



Epping Forest District Council

CABINET **Monday 10th July 2023**

You are invited to attend the next meeting of **Cabinet**, which will be held at:

Council Chamber, Civic Offices, High Street, Epping
on **Monday 10th July 2023 at 7.00 pm**

Georgina Blakemore
Chief Executive

Democratic Services Officer: V Messenger (Democratic Services)
Tel: (01992) 564243

Members: Councillors C Whitbread (Chairman), N Bedford (Vice-Chairman), R Balcombe, S Kane, S Patel, J Philip, H Whitbread and K Williamson

PLEASE NOTE THAT THIS MEETING IS OPEN TO ALL MEMBERS TO ATTEND

This meeting will be broadcast live and recorded for repeated viewing.

1. WEBCASTING INTRODUCTION

This meeting is to be webcast and Members are reminded of the need to activate their microphones before speaking.

The Chairman will read the following announcement:

“I would like to remind everyone present that this meeting will be broadcast live to the Internet and will be capable of subsequent repeated viewing, with copies of the recording being made available for those that request it.

By being present at this meeting, it is likely that the recording cameras will capture your image and this will result in your image becoming part of the broadcast.

You should be aware that this may infringe your human and data protection rights. If you have any concerns then please speak to the Webcasting Officer.

Please could I also remind Members to activate their microphones before speaking.”

2. APOLOGIES FOR ABSENCE

To be announced at the meeting.

Please use the Members Portal webpage to report non-attendance at meetings [https://eppingforestdc-self.achieveservice.com/service/Member Contact](https://eppingforestdc-self.achieveservice.com/service/Member>Contact) to ensure your query is properly logged.

Alternatively, you can access the Members portal from the front page of the Council's website, at the bottom under 'Contact Us' <https://www.eppingforestdc.gov.uk/your-council/members-portal/>

3. DECLARATIONS OF INTEREST

To declare interests in any item on this agenda.

4. MINUTES (Pages 5 - 10)

To confirm the minutes of the meeting of the Cabinet held on 30 May 2023.

5. REPORTS OF PORTFOLIO HOLDERS

To receive oral reports from Portfolio Holders on current issues concerning their Portfolios, which are not covered elsewhere on this agenda.

6. PUBLIC QUESTIONS AND REQUESTS TO ADDRESS THE CABINET

To receive any questions submitted by members of the public and any requests to address the Cabinet.

(a) Public Questions

To answer questions asked by members of the public after notice in accordance with the provisions contained within Part 4 of the Constitution (Council Rules, Rule Q3) on any matter in relation to which the Cabinet has powers or duties or which affects the District.

(b) Requests to Address the Cabinet

Any member of the public or a representative of another organisation may address the Cabinet on any agenda item (except those dealt with in private session as exempt or confidential business) due to be considered at the meeting, in accordance with the provisions contained within Article 7 of the Constitution (The Executive, Paragraphs 27 and 28).

7. OVERVIEW AND SCRUTINY

To consider any matters of concern to the Cabinet arising from the Council's Overview and Scrutiny function and to identify any matters that the Cabinet would like the Overview and Scrutiny Committee to examine as part of its work programme.

8. ENDORSEMENT OF LATTON PRIORY STRATEGIC MASTERPLAN FRAMEWORK (Pages 11 - 32)

(Place – Cllr N Bedford) To agree to formally endorse the strategic masterplan framework (C-007-2023-24). Please note Appendices A – D are attached separately to this agenda.

9. APPROVAL OF DRAFT EAST OF HARLOW MASTERPLANNING GUIDANCE SPD FOR CONSULTATION (Pages 33 - 44)

(Place – Cllr N Bedford) To approve the draft East of Harlow Masterplanning Guidance SPD for formal public consultation planned for summer 2023 (C-008-2023-24). Please note Appendix A is attached separately to this agenda.

10. APPROVAL OF DRAFT HGGT STEWARDSHIP CHARTER FOR CONSULTATION (Pages 45 - 54)

(Place – Councillor N Bedford) To approve the draft charter for formal public consultation (C-009-2023-24). Please note Appendix A is attached separately to this agenda.

11. HOUSING RESIDENT INVOLVEMENT STRATEGY (Pages 55 - 88)

(Housing and Strategic Health Partnerships – Cllr H Whitbread) To consider and endorse the Housing Resident Involvement Strategy 2022 / 27 (C-011-2023-24).

12. ANY OTHER BUSINESS

Section 100B(4)(b) of the Local Government Act 1972, together with paragraphs 6 and 24 of the Council Procedure Rules contained in the Constitution requires that the permission of the Chairman be obtained, after prior notice to the Chief Executive, before urgent business not specified in the agenda (including a supplementary agenda of which the statutory period of notice has been given) may be transacted.

In accordance with Operational Standing Order 6 (non-executive bodies), any item raised by a non-member shall require the support of a member of the Committee concerned and the Chairman of that Committee. Two weeks' notice of non-urgent items is required.

13. EXCLUSION OF PUBLIC AND PRESS

Exclusion

To consider whether, under Section 100(A)(4) of the Local Government Act 1972, the public and press should be excluded from the meeting for the items of business set out below on grounds that they will involve the likely disclosure of exempt information as defined in the following paragraph(s) of Part 1 of Schedule 12A of the Act (as amended) or are confidential under Section 100(A)(2):

Agenda Item No	Subject	Exempt Information Paragraph Number
14	Waste Collection Services – Future Delivery Options	3

The Local Government (Access to Information) (Variation) Order 2006, which came into effect on 1 March 2006, requires the Council to consider whether maintaining the exemption listed above outweighs the potential public interest in disclosing the information. Any member who considers that this test should be applied to any currently exempted matter on this agenda should contact the proper officer at least 24 hours prior to the meeting.

Background Papers

Article 17 of the Constitution (Access to Information) define background papers as

being documents relating to the subject matter of the report which in the Proper Officer's opinion:

- (a) disclose any facts or matters on which the report or an important part of the report is based; and
- (b) have been relied on to a material extent in preparing the report and does not include published works or those which disclose exempt or confidential information and in respect of executive reports, the advice of any political advisor.

The Council will make available for public inspection one copy of each of the documents on the list of background papers for four years after the date of the meeting. Inspection of background papers can be arranged by contacting either the Responsible Officer or the Democratic Services Officer for the particular item.

14. WASTE COLLECTION SERVICES – FUTURE DELIVERY OPTIONS (Pages 89 - 118)

(Contracts, Service Deliver and Improvements – Councillor R Balcombe) To agree the preferred option for the future delivery of Waste Collection Services (C-010-2023-24).

EPPING FOREST DISTRICT COUNCIL CABINET MEETING MINUTES

Tuesday 30 May 2023, 7.00 pm - 7.50 pm

Conference Suite - Civic Offices

Members Present:	Councillors C Whitbread (Chairman), N Bedford (Vice-Chairman), R Balcombe, S Kane, S Patel, J Philip, H Whitbread and K Williamson
Other Councillors:	Councillors R Brookes, C McCredie and S Murray
Officers In Attendance:	Georgina Blakemore (Chief Executive), Andrew Small (Strategic Director, Corporate and Section 151 Officer), Surjit Balu (Interim Director of Housing and Property), Tom Carne (Corporate Communications Team Manager), Christopher Hartgrove (Interim Chief Financial Officer), Paula Maginnis (Service Director (Corporate Services)), Vivienne Messenger (Democratic Services Officer) and Steven Mitchell (PR Website Editor)

[A RECORDING OF THIS MEETING IS AVAILABLE FOR REPEATED VIEWING](#)

1 WEBCASTING INTRODUCTION

The Leader of Council made a short address to remind everyone present that the meeting would be broadcast live to the internet, and would be capable of repeated viewing, which could infringe their human and data protection rights.

2 DECLARATIONS OF INTEREST

Pursuant to the Members' Code of Conduct, Councillor S Kane declared a pecuniary interest in the item on Acquisition of Leasehold Interest of Council owned commercial property and disposal at Cartersfield Road, as he was a Trustee of Waltham Abbey Youth 2000, 154 Brooker Road, Waltham Abbey. The Councillor had determined he would leave the meeting for the consideration of the item.

3 MINUTES

Decision:

That the minutes of the Cabinet meeting of 13 March 2023 be taken as read and signed by the Leader as a correct record.

4 REPORTS OF PORTFOLIO HOLDERS

(a) Leader Portfolio

Councillor C Whitbread welcomed his two new Cabinet members, Councillor R Balcombe and S Patel. The Leader especially thanked officers for their terrific work in making Ride London, which went through Epping and Ongar on 28 May 2023, a very successful day for the community.

(b) Finance and Economic Development

Councillor J Philip reported that the Council's Section 151 Officer and Deputy 151 Officer were now in a shared working agreement with Colchester City Council. The Portfolio Holder supported shared services. It increased EFDC's resilience as the two teams shared best practice and staff costs were shared between two councils.

