- 5.3** The purpose of the Community Forum identified in the governance arrangements will be to provide the opportunity for collaborative and proactive engagement with relevant community stakeholders working towards the delivery of the new settlement. Specific terms of reference and membership requirements will need to be established to identify those interest groups that will comprise the Community Forum. It is envisaged that these might include those groups which are clearly a recognised 'body' having open membership, meetings and ideally some formalised arrangements including a simple constitution. This does not mean that other stakeholders could not provide an input as there will be a range of 'open' consultations and events which will be determined through the Communications and Engagement strategy.

6 NEW SETTLEMENT RESOURCING

- 6.1** It is clear that the Council intends that the development of the new settlement is Council led and therefore needs to be adequately resourced to do so. The preparation and delivery of a new settlement will require resources relating specifically to:
- Planning staff resources;
 - Support roles (for example project management, administration, communication);
 - Technical staff resources (for example on infrastructure, flooding, transport);
 - External consultants support (for example on sustainability appraisal, viability, urban design);

- Development Plan Document process (for example the Examination process).

Experience drawn from other Local Authorities and conversations with Homes England has confirmed that the current level of resources within planning policy and individual service specialisms, whilst highly skilled, is insufficient to meet the additional work required by the new settlement and its timeframes. The Council has also committed to the preparation of a Development Management DPD and this will involve staff time from the Planning Policy team.

- 6.2** The Council should actively look for external resources to support this project. Sources for this will include Government, Enterprise M3 LEP and the site promoters.
- 6.3** Appendix 4 sets out a draft summary of resources likely to be required for this project. This indicates that based on the current timetable, the majority of costs will be required in 2019/20. In summary, Appendix 4 indicates from work to date that a total of around £350,000 will be required for technical studies and £425,000 for staff resources in 2019/20.
- 6.4** The Government has recently announced a further bidding round for the Garden Communities programme. A bid is currently being prepared under this fund to seek additional resources to support the preparation of the New Settlement DPD and its implementation. The outcome of any Garden Communities bid will be known early in 2019. In advance of the outcome of this bid, we will be ensuring appropriate resources are identified in the current budget setting process for 2019/20.
- 6.5** Having regard to other workloads, there is a need to appoint an additional staff member in 2018/19 to support the early stages of the new settlement work. A possible resource for up to three days a week from an adjoining authority has been identified which would cost £20,000 up until March 2019. Funding for this is sought from reserves as part of this report.
- 6.6** It is expected that some of the technical evidence will be funded by site promoters within a scope agreed by the Council. This will reduce the financial costs currently identified for the technical studies, but at this time the impact of this on the overall budget is difficult to predict.

7 FINANCIAL AND RESOURCE IMPLICATIONS

- 7.1** The project will require significant funding throughout its life span. Opportunities will be taken to seek funding from a range of sources as set out in this report. A specific Council budget will be required to progress the New Settlement DPD which will come forward as part of the next budget setting process. In setting this budget it will not be possible to predict exactly what funding might come forward from external sources.

In view of other workloads of appropriate staff an additional resource is required to maintain momentum on work on the new settlement as set out in paragraph 6.5 of this report with funding sought from reserves. In the meantime, the Planning Policy budget will be used for other work required in the short term such as the Sustainability Appraisal Scoping report.

7.2 As set out earlier, a bid is currently being prepared under the Garden Communities Programme to support the costs of additional staff and technical studies. However, the outcome of this bid may not be known until March 2019.

7.3 The establishment of a robust governance structure will focus budgetary decision making and accountability.

8 EQUALITY IMPACT ASSESSMENT

8.1 No equality issues are identified for this report at this stage. An early scoping of stakeholders will need to consider the engagement of representatives from protected groups that the project has the potential to impact upon. An EQIA will be prepared alongside more advanced stages of the New Settlement DPD.

9 ACTION

9.1 Subject to approval of this report:

- the governance structure terms of reference will be drafted;
- the first meetings of the Project Team, Members Group and Delivery Group will be set up;
- the workstream groups will be identified;
- an additional staff resource up to March 2019 will be put in place.