(c) Housing and Strategic Health Partnerships

Councillor H Whitbread reported the Ninefields play area had recently opened, but as she had been away, Councillor S Kane had attended the well-supported community event.

(d) Community Health and Wellbeing

Councillor S Patel attended a Waltham Abbey primary school earlier today, her first Portfolio Holder engagement, and visited Epping Forest District Museum's The Tiger Who Came To Tea exhibition.

5 PUBLIC QUESTIONS AND REQUESTS TO ADDRESS THE CABINET

The Cabinet noted that no public questions or requests to address the Cabinet had been received for consideration at the meeting.

6 OVERVIEW AND SCRUTINY

It was noted that there was nothing to report as the first Overview and Scrutiny Committee meeting this municipal year would be held on 18 July 2023.

7 LAUNCH OF THE NEW PEOPLE STRATEGY 2023-2027

Councillor S Kane (Customer and Corporate Support Services Portfolio Holder) introduced the People Strategy 2023-2027 that set out how the organisation would support our people to deliver the vision for the District, as specified in the new Corporate Plan. It provided a framework for how we planned to implement and deliver our ambitions. The aim of the Strategy was to attract the best people to work for us and support the Council to be a more modern, digital, efficient, and inclusive organisation. It was a live and agile document, able to adapt and respond to future challenges.

The report set out the options considered, if any, and the reasons for the recommendation and the decision.

Decision:

- (1) That the Cabinet agreed the refreshed People Strategy for 2023 – 2027; and
- (2) That the Cabinet requested the People Strategy be reviewed on an annual basis by the relevant scrutiny committee.

8 ASBESTOS POLICY

Councillor H Whitbread (Housing and Strategic Health Partnerships Portfolio Holder) and S Balu (Interim Housing and Property Director) introduced the report on the new, revised policy. Pennington Choices, an expert company on matters of compliance for social housing landlords, had been working with officers over the last 12 months to review all the Council's compliance policies and the new policies would be presented to Cabinet over the coming months. This policy formed part of the Council's wider organisational commitment to driving a

health and safety culture amongst staff and contractors. It was noted that the Chief Operating Officer would fulfil the role of the Responsible Person and would be the Council's overall responsible person.

The report set out the options considered, if any, and the reasons for the recommendation and the decision.

Decision:

That the Cabinet adopted Epping Forest District Council's Asbestos Policy.

9 QUALIS QUARTERLY MONITORING REPORT QUARTER 2 (YEAR 4)

Councillor J Philip (Finance and Economic Development Portfolio Holder) presented the second quarter monitoring report for the 4th Qualis trading year 2022/23, which covered the period from 1 January 2023 to 31 March 2023. Beyond the difficulties and challenges created by the economic factors previously reported, Qualis continued to make positive returns in 3 of its 4 companies, albeit below target levels.

The report set out the options considered, if any, and the reasons for the recommendation and the decision.

Decision:

That the Cabinet considered and approved the Qualis Quarterly Monitoring Report – Q2 (Year 4) 2022/23.

10 NEXT STAGE – DEVELOPMENT OF NORTH WEALD ALLOCATED EMPLOYMENT LAND

The Finance and Economic Development Portfolio Holder introduced the report, which set out options and proposals for developing out the Employment Land released on the North Weald airfield site, following the adoption of the Local Plan by the Council on 6 March 2023 and the approval of the North Weald Masterplan.

The report set out the options considered, if any, and the reasons for the recommendation and the decision.

Decision:

- (1) That Qualis be commissioned to undertake the next stage of design, costing and options development for the balance of employment land released at North Weald under the Local Plan;
- (2) That Qualis be permitted to undertake preliminary work and commissioning using the earmarked provision held by the Council for North Weald; and
- (3) That the Cabinet recommended that Council be requested to make provision in the Capital Programme for £500,000 to fund this work ahead of proposals coming forward for the next stages of work to progress this scheme.

11 ANY OTHER BUSINESS - QUARTER 4 BUDGET MONITORING REPORT 2022/23 (PROVISIONAL OUTTURN)

The Finance and Economic Development Portfolio Holder introduced the quarter 4 (Provisional Outturn) report for 2022/23 financial year. This set out the 2022/23 General Fund and Housing Revenue Account positions for both revenue and capital, as at 31st March 2023.

The report set out the options considered, if any, and the reasons for the recommendation and the decision.

Decision:

- (1) That the Cabinet noted the General Fund revenue position at the end of Quarter 4 (Provisional Outturn) for 2022/23 (Appendix A);
- (2) That the Cabinet noted the General Fund capital position at the end of Quarter 4 (Provisional Outturn) for 2022/23 (Appendix B);
- (3) That the Cabinet noted the Housing Revenue Account revenue position at the end of Quarter 4 (Provisional Outturn) for 2022/23;
- (4) That the Cabinet noted the Housing Revenue Account capital position at the end of Quarter 4 (Provisional Outturn) for 2022/23 (Appendix C); and
- (5) That the Cabinet noted and approved the Movements on Earmarked Reserves presented in Paragraphs 3.3 to 3.5, including the proposal to fund one-off severance costs of £260,025 from available resources within the District Development Fund (DDF).

12 EXCLUSION OF PUBLIC AND PRESS

That, in accordance with Section 100(A)(4) of the Local Government Act 1972, the public and press were **not** excluded from the meeting for the item of business set out below on grounds that it did not involve the disclosure of exempt information as defined in the following paragraph(s) of Part 1 of Schedule 12A of the Act (as amended) or are confidential under Section 100(A)(2):

Agenda Item No	Subject	Exempt Information Paragraph Number
14	Acquisition of Leasehold Interests of Council Owned Commercial Property and Disposal at Cartersfield Road	3

13 ACQUISITION OF LEASEHOLD INTERESTS OF COUNCIL OWNED COMMERCIAL PROPERTY AND DISPOSAL AT CARTERSFIELD ROAD

The Finance and Economic Development Portfolio Holder presented the report. The Council had the option to acquire a series of long leasehold interests in a number of properties. These acquisitions provided regeneration and employment opportunities with some of these properties having been vacant for several years. The Council could also secure commercial development to provide new industrial units creating further job opportunities and estate regeneration with a sale to Qualis.

The report set out the options considered, if any, and the reasons for the recommendation and the decision.

Decision:

- (1) That the Cabinet agreed the acquisition of the long leasehold interest set out in the confidential Appendix A to this report;

- (2) That the Cabinet agreed to the sale of 50, 51-52, 60 and Unit 10 Cartersfield Road, Waltham Abbey at the lower figure of £1,722,165; and
- (3) That the Cabinet recommended that Council varied the approved Capital Programme by £1,500,000 to allow the acquisition of the properties set out within Appendix A.

CHAIRMAN

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Report to the Cabinet

Report reference: C-007-2023/24

Date of meeting: 10 July 2023



**Epping Forest
District Council**

Portfolio: Planning & Sustainability – Cllr. Bedford

Subject: Endorsement of the Latton Priory Strategic Masterplan Framework

Responsible Officer: Nigel Richardson / Ione Braddick (01992 564 110).

Democratic Services: Vivienne Messenger (01992 564246).

Recommendations/Decisions Required:

(1) To note the process undertaken and the outputs from the public consultation on the Draft Latton Priory Strategic Masterplan Framework undertaken between November 2022 and January 2023.

(2) To agree that the Latton Priory Strategic Masterplan Framework be formally endorsed in order for it to be taken into account as an important material consideration in the determination of future planning applications, and to inform pre-application advice, assessing planning and any other development management and implementation related purposes relating to the site.

(3) To agree that the Planning Services Director, in consultation with the Planning Portfolio Holder, be authorised to make minor amendments to the Latton Priory Strategic Masterplan Framework, including any document accessibility requirements, prior to publication.

Executive Summary:

The development of the Latton Priory Strategic Masterplan Framework (SMF) responds to EFDC's Adopted Local Plan (March 2023) Policy SP 3 Development & Delivery of Garden Communities in the Harlow and Gilston Garden Town and Policy SP 4 Garden Town Communities, and SP 4.1 Latton Priory Masterplan Area allocation.

The Harlow and Gilston Garden Town aims to coordinate and enable delivery of 16,000 homes by 2033, along with associated infrastructure, in and around Harlow, East Herts and Epping Forest Districts, delivering the Garden Town Vision, principles and guidance that has been agreed by the five partner councils. 3,900 of these homes are allocated within Epping Forest District, making up over a third of the District's allocated housing to be built to the TCPA's Garden City Principles.

The Latton Priory Masterplan Area located within the Parish of North Weald Bassett. It is bounded to the north by the border between Epping Forest District and Harlow District. The masterplan area is allocated within the Local Plan for a minimum of 1,050 homes, a primary and secondary school, 1ha of employment land, 0.5ha for Gypsy & Travellers pitches, a vibrant local centre and community facilities. The masterplan will also feature extensive green and blue infrastructure to promote natural and sustainable drainage and improved biodiversity, along with a large Suitable Alternative Natural Green space (SANG) to the south

east of the site to improve biodiversity and alleviate mounting pressure on the EFDC Special Area or Conservation (SAC).

The site promoters for Latton Priory, Commercial Estates Group (CEG) and Hallam Land, have been engaging with EFDC officers since 2018 in the development of the Latton Priory SMF following the Strategic Masterplanning Briefing Note, which was agreed by the Council's Cabinet in October 2018. This document sets out the requirement for the endorsement of Strategic Masterplans and Concept Frameworks as allocated in the emerging LPSV.

The Strategic Masterplan Framework has been subject to extensive review and scrutiny by the professional applicant team engaged in drafting the SMF, the Council, as Local Planning Authority, Harlow and Gilston Garden Town authority partners (including Harlow Council officers, and Essex County Council officers) and the masterplan proposals have been reviewed by the HGGT Quality Review Panel three times (Oct 2018, April 2019, July 2022).

The formal public consultation on the Draft Latton Priory SMF finished on the 21st January 2023. Since then the SMF has been reviewed and amended to incorporate and respond to, where necessary and appropriate, the consultation responses. Key points raised during the consultation, and response to these, are outlined in the report below, and set out in more detail in the Consultation Report which forms Appendix X of the Latton Priory SMF.

Following this review and amendments to the SMF, officers are of the view that meaningful public consultation has been undertaken, and the Strategic Masterplan Framework can now be formally endorsed to support high quality development proposals to come forward.

Reasons for Proposed Decision:

The Masterplan has undergone extensive scrutiny and where necessary and appropriate changes have been undertaken in accordance with the masterplanning process set out in the Council's Strategic Masterplanning Briefing Note which was endorsed by the Council's Cabinet in October 2018. This has included review of the emerging Strategic Masterplan by EFDC's Quality Review Panel (QRP) and following receipt of responses to the first and second stages of public consultation. The Strategic Masterplan is considered to be capable of endorsement as an important material consideration in the determination of any planning applications and will be taken into account as such. It will also be used to inform the provision of pre-application advice and other development related purposes

To ensure that members are kept fully up to date on the progress of Masterplans and Concept Frameworks and other major proposals being promoted within the District.

To comply with the Council's general obligations as a local planning authority and the requirements set out in national planning guidance.

Other Options for Action:

To not endorse the Latton Priory Strategic Masterplan Framework as an important material consideration in the determination of planning applications. This could result in a delay in delivering a high quality garden community and homes in the District.

Report

Introduction

1. The Epping Forest District Local Plan 2011 – 2033 (the Local Plan) promotes a joined up, collaborative and proactive approach to the planning and implementation of key strategic

sites across Epping Forest District. The production of Strategic Masterplans and Concept Framework Plans ensures that development proposals are brought forward in accordance with the Council's priorities, planning policies and facilitate the delivery of necessary infrastructure.

2. Strategic Masterplans and Concept Framework Plans provide an overarching framework to ensure that development is brought forward in a coordinated and coherent way in accordance with high quality placemaking principles. Any relevant planning applications must demonstrate general conformity with an endorsed Strategic Masterplan or Concept Framework Plan.
3. The Council's adopted Strategic Masterplanning Briefing Note (October 2018) sets out the process by which Strategic Masterplans and Concept Framework Plans for sites allocated in the Local Plan. This requirement is set out in the supporting text to Policy SP 2 Place Shaping and in respect of North Weald Airfield in the place specific Policy P 6 North Weald Bassett.
4. The Latton Priory Masterplan Area is located to the south of Harlow immediately outside the urban area, within the administrative area of EFDC. It is located in Hastingwood, Matching and Sheering Village Ward and North Weald Bassett Parish.
5. The site is allocated as one of three Garden Town Communities in the adopted Epping Forest Local Plan (March 2023) and is one of a number of strategic allocations in and around Harlow collectively forming the Harlow and Gilston Garden Town.
6. The Local Plan Policy SP4 (Garden Town Communities) envisages that the Latton Priory site will deliver a minimum of 1,050 homes, 1ha of employment land, up to 5 traveller pitches and a range of infrastructure and facilities including, amongst others, a primary school, a secondary school (or an all-through school), sustainable drainage systems, suitable alternative natural greenspaces (SANGs), a local centre, and a sustainable transport corridor connecting the site to Harlow centre and beyond.
7. The strategic masterplan for Latton Priory needs to adhere to the place-shaping and development principles set out under Policy SP2 (Place Shaping), as well as principles and objectives in the Harlow and Gilston Garden Town Vision and Design Guide, HGGT Transport Strategy and HGGT Sustainability Guidance and Checklist (these are all endorsed as material planning considerations). The Transport Strategy sets out the objective that 60% of all trips starting and/or ending in the new Garden Communities of Harlow & Gilston Garden Town should be by active and sustainable travel modes.

Design Code

8. In 2022 EFDC were awarded funding from the Department of Levelling Up, Housing and Communities Pathfinders Programme to produce an authority-led strategic design code for the Latton Priory Masterplan Area. This design code is being produced by the EFDC Implementation Team with collaboration and specialist input as required. Content builds on the parameters and principles set out in the SMF and incorporates key aspects of the HGGT Vision, including modal shift and green infrastructure. In line with the National Model Design Code, community and local stakeholder engagement will help to promote provably popular design and to ensure a wide range of stakeholder input in shaping the new community and the Design Code will be brought to Cabinet separately for approval for public consultation. It is intended that the Strategic Design Code will also be endorsed to secure design quality on future planning applications for the masterplan area as well as providing a benchmark for quality and coding process for other EFDC and HGGT masterplans.

Strategic Masterplanning and Engagement process

9. In accordance with best practice the Local Plan contains a requirement that a Strategic Masterplan for Latton Priory Masterplan Area is produced. This is in order to ensure that proposed development on the site is brought forward in a comprehensive and co-ordinated manner in order to achieve high quality and sustainable development which incorporates the place making principles of the Local Plan. This includes meeting the Council's expectations in terms of the quality, scale and nature of development to be delivered, providing sustainable transport opportunities and other supporting infrastructure and services, responding to the environmental context, and responding appropriately to the outputs from community engagement.
10. The preparation of the Strategic Masterplan was supported by a wide range of technical work including in relation to, environmental issues, biodiversity, transport, heritage, and sustainability considerations, which was
11. The site promoters for Latton Priory, Commercial Estates Group (CEG) and Hallam Land, have been engaging with EFDC officers since 2018 in the development of the Latton Priory SMF following the Strategic Masterplanning Briefing Note, which was agreed by the Council's Cabinet in October 2018. This document sets out the requirement for the endorsement of Strategic Masterplans and Concept Frameworks as allocated in the emerging LPSV.
12. The Strategic Masterplan Framework has been subject to extensive review and scrutiny by the professional applicant team engaged in drafting the SMF, the Council, as Local Planning Authority, Harlow and Gilston Garden Town authority partners (including Harlow Council officers, and Essex County Council officers).
13. The Latton Priory site promoter team have been engaging with the local communities of Epping Forest District and Harlow District since 2013. A consultation report which notes this background, as well as reporting on the recent formal public consultation, can be found at Appendix B.

Matters Arising from Initial Consultation (2019)

14. Public engagement was undertaken by the applicant team in September - October 2019, including four topic-based stakeholder workshops, public consultation events, pop-up stands and questionnaires. The key themes of this public engagement (Sept – Oct 2019) included:
 - Sustainable movement and transport
 - Nature, green and open spaces, landscape and water
 - Community services and facilities and well-designed homes
15. A total of 34 respondents completed the questionnaire, with 70 people attending topic-based workshops and inputting through this engagement. 25 people attended a guided site walk prior to the first workshop. Key points and issues raised from initial consultation included:
 - Participants were keen to see the creation of safe, attractive, well-signed, convenient routes walking and cycling connecting a variety of destinations – including parkland, the village centre and links with existing networks.
 - Opportunities for better connectivity between Latton Priory and Harlow. Safe public transport with reliable links to Harlow, during the daytime and the evening.

- Recognised that people drive to Epping Station to avoid higher rail ticket costs from Harlow. The impacts of this may be exacerbated at Latton Priory if the site does not benefit from more efficient and effective links with Harlow.
- The main points made in respect of main route and access points were around the importance of it being in character with the landscape – not being seen to “*cut-through*” open areas, avoiding sensitive areas and not “*standing out*” in the landscape.
- There was significant consensus around the importance of the provision of high quality, attractive, interesting and multi-purpose open space at Latton Priory.
- Safety and the need for natural surveillance and good management/ stewardship to address anti-social behaviour was a common theme.
- The opportunities for open space to cater for all people, of all ages, were widely recognised. School playing facilities were identified as an opportunity for multi-use/multiaccess, providing facilities both for the school and for the wider community (out of school hours).
- There was agreement around the ideal of securing long term community management, preferably through legal agreement and guaranteed funding for a period of time, with the ultimate aim of community management becoming self-funding.