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APPENDICES

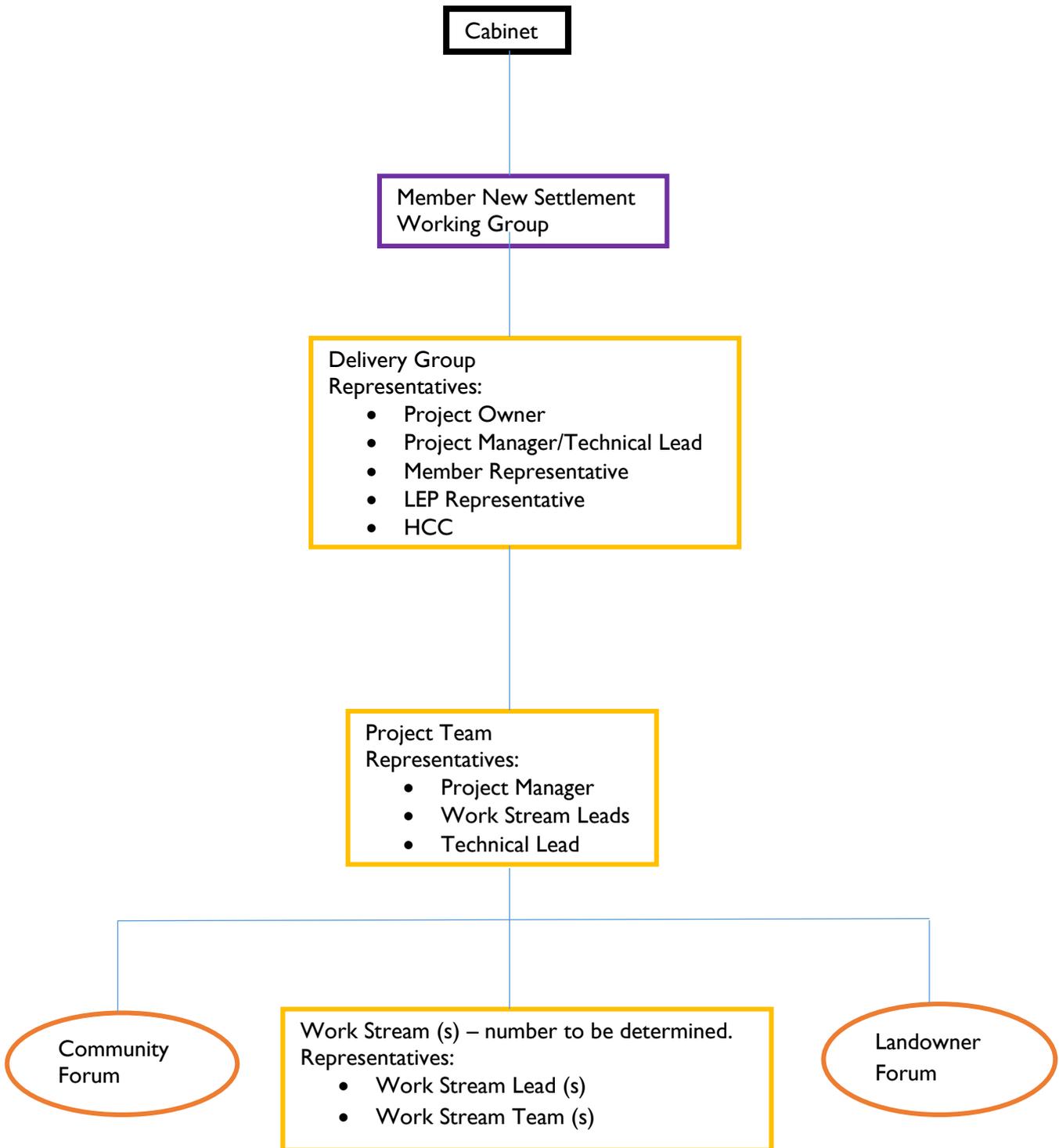
Appendix 1 – Proposed Governance Structure

Appendix 2 – Proposed Roles and Responsibilities

Appendix 3 – Initial list of Key Stakeholders

Appendix 4 – Summary of Resources for delivery of the New Settlement DPD

Appendix I – Proposed Governance Structure



Appendix 2 – Proposed Roles and Responsibilities

Project Tier	Description of activities	Membership	Reporting Lines	Future Evolution
Member New Settlement Working Group	<ul style="list-style-type: none"> To coordinate views and opinions and provide local knowledge and presence. Identification of local issues and suggest solutions Provide check and challenge on officer work. Provide guidance, support To inform Member representative on Delivery Group. 	<ul style="list-style-type: none"> Group Leaders/Chairman of Planning/Portfolio Holder for Planning/a Ward Councillor for Hartley Wintney, Hook and Winchfield. Technical lead Project Manager (optional) 	<ul style="list-style-type: none"> Links with Project Team and Cabinet. Draws from wider corporate objectives. 	<ul style="list-style-type: none"> As the project progresses membership can be reviewed.
Delivery Group	<ul style="list-style-type: none"> Strategic decision making and project/programme direction Responsible for managing overall engagement, issues, resolution and progress. Advocates of the new settlement project and its delivery to corporate management and elected members. Provided with updates on project progress, risks and issues. Identify common themes and areas for further consideration. 	<ul style="list-style-type: none"> Technical Lead Elected member representation Hampshire County Council Project Owner Potential to include others as project progresses. 	<ul style="list-style-type: none"> Draws from expertise, wider objectives and existing knowledge. Links with project team. Upward liaison corporately and politically. 	<ul style="list-style-type: none"> As the project progresses membership can be reviewed.