Latton Priory Access Road Study (2020)

16. As part of the EFDC Local Plan examination, further work was requested to be undertaken by the LP Inspector on the potential requirement for an access/ link road to Latton Priory. The Latton Priory Access Road Study (PJA, 2020) provided sufficient evidence to point to a need for an east-west link road from Latton Priory Masterplan Area to London Road (B1393). This has been agreed by HGGT partners. The Latton Priory Access Road Study can be viewed in full online: <https://hggd.co.uk/wp-content/uploads/2020/12/04777-R-02-D-Latton-Priory-Project-Report-REV-5.pdf>

HGGT Quality Review Panel (2018, 2019, 2022)

17. The masterplan has been to three Quality Review Panel’s (QRPs), a key aspect of quality assurance and independent critical friend advice, from an expert panel of built environment practitioners.

18. Summary of comments from first QRP (October 2018):

- Further thought needed to the vision for the development and how this relates to the scale and density of the settlement, how this relates to its long-term viability and its intended character. Important that the team use this period to give more thought to the kind of place that they intend to create.
- The context of the settlement, with regard to its edges and adjacencies, needs further thought, and the integration of the two ‘islands’ within the site also needs to be considered more creatively
- Need to think more about views into the site, as well as views out, given its prominence from Harlow itself.
- Welcome the aspiration for 60% of journeys to be non-car based but believe more needs to be done to demonstrate how this will be achieved.
- Want to see further thinking around sustainability issues beyond transport as well as the relationship between elements in section, not simply plan.

19. Summary of comments from second QRP (April 2019):

- Masterplan should be more reactive to the existing topography and respond better to the edge conditions of no-build line, green wedge and neighbouring settlements.
- The applicant should explore different models of stewardship and the panel highlights how securing stewardship arrangements will be crucial for the success of Latton Priory.
- The importance of the Sustainable Transport Corridor (STC) to the success of the masterplan in terms of modal shift, and need to understand delivery, including interim arrangements.
- Concern about the number of car parking spaces and following ECC parking standards, particularly in the local centre.
- More clarity sought on pedestrian and cycle routes and how they connect to the wider mobility network.
- Further work needed on look, function and feel of local centre, crucial to its success.
- Green spaces should enhance ecology as well as education, production and entertainment. The Panel also recommended green spaces in areas of higher densities for amenity and inclusion of more informal “door-step” play and amenity spaces.

20. Summary of comments from third QRP (July 2022) – QRP Report available at Appendix D:

- Pleased to see the applicant design team and Council working collaboratively, proposals have developed well since the last review.
- Supporting modal shift will be fundamental to the masterplan and design code, and the panel feels that this should be reinforced more strongly through the design.
- The neighbourhood centre still feels too car-dominated, and the routes across the site need to be developed further to address the hierarchy and character of these spaces.
- A focus on promoting pedestrian and cycle use is crucial and, as raised previously, the panel suggests that the topography needs to be understood to make the site accessible for all abilities and ages.
- The panel feels that the sustainability and energy strategy lacks detail, and it would like to see fundamental decisions considered as part of the masterplan work, to address passive design measures including layout and orientation, as well as options for renewable energy and distribution.

21. The masterplan has been developed in a comprehensive manner and it includes the whole allocation area spanning across different land ownerships. In June 2022, the Dorrington Farm owners removed their land from the comprehensive development of the Latton Priory masterplan. The site promoters and design team have provided the council with satisfactory options to ensure that the masterplan can be delivered around this landholding (local plan employment allocations RUR.E19A / RUR.E19B).

Formal Consultation (2022-23)

22. A formal stage of consultation on the draft Strategic Masterplan took place between November 2022 and January 2023. This represented an extended 9-week period of consultation to take account of the Christmas/New Year Period.

23. A letter and flyer was sent to almost 4000 local homes (in Thornwood, North Weald and Harlow) as well as to EFDC and HDC councillors, Parish councillors, local stakeholders and groups and statutory consultees. The formal consultation included online and in-person events. The Community Q&A online event was attended by over 50 people. The consultation was promoted on social media, through press articles (e.g. Epping Forest Guardian) and exhibition boards and copies of the SMF were available to view throughout at the EFDC civic offices, and the Latton Bush Centre, Harlow.

24. The project website (lattonpriory.co.uk) provided access to the consultation material and 350 people reviewed the material, with 128 responses received. Statutory consultees were

notified formally and one-to-one meetings (online and in-person) were held on request with stakeholders including Natural England, North Weald Parish Council and councillors. More details on the representations made are set out in the Consultation Report attached at Appendix B. Statutory Consultee responses can be found at Appendix C.

15. The following feedback was received from respondents:
- The main priority for questionnaire respondents on the SMF was 'Transport/ Roads'. This included convenient, safe and prioritised access to schools by sustainable modes and road and junction improvements and investment and early provision into transport infrastructure. Queries were raised regarding the Centre to South Sustainable Transport Corridor and the STC Connector.
 - Concern raised over delivery, phasing and provision of the Sustainable Transport Connector to Commonside Road, as the first piece of the centre to south STC.
 - Clarification on proposed public transport improvement, and details of access junctions onto Rye Hill Road and B1393 London Road.
 - Concerns were raised regarding lack of further detailed transport modelling to date.
 - Concern over phasing as shown in the indicative phasing plan, and delivery of key infrastructure.
 - Clarification sought on number of homes (minimum 1050 in Local Plan, SMF notes potential capacity for 1500 homes), and provision of affordable housing.
 - Mixed views expressed in relation to the location option for location of Gypsy and Traveller site, and relationship to existing G&T site on Fern Hill Lane.
 - Concern that local centre would compete with other nearby local centres/ hatches.
 - Concern that healthcare was not being safeguarded within the masterplan area/ local centre and that this was needed.
 - Need for varied playing areas and sports pitches for all, including increased size of community pitches.
 - Confirmation needed over cycling within the SANG area and what access would be provided to the SANG.
 - Concern over protection of the woodland blocks and adjacent local wildlife sites.
 - Requirement for inclusion of Mandatory Spatial Principles and Planning Deliverables sections within SMF.
 - Concern over lack of commitment to sustainability targets and stewardship consideration.
25. Following the receipt of these public consultation comments and stakeholder meetings, further work was undertaken to address the points and issues raised and outlined above. As a result of the matters raised changes have been made to the Strategic Masterplan where necessary and/or appropriate. The Consultation Report attached at Appendix B gives further details of the consultation process and comments that were received.
26. A HGGT Member Briefing took place on Tuesday 6th June 2023, with invites to HGGT Board Members, EFDC and HDC Cabinet members and relevant local ward and parish councils in both Epping Forest and Harlow Districts. The Local Planning Authority and applicant team presented the draft masterplan and updates and amendments following the formal public consultation. Members were then invited to ask questions or provide comments on the presentations. These included queries traffic modelling and existing road capacity, updated phasing plans and provision of infrastructure including the Sustainable Transport Corridor, the STC Connector and the access road to London Road. The SuDs to the north of the site, and impact of neighbouring residential areas in terms of flood mitigation, clarification on the provision of healthcare facilities now included in the Local Centre, clarity on the total number

of homes proposed, location of Local Centre in relation to gypsy and traveller sites, parking restrictions/ mechanisms to achieve modal shift, the need for early stewardship model discussions and requirements for removing service charge evictions, contributions towards public infrastructure such as libraries, and ongoing engagement with Members on the site and relevant associated work.

27. Responses to these have been noted in the final draft SMF where appropriate and have been recorded in the summary note of the Member Briefing which has been circulated to all Member Briefing invitees.

Strategic Masterplan Framework

28. The final draft SMF proposed for endorsement is enclosed at Appendix A and is commented upon as follows:

Placemaking

29. The masterplan has been developed observing EFDC's Local Plan Policy SP 2 Place Shaping where emphasis has been given to ensure generous, well connected and biodiverse rich green space provision with a sense of place/ identity. The masterplan will be well connected through a hierarchy of streets, walking paths and cycle lanes along rich green and blue infrastructure features to the local centre that will host community facilities, retail and service opportunities as well as schools and a sustainable movement hub.

Transport

30. EFDC Local Plan Policy SP 3 and the endorsed HGGT Transport Strategy describes the provision of integrated and sustainable transport systems for the Harlow and Gilston area that puts walking, cycling and public transport networks and connections at the heart of growth in the area to create a step change in modal shift. Sustainable Transport provision is required to be at the centre of the development of the masterplan. The Latton Priory masterplan provides for a Sustainable Transport Corridor (STC) connection (to Commonside Road) and associated mobility hub at the local centre. From there, residents will be able to access a rapid transit bus service that will connect to Harlow Town Centre and beyond to Gilston, Water Lane area, East of Harlow and the New Princess Alexandra Hospital, along with direct and accessible cycling and walking routes. In April 2023 HGGT partners completed the STC Connector Route Study project to establish early design options for a feasible route for the 'STC Connector' from Latton Priory to Commonside Road. Commitments to the delivery of both on-site and off-site transport infrastructure to ensure modal shift are required to be set out in the Strategic Masterplanning Framework document and must be considered through the phasing and construction/ delivery of the proposal and at planning application stage.

Green Infrastructure

31. The Latton Priory Masterplan is a landscape-led development that will provide large areas of SANG together with Blue and Green Infrastructure features that will enhance biodiversity and the natural environment following EFDC Local Plan Policies SP 2, SP 7 and SP 6 as well as the EFDC Green Infrastructure Strategy which sets out SANG requirements for Latton Priory. The masterplan will also provide residents with a wide range of amenities ranging from a vibrant local centre provision with access to community facilities and service/retail opportunities as well as dedicated areas for play, food growing and community gardening.

Local centre and social facilities

32. The Latton Priory Masterplan provides a Local Centre following EFDC Policy SP 4. The local centre will provide:
- Community facilities
 - A two-form entry primary school with early years facilities
 - At least 10Ha of land to accommodate a secondary school
 - Employment space for retail/service facilities, office space, flexible working space
 - Community facilities
 - Mobility Hub with access to EV charging points, cycle hire, cycle repair shop, car club and access to the STC rapid bus service terminus.

Sustainability

33. The Latton Priory Masterplan will be a sustainably connected new neighbourhood with safe, direct and attractive cycle routes integrated within the network of roads, green fingers and open space which link key facilities within the site and further afield, including Harlow Town centre. The development of the masterplan has observed the following documents: EFDC Sustainability Guide and Checklist, HGGT Sustainability Guidance and Checklist and the EFDC Green & Blue Infrastructure Guide, emerging HGGT Stewardship Charter.

Gypsy and traveller pitches

34. Following the EFDC Local Plan policies H 4 and SP 3 the masterplan will provide 5 Travellers pitches. Three potential location options have been noted within the SMF, with further consultation required, specifically requested by consultee Essex Police, on the preferred option at planning application stage.

Housing numbers and tenure

35. The masterplan has a capacity for a minimum of 1,050 dwellings in alignment with the LPSV. While the masterplan allows the potential for increases in this number to be explored, any increase in the site capacity at the Latton Priory site will need to be fully assessed at planning application stages in terms of traffic impacts (both as a result of this site and when considered in combination with the quantum of development proposed across the entire Garden Town) and by reference to the Habitat Assessment Regulations with regards to the potential impact on air quality Epping Forest SAC.
36. Housing tenure is stated as being targeted to be in accordance with the Local Plan with a position of 40% affordable housing sought.

Conclusion

37. As part of the HGGT partnership agreement the development of the Latton Priory Masterplan has been developed in consultation with ECC and HDC. In conclusion, officers consider that the Strategic Masterplan Framework fulfils the intentions of the EFDC Local Plan and Strategic Masterplanning Briefing Note (2018) in enabling meaningful public consultation, and will lead to high quality development, supporting the following EFDC LPSV strategic policies:
- **Policy SP 1** – Spatial Development Strategy 2011-2033
 - **Policy SP 2** – Place Shaping
 - **Policy SP 3** – Development and delivery of Gardens Communities in the Harlow and Gilston Garden Town
 - **Policy SP 4** – Garden Communities

- **Policy SP 5** – Green Belt and Local Greenspace
- **Policy SP 6** – The Natural Environment, Landscape Character and Green and Blue Infrastructure

38. Further guidance documents observed:

- EFDC Green & Blue Infrastructure Strategy (2021)
- EFDC Statement of Community Involvement
- EFDC Endorsed Strategic Masterplanning Briefing Note (2018)
- EFDC Infrastructure Delivery Plan (2020)
- HGGT Vision (2019)
- HGGT Design Guide (2019)
- HGGT Sustainability Guidance & Checklist (2021)
- HGGT Transport Strategy (2022)
- HGGT Communication & Engagement Strategy (2021)
- HGGT How to Guide for Planning Obligations, Land Value Capture & Viability (2019)
- HGGT Latton Priory Access Strategy Study (2020)
- HGGT Infrastructure Delivery Plan 2019
- Draft HGGT Stewardship Charter
- HGGT Green Infrastructure Framework 2023

Resource Implications:

As set out in the 18 October 2018 Cabinet Report, the successful delivery of the Garden Town and the other strategic sites within Epping Forest District will require considerable commitment of officer time from EFDC. The noting of the contents of this report do not give rise to additional resource implications.

Legal and Governance Implications:

The work on Strategic Masterplans has been developed in accordance with Government policy (NPPF and NPPG) and Planning Law

Safer, Cleaner and Greener Implications:

The Local Plan contains a policy designed to promote the notion of making good places to live, work and visit. This will include safer by design principles, sustainable development, the provision of alternatives to the car, energy efficiency and environmental considerations as well as sustainable drainage systems and quality green infrastructure. Strategic Masterplans and Concept Framework Plans will be the mechanism for these place-making measures to be delivered in identified Masterplan Areas.

Consultation Undertaken:

See Appendix B Consultation Report
See Appendix C Statutory Consultee Responses

Background Papers:

Cabinet Report – 7th November 2022
Appendix A: Final Draft Latton Priory Strategic Masterplan Framework
Appendix B: Consultation Report
Appendix C: Statutory Consultee Responses
Appendix D: Quality Review Panel report – July 2022

Risk Management:

If the Council was not to take a pro-active stance on the delivery of Masterplans and major applications arising from the Local Plan, there is a real risk of or development occurring of a type that does not extract maximum value for the provision of social infrastructure and poor quality development may occur.

Equality Impact Assessment

1. Under s.149 of the Equality Act 2010, when making decisions, Epping District Council must have regard to the Public Sector Equality Duty, ie have due regard to:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sexual orientation.
3. In addition to the above protected characteristics you should consider the cross-cutting elements of the proposed policy, namely the social, economic and environmental impact (including rurality) as part of this assessment. These cross-cutting elements are not a characteristic protected by law but are regarded as good practice to include.
4. The Equality Impact Assessment (EqIA) document should be used as a tool to test and analyse the nature and impact of either what we do or are planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. Use the questions in this document to record your findings. This should include the nature and extent of the impact on those likely to be affected by the proposed policy or change.
6. Where this EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. **All Cabinet, Council, and Portfolio Holder reports must be accompanied by an EqIA.** An EqIA should also be completed/reviewed at key stages of projects.

8. To assist you in completing this report, please ensure you read the guidance notes in the Equality Analysis Toolkit and refer to the following Factsheets:
- Factsheet 1: Equality Profile of the Epping Forest District
 - Factsheet 2: Sources of information about equality protected characteristics
 - Factsheet 3: Glossary of equality related terms
 - Factsheet 4: Common misunderstandings about the Equality Duty
 - Factsheet 5: Frequently asked questions
 - Factsheet 6: Reporting equality analysis to a committee or other decision making body

Section 1: Identifying details
Your function, service area and team: Planning Service
If you are submitting this EqIA on behalf of another function, service area or team, specify the originating function, service area or team: N/A
Title of policy or decision: Progress of Strategic Masterplans & Planning Performance Agreements
Officer completing the EqIA: Ione Braddick Tel: - Email: ibraddick@eppingforestdc.gov.uk
Date of completing the assessment: 12/06/2022

Section 2: Policy to be analysed	
2.1	Is this a new policy (or decision) or a change to an existing policy, practice or project? No
2.2	Describe the main aims, objectives and purpose of the policy (or decision): The report is to seeking endorsement of the Latton Priory Strategic Masterplan Framework to be a material planning consideration for future development management purposes. What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)? Endorsement of the SMF as a material planning consideration.
2.3	Does or will the policy or decision affect: <ul style="list-style-type: none"> • service users • employees

	<ul style="list-style-type: none"> the wider community or groups of people, particularly where there are areas of known inequalities? <p>Wider community/ employees.</p> <p>Will the policy or decision influence how organisations operate? No</p>
2.4	<p>Will the policy or decision involve substantial changes in resources?</p> <p>No.</p>
2.5	<p>Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?</p> <p>It is associated with Adopted Local Plan policies SP2, SP3, SP4.</p>

Section 3: Evidence/data about the user population and consultation¹

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1 What does the information tell you about those groups identified? Consultation data gathered from local residents and stakeholders, with detailed responses set out in Consultation Report in Appendix B. This includes population in Epping Forest District and Harlow District.

3.2 Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?

Yes, see consultation report Appendix B.

3.3 If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary:

See consultation report Appendix B.

Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	None	N/A
Disability	None	N/A
Gender	None	N/A
Gender reassignment	None	N/A
Marriage/civil partnership	None	N/A
Pregnancy/maternity	None	N/A
Race	None	N/A
Religion/belief	None	N/A
Sexual orientation	None	N/A

Section 5: Conclusion

		Tick Yes/No as appropriate	
5.1	Does the EqIA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No <input checked="" type="checkbox"/>	
		Yes <input type="checkbox"/>	If ' YES ', use the action plan at Section 6 to describe the adverse impacts and what mitigating actions you could put in place.