	<ul style="list-style-type: none"> • Offers solutions and scopes potential opportunities. • Removal of barriers. 			
<p>Project Team</p>	<p>Task Focused – ‘hands on’</p> <ul style="list-style-type: none"> • Day to day management of the project and delivery of the project outcomes. • Identifying risks, benefits, and issues and reporting to Project Board. • Managing and controlling progress against the project plan, including key tasks and milestones. • Making recommendations to Project Board. • Engagement and consultations with key stakeholders – managing this in line with the agreed communications strategy. • Liaison, coordination and management of steering groups and forums. • Making decisions within delegated authority. • Identify funding opportunities • Consider delivery mechanisms 	<ul style="list-style-type: none"> • Project Manager • Technical Lead • Work Stream Leads • External consultants (when required) • Representatives from forums and steering groups (when required). 	<ul style="list-style-type: none"> • Reports to the Project Board • Draws from Member delivery group • Draws from developer and landowner forums • Draws from Community forums • Directs work streams 	<ul style="list-style-type: none"> • Potential to include key members, developers and community groups as the project develops.

	<ul style="list-style-type: none"> • Appoint organisations to deliver outcomes e.g. consultants, advisors, developers. 			
Work Streams	<ul style="list-style-type: none"> • Report progress to Project team • Work to designated tasks and scope. • Technical expertise working towards the project plan/timescales. • Specific roles and responsibilities will be defined as the project progresses. 	<ul style="list-style-type: none"> • Work stream lead • Work stream team • Potential external input e.g. consultants, developers, landowners. 	<ul style="list-style-type: none"> • Reports to Project Team 	<ul style="list-style-type: none"> • Scope and number of work streams is likely to change over the lifecycle of the project.
Landowner forum	<ul style="list-style-type: none"> • Raises concerns, issues and resolutions. • Offers broader insight of similar projects and scenarios that occur. • Engagement with landowners. 	<ul style="list-style-type: none"> • Technical lead • Work stream lead • Landowner/developer reps 	<ul style="list-style-type: none"> • Links with project team members and technical lead. 	<ul style="list-style-type: none"> • Potential of members to transition in to other roles as the project progresses.
Community Forum	<ul style="list-style-type: none"> • Engagement with key community stakeholders. • Offers local insight and influence • Opportunities for additional support/input. • Input in to visioning, design and potential community ownership. 	<ul style="list-style-type: none"> • Technical Lead • Work stream lead • Community representatives • Parish councils • Other local interest bodies e.g. health, leisure, social, energy etc. 	<ul style="list-style-type: none"> • Links with project team and technical lead. 	<ul style="list-style-type: none"> • Potential to evolve into general public forum.

Appendix 3 – Draft Key Stakeholder List

Hart District Council

- Members
- Officers

Local Authorities

- Basingstoke & Deane
- Rushmoor Borough Council
- Surrey Heath Borough Council
- Hampshire County Council
- Surrey County Council
- Wokingham Borough Council

Community

- Dogmersfield Parish Council
- Hartley Wintney Parish Council
- Hook Parish Council
- Odiham Parish Council
- South Warnborough Parish Council
- Winchfield Parish Council
- Residents
- Interest Groups

Developer/Landowner interests

- Landowners within the area of search
- Developer interest within the area of search

Technical/Specialist

- Historic England
- Environment Agency
- Natural England
- Highways England
- Home Builders federation
- Homes England
- EM3 LEP
- Hampshire Chamber of Commerce

Utilities

- SSE Power
- Southern Gas network
- British Gas
- Thames Water
- Telecommunication bodies

Transport

- Stagecoach
- South Western Railway
- Network Rail Infrastructure Ltd

Appendix 4 New Settlement Resourcing – Summary Estimates

Based on work to date but to be refined through further project planning and the budget setting process. This excludes existing staff costs.

	2018/19	2019/20	2020/21
Planning staff resources - New Settlement Delivery Manager - Planning Officers x 2 - Short term resource 2018/19	£20,000	£175,000	£178,000
Project Support roles - Project assistant (administrative/project management support) - Engagement and Communications Officer		£77,000	£79,000
Technical staff resources (Transport, drainage, urban design, finance, legal)		£175,000	£175,000
External consultants (Technical studies listed below)	£30,000	£350,000	£105,000
Development Plan Document Process		£3,000	£38,000
Total	£50,000	£820,000	£612,000

Technical Studies

To include:

- Sustainability Appraisal
- Habitat Regulation assessment
- Viability Assessment
- Infrastructure Delivery Plan
- Economic Assessments
- Retail Assessment
- Green Infrastructure
- Community Facilities assessment
- Transport Modelling and assessment
- Flood Risk Assessment and Water Management
- Noise Assessment
- Air Quality Assessment
- Masterplanning
- Communications/engagement Strategy