Section 6: Action plan to address and monitor adverse impacts

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.

Section 7: Sign off**I confirm that this initial analysis has been completed appropriately.****(A typed signature is sufficient.)**

Signature of Head of Service: Nigel Richardson

Date: 12/06/22

Signature of person completing the EqIA: Ione Braddick

Date: 12/06/22

Advice

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqIA you undertake to the director responsible for the service area. Retain a copy of this EqIA for your records. If this EqIA relates to a continuing project, ensure this document is kept under review and updated, eg after a consultation has been undertaken.

Appendix A – Latton Priory Strategic Masterplan Framework

Appendix B – Consultation Report

Appendix C – Statutory Consultees Responses

Report to the Cabinet

Report reference: C-008-2023/24

Date of meeting: 10 July 2023



**Epping Forest
District Council**

Portfolio: Planning & Sustainability – Cllr. Bedford

Subject: Approval of draft East of Harlow Masterplanning Guidance SPD for formal consultation

Responsible Officer: Nigel Richardson / Ione Braddick (01992 564 110).

Democratic Services: Vivienne Messenger (01992 564243).

Recommendations/Decisions Required:

- (1) To approve the draft East of Harlow Masterplanning Guidance SPD (Appendix A) for formal public consultation planned for summer 2023.**
- (2) To agree that the HGGT Director, in consultation with the Chair of HGGT Board be authorised to make minor amendments to the HGGT Stewardship Charter prior to publication for consultation.**
- (3) To note that, following consultation and any subsequent revisions, it is intended that the final East of Harlow Masterplanning Guidance SPD will be considered by Cabinet for adoption as a material planning consideration for assessing planning applications, pre-application advice, and any other development management purposes within the East of Harlow Masterplan Area.**

Executive Summary:

The Harlow and Gilston Garden Town aims to coordinate and enable delivery of 16,000 homes by 2033, along with associated infrastructure, in and around Harlow, East Herts and Epping Forest Districts, delivering the Garden Town Vision, principles and guidance that has been agreed by the five partner councils. 3,900 of these homes are allocated within Epping Forest District, making up over a third of the District's allocated housing to be built to the TCPA's Garden City Principles.

East of Harlow is one of Harlow and Gilston Garden Town's strategic sites. It sits across the Harlow District (HDC) and Epping Forest District Council (EFDC) border, with 2,600 homes proposed within Harlow and 750 homes within Epping Forest District, as allocated in the adopted EFDC Local Plan (2023). It also includes the proposed site for the new Princess Alexandra Hospital and is covered by Essex County Council (ECC) as the Highways Authority.

The masterplanning of the site has lacked sufficient progress, which could result in a potential impact on delivery timescales for homes and infrastructure on the site and, therefore, the risk increases of ad-hoc development coming forward within the masterplan area. This could, in turn, jeopardise the vision for the strategic site. The HGGT Partnership agreed to produce a document for the East of Harlow site (EFDC adopted Local Plan Policy SP4.3) to provide masterplanning principles.

The aim is to provide guidance for a developer producing a masterplan for the site, to ensure the masterplan reflects the vision for the site which is shared by the HGGT partners and meets the Garden Town Vision. The HGGT partners have worked collaboratively to prepare the draft consultation version. Work on the document progressed during 2022, including regular workshops to consolidate existing information and produce principles within it, and the work was reviewed by the HGGT Quality Review Panel in November 2022.

It is proposed that public consultation will take place between June and September 2023, with a finalised SPD being endorsed by the HGGT Board in December 2023, and subsequent adoption by both HDC and EFDC in early 2024.

Reasons for Proposed Decision:

- To ensure that the East of Harlow Masterplanning Guidance SPD is afforded suitable planning weight by following the relevant governance and consultation processes, to ensure that development proposals within the East of Harlow masterplan area come forward in line with the masterplanning principles as agreed by the HGGT partnership, and that clear parameters are established for future pre-application advice, assessing planning applications and any other development management purposes within the East of Harlow masterplan area.
- To comply with the Council's general obligations as a local planning authority and the requirements set out in national planning guidance.

Other Options for Action:

- Not to agree the draft East of Harlow Masterplanning Guidance SPD can be published for a 6 week consultation which would mean that there would be reduced masterplanning guidance to support the delivery of the East of Harlow masterplan and achieve the objectives set out in the HGGT Vision.

Report

Introduction

1. Please see accompanying HGGT Board Report and Draft East of Harlow Masterplanning Guidance SPD (Appendix A).

Resource Implications:

As set out in the 18 October 2018 Cabinet Report, the successful delivery of the Garden Town and the other strategic sites within Epping Forest District will require considerable commitment of officer time from EFDC. The noting of the contents of this report do not give rise to additional resource implications.

Legal and Governance Implications:

The work on East of Harlow Masterplanning Guidance SPD has been developed in accordance with Government policy (NPPF and NPPG) and Planning Law.

Safer, Cleaner and Greener Implications:

The Local Plan contains policies designed to promote the notion of making good places to live, work and visit. This includes principles around masterplanning and placeshaping, sustainable development, community engagement and development, and adopting garden city principles for the Harlow & Gilston Garden Town. The East of Harlow Masterplanning Guidance SPD will enable clear

guidance on site specific masterplanning principles to ensure these sustainable place-making measures are delivered in this strategic sites.

Consultation Undertaken:

See Appendix B HGGT Board Report for engagement that has taken place to date, including with the HGGT Quality Review Panel.

Background Papers:

None.

Risk Management:

If the Council was not to take a pro-active stance on setting clear masterplanning guidance for the East of Harlow site, there would likely be further impact on delivery timescales for homes and infrastructure on the site and, therefore, the risk increases of ad-hoc development coming forward within the masterplan area. This could, in turn, jeopardise the vision for the strategic site.

Equality Impact Assessment

1. Under s.149 of the Equality Act 2010, when making decisions, Epping District Council must have regard to the Public Sector Equality Duty, ie have due regard to:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sexual orientation.
3. In addition to the above protected characteristics you should consider the cross-cutting elements of the proposed policy, namely the social, economic and environmental impact (including rurality) as part of this assessment. These cross-cutting elements are not a characteristic protected by law but are regarded as good practice to include.
4. The Equality Impact Assessment (EqIA) document should be used as a tool to test and analyse the nature and impact of either what we do or are planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. Use the questions in this document to record your findings. This should include the nature and extent of the impact on those likely to be affected by the proposed policy or change.
6. Where this EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. All **Cabinet, Council, and Portfolio Holder reports must be accompanied by an EqIA**. An EqIA should also be completed/reviewed at key stages of projects.
8. To assist you in completing this report, please ensure you read the guidance notes in the Equality Analysis Toolkit and refer to the following Factsheets:
 - Factsheet 1: Equality Profile of the Epping Forest District
 - Factsheet 2: Sources of information about equality protected characteristics
 - Factsheet 3: Glossary of equality related terms

- Factsheet 4: Common misunderstandings about the Equality Duty
- Factsheet 5: Frequently asked questions
- Factsheet 6: Reporting equality analysis to a committee or other decision making body

Section 1: Identifying details
Your function, service area and team: Planning Service
If you are submitting this EqIA on behalf of another function, service area or team, specify the originating function, service area or team: N/A
Title of policy or decision: Progress of Strategic Masterplans & Planning Performance Agreements
Officer completing the EqIA: Ione Braddick Tel: - Email: ibraddick@eppingforestdc.gov.uk
Date of completing the assessment: 12/06/2022

Section 2: Policy to be analysed	
2.1	Is this a new policy (or decision) or a change to an existing policy, practice or project? No
2.2	Describe the main aims, objectives and purpose of the policy (or decision): The report is to seek approval from cabinet members to take the draft HGGT Stewardship Charter for formal 6 week public consultation. What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)? For HGGT Stewardship Charter to go through formal consultation in order to be able to be endorsed to be a material planning consideration.
2.3	Does or will the policy or decision affect: <ul style="list-style-type: none"> • service users • employees • the wider community or groups of people, particularly where there are areas of known inequalities? Wider community Will the policy or decision influence how organisations operate? No

2.4	Will the policy or decision involve substantial changes in resources? No
2.5	Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes? It is associated to LPSV policies SP3, SP3 and SP4 and Statement of Community Involvement. Approval for consultation will not have any adverse effect on other Policies.

Section 3: Evidence/data about the user population and consultation¹

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	What does the information tell you about those groups identified? N/A
3.2	<p>Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?</p> <p>The groups mentioned in 2.3 will be consulted as part of the formal public consultation.</p>
3.3	<p>If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary:</p> <p>Digital and non-digital engagement and consultation including events, Q&As and digital platform. This will take place in summer 2023.</p>

Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	None	N/A
Disability	None	N/A
Gender	None	N/A
Gender reassignment	None	N/A
Marriage/civil partnership	None	N/A
Pregnancy/maternity	None	N/A
Race	None	N/A
Religion/belief	None	N/A
Sexual orientation	None	N/A

Section 5: Conclusion

		Tick Yes/No as appropriate	
5.1	Does the EqIA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No <input checked="" type="checkbox"/>	
		Yes <input type="checkbox"/>	If ' YES ', use the action plan at Section 6 to describe the adverse impacts and what mitigating actions you could put in place.

Section 6: Action plan to address and monitor adverse impacts

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.

Section 7: Sign off**I confirm that this initial analysis has been completed appropriately.****(A typed signature is sufficient.)**

Signature of Head of Service: Nigel Richardson

Date: 12/06/23

Signature of person completing the EqlA: Ione Braddick

Date: 12/06/23

Advice

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqlA you undertake to the director responsible for the service area. Retain a copy of this EqlA for your records. If this EqlA relates to a continuing project, ensure this document is kept under review and updated, eg after a consultation has been undertaken.

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Report to the Cabinet

Report reference: C-009-2023/24

Date of meeting: 10 July 2023



**Epping Forest
District Council**

Portfolio: Planning & Sustainability – Cllr. Bedford

Subject: Approval of draft HGGT Stewardship Charter for formal consultation

Responsible Officer: Nigel Richardson / Ione Braddick (01992 564 110).

Democratic Services: Vivienne Messenger (01992 564243).

Recommendations/Decisions Required:

- (1) To approve the draft Harlow and Gilston Garden Town (HGGT) Stewardship Charter (Appendix A) for formal public consultation planned for summer 2023.**
- (2) To agree that the HGGT Director, in consultation with the Chair of HGGT Board be authorised to make minor amendments to the HGGT Stewardship Charter prior to publication for consultation.**

Executive Summary:

The Harlow and Gilston Garden Town aims to coordinate and enable delivery of 16,000 homes by 2033, along with associated infrastructure, in and around Harlow, East Herts and Epping Forest Districts, delivering the Garden Town Vision, principles and guidance that has been agreed by the five partner councils. 3,900 of these homes are allocated within Epping Forest District, making up over a third of the District's allocated housing to be built to the TCPA's Garden City Principles.

Effective stewardship of the four new Harlow & Gilston Garden Town (HGGT) communities is critical to the success and delivery of the HGGT Vision. Planning for these stewardship arrangements will ensure that HGGT has a sustainable and thriving legacy long after the development phase has completed. In June 2022, the HGGT Board recommended the preparation of stewardship guidance to positively influence stewardship proposals across the Garden Town via the development of a draft HGGT Stewardship Charter

On the 13 June 2022 the HGGT Board approved the draft HGGT Stewardship Charter for formal public consultation, and recommended that each partner council formally agree to publicly consult on the draft Charter. The details of this can be seen in the appended HGGT Board Report (Appendix D), draft HGGT Stewardship Charter (Appendix A), Notes from HGGT Developer Forum (Appendix B) and Quality Review Panel report (Appendix C). The HGGT Board report (appendix D) provides more detail on the draft Charter itself, the feedback received so far from specific stakeholders, and the consultation and engagement process proposed for later this year.

Reasons for Proposed Decision:

- To ensure that the HGGT Stewardship Charter is afforded suitable planning weight by agreeing the document should be consulted upon prior to endorsement as a material

planning consideration, to ensure that development proposals within the Garden Town target the HGGT stewardship aspirations, and that clear parameters are established for future pre-application advice, assessing planning applications and any other development management purposes within the Garden Town.

- To comply with the Council's general obligations as a local planning authority and the requirements set out in national planning guidance.

Other Options for Action:

- Not to agree the HGGT Stewardship Charter can be published for a 6 week consultation which would mean that there would be no guidance to support the delivery of stewardship within HGGT development proposals and achieve the objectives set out in the HGGT Vision.

Report

Introduction

1. Please see accompanying HGGT Board Report and draft HGGT Stewardship Charter (Appendix A).

Resource Implications:

As set out in the 18 October 2018 Cabinet Report, the successful delivery of the Garden Town and the other strategic sites within Epping Forest District will require considerable commitment of officer time from EFDC. The noting of the contents of this report do not give rise to additional resource implications.

Legal and Governance Implications:

The work on HGGT Stewardship Charter has been developed in accordance with Government policy (NPPF and NPPG) and Planning Law.

Safer, Cleaner and Greener Implications:

The Local Plan contains policies designed to promote the notion of making good places to live, work and visit. This includes principles around stewardship and placeshaping, sustainable development, community engagement and development, and adopting garden city principles for the Harlow & Gilston Garden Town. The HGGT Stewardship Charter will enable clear guidance on expectations around stewardship principles to ensure these sustainable place-making measures are delivered in identified HGGT strategic sites.

Consultation Undertaken:

See Appendix D HGGT Board Report for engagement that has taken place to date, including with the HGGT Developer Forum and HGGT Quality Review Panel.

Background Papers:

Appendix A: Draft HGGT Stewardship Charter

Appendix B: Notes from HGGT Developers' Forum on Stewardship Charter

Appendix C: Quality Review Panel report

Appendix D: 13th June HGGT Board Report for approval for consultation.

Risk Management:

If the Council was not to take a pro-active stance on setting clear principles and expectations around stewardship approaches, there is a risk of poor quality development and unsatisfactory stewardship approaches occurring.

Equality Impact Assessment

1. Under s.149 of the Equality Act 2010, when making decisions, Epping District Council must have regard to the Public Sector Equality Duty, ie have due regard to:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sexual orientation.
3. In addition to the above protected characteristics you should consider the cross-cutting elements of the proposed policy, namely the social, economic and environmental impact (including rurality) as part of this assessment. These cross-cutting elements are not a characteristic protected by law but are regarded as good practice to include.
4. The Equality Impact Assessment (EqIA) document should be used as a tool to test and analyse the nature and impact of either what we do or are planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. Use the questions in this document to record your findings. This should include the nature and extent of the impact on those likely to be affected by the proposed policy or change.
6. Where this EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. **All Cabinet, Council, and Portfolio Holder reports must be accompanied by an EqIA.** An EqIA should also be completed/reviewed at key stages of projects.
8. To assist you in completing this report, please ensure you read the guidance notes in the Equality Analysis Toolkit and refer to the following Factsheets:
 - Factsheet 1: Equality Profile of the Epping Forest District
 - Factsheet 2: Sources of information about equality protected characteristics

- Factsheet 3: Glossary of equality related terms
- Factsheet 4: Common misunderstandings about the Equality Duty
- Factsheet 5: Frequently asked questions
- Factsheet 6: Reporting equality analysis to a committee or other decision making body

Section 1: Identifying details
Your function, service area and team: Planning Service
If you are submitting this EqIA on behalf of another function, service area or team, specify the originating function, service area or team: N/A
Title of policy or decision: Progress of Strategic Masterplans & Planning Performance Agreements
Officer completing the EqIA: Ione Braddick Tel: - Email: ibraddick@eppingforestdc.gov.uk
Date of completing the assessment: 12/06/2022

Section 2: Policy to be analysed	
2.1	Is this a new policy (or decision) or a change to an existing policy, practice or project? No
2.2	Describe the main aims, objectives and purpose of the policy (or decision): The report is to seek approval from cabinet members to take the draft HGGT Stewardship Charter for formal 6 week public consultation. What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)? For HGGT Stewardship Charter to go through formal consultation in order to be able to be endorsed to be a material planning consideration.
2.3	Does or will the policy or decision affect: <ul style="list-style-type: none"> • service users • employees • the wider community or groups of people, particularly where there are areas of known inequalities? Wider community Will the policy or decision influence how organisations operate? No

2.4	Will the policy or decision involve substantial changes in resources? No
2.5	Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes? It is associated to LPSV policies SP3, SP3 and SP4 and Statement of Community Involvement. Approval for consultation will not have any adverse effect on other Policies.

Section 3: Evidence/data about the user population and consultation¹

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	What does the information tell you about those groups identified? N/A
3.2	<p>Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?</p> <p>The groups mentioned in 2.3 will be consulted as part of the formal public consultation.</p>
3.3	<p>If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary:</p> <p>Digital and non-digital engagement and consultation including events, Q&As and digital platform. This will take place in summer 2023.</p>

Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	None	N/A
Disability	None	N/A
Gender	None	N/A
Gender reassignment	None	N/A
Marriage/civil partnership	None	N/A
Pregnancy/maternity	None	N/A
Race	None	N/A
Religion/belief	None	N/A
Sexual orientation	None	N/A

Section 5: Conclusion

		Tick Yes/No as appropriate	
5.1	Does the EqIA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No <input checked="" type="checkbox"/>	
		Yes <input type="checkbox"/>	If ' YES ', use the action plan at Section 6 to describe the adverse impacts and what mitigating actions you could put in place.

Section 6: Action plan to address and monitor adverse impacts

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.

Section 7: Sign off**I confirm that this initial analysis has been completed appropriately.****(A typed signature is sufficient.)**

Signature of Head of Service: Nigel Richardson

Date: 12/06/23

Signature of person completing the EqlA: Ione Braddick

Date: 12/06/23

Advice

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqlA you undertake to the director responsible for the service area. Retain a copy of this EqlA for your records. If this EqlA relates to a continuing project, ensure this document is kept under review and updated, eg after a consultation has been undertaken.

Report to the Cabinet

Report reference: C-011-2023/24

Date of meeting: 10 July 2023



**Epping Forest
District Council**

Portfolio: Property & Housing (Cllr Holly Whitbread)

Subject: Housing Resident Involvement Strategy

Responsible Officer: Surjit Balu, Interim Director of Housing and Property
(sbalu@eppingforestdc.gov.uk)

Democratic Services Officer: V Messenger (democraticservices@eppingforestdc.gov.uk)

Recommendations/Decisions Required:

- (1) **Cabinet considers and endorses the Resident Involvement Strategy 2022/27**

Executive Summary:

The Regulator of Social *Housing* (*RSH*) regulates registered providers of social housing to promote a viable, efficient, and well-governed social housing sector, which is able to deliver homes that meet a range of needs. The regulatory framework for social housing in England is based on three economic standards and four consumer standards that all registered social housing providers must adhere to. This includes the **Tenant Involvement and Empowerment (Consumer) Standard 2017**, which sets expectations for registered social housing providers to provide choice, information and communication that is appropriate to the diverse needs of their tenants, to have a clear approach to complaints, and to provide a wide range of opportunities for tenants to have influence and be involved.

Meaningful resident involvement is a key part of delivering sustainable communities and helping to improve the quality of life of our residents. As well as giving residents a voice to shape future decisions and improve services, on an individual level such involvement provides opportunity for people to make social connections and lasting friendships, reduce loneliness, boost confidence, and generate a sense of wellbeing. By working in partnership with residents we are stronger together and more able to achieve our vision to “create great places where people want to live”.

With the above context in mind, the EFDC Resident Involvement Strategy 2022/27 ([Appendix 1](#)) provides a new framework for resident involvement, which recognises that there is no ‘one size fits all’. It sets out a wide range of engagement opportunities for residents to ‘Get Involved’ as much or as little as they may wish, based on their interests, time available and preferred method of communication. It provides mechanisms to encourage resident scrutiny, particularly around decision making, finances and performance, thereby ensuring the Service remains accountable to its residents. The success of the strategy is linked to the development of a culture across the Council and our partners where, resident involvement is valued, embedded across core functions and, demonstrates the voice of our customers is heard.

Note. When preparing the Draft Resident Involvement Strategy and, at the specific request of both the Resident Involvement Co-Create Group and Tenant & Leaseholder Panel, Officers have developed a non-standard strategy template in favour of a shorter, more engaging, easy to read document.

Reasons for Proposed Decision:

There is a requirement through key regulation as outlined above and this, along with EFDC's mission for the District to work together to serve our community, putting our customers at the heart of everything we do and focusing on the things that matter most to local people (EFDC Corporate Plan 2023 – 2027), demonstrates the reason for the proposed decision.

To further support the decision making, resident involvement runs throughout the 2020 **White Paper "The Charter for Social Housing Residents"**. Of particular relevance to the Draft Resident Involvement Strategy is Chapter Five, "*To have your voice heard by your landlord*", which requires landlords to ensure that residents are a key part of their governance and that consumer-led assurance arrangements are in place. This aligns with the approach being taken at EFDC.

The Charter covers seven key themes as follows:

1. To be safe in your home,
2. To know how your landlord is performing,
3. To have your complaints dealt with promptly and fairly,
4. To be treated with respect,
5. To have your voice heard by your landlord,
6. To have a good quality home and neighbourhood to live in,
7. To be supported to take your first step to ownership.

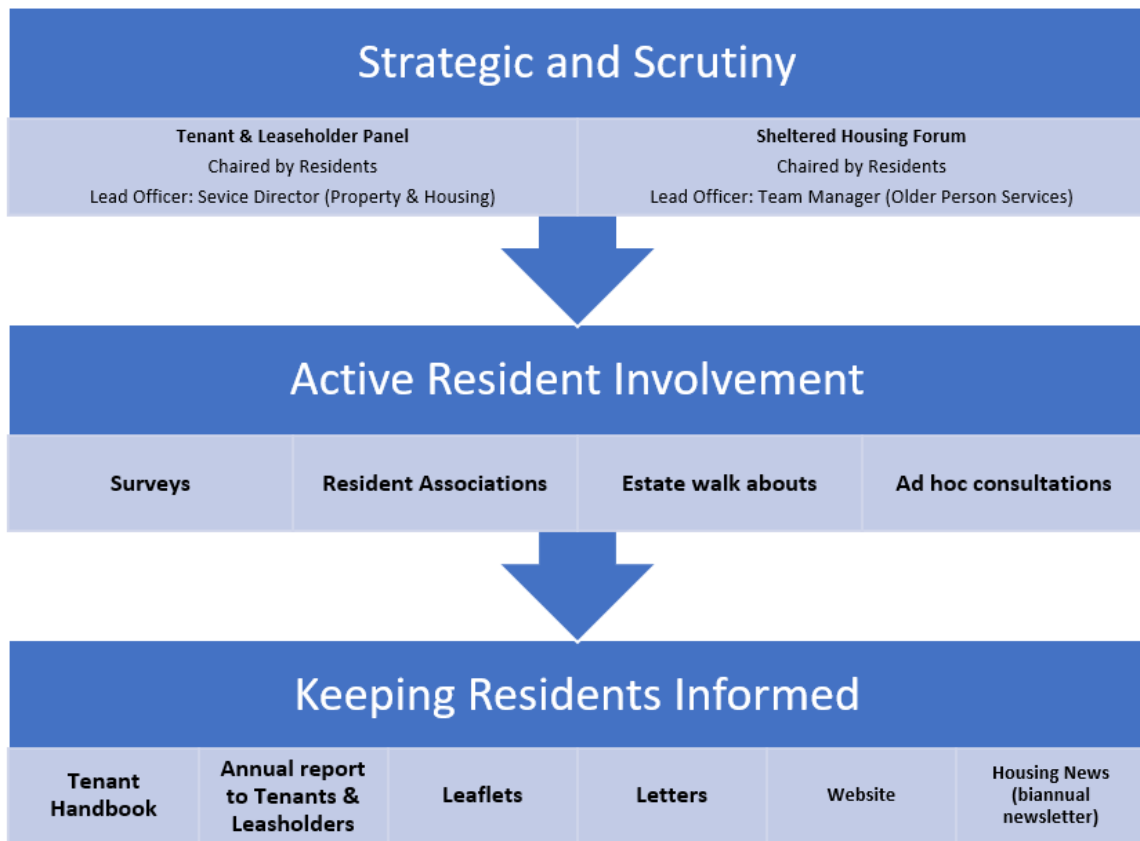
Other Options for Action:

There are no other actions for consideration in this report.

Report:

1. Historically, the Council's housing management service has been delivered by geographical teams, however more recently these services have been delivered through specialist workstreams, removing conflicting priorities and allowing staff to focus on critical functions such as resident involvement. Following the Council's restructure in 2019, the Resident Involvement function (Property & Housing Services) was transferred to the Tenancy & Estate Management team 19th of June 2023.
2. A Peer Review, commission by the Council in March 2019, undertaken by the East of England Local Government Association (LGA), found the Council's existing resident involvement framework to be limited and recommended that it be reviewed, and additional resources considered.
3. The **resident involvement framework under the existing 'Tenant Participation Strategy'**, is described in [Figure 1](#). It was recognised that only a small number of our 6,500 tenants and 1,050 leaseholders are actively involved in formal / active resident involvement activities and the framework should be refreshed to provide a modern, inclusive, tailored suite of engagement opportunities to better meet the needs of our customers, the business and in order to satisfy our statutory obligations

Figure 1 – Existing Tenant Participation Framework



4. Under the existing approach, Tenants and Leaseholders views are represented by the Tenant and Leaseholder Panel, which formed in 2019 when the former Tenants' Panel and the Leaseholder Association amalgamated to become one group following waning attendance. Its role is to take an independent detailed look at how the Property & Housing Service is performing, and to carry out in-depth reviews of various aspects of the service. Residents of the District's sheltered housing schemes are represented by a Sheltered Housing Forum.
5. At a more local level, there are currently five active, recognised resident-led Associations operating within the District, namely: Limes Farm Community Group (Chigwell), Chapel Road Residents Association (Epping), Romeland Residents Association (Waltham Abbey), People of Roydon and Roundhills Residents Association (Waltham Abbey). Each group has a signed constitution which is approved by the Council, and which sets out its function, membership and how it will operate.
6. Tenants and Leaseholders are kept informed through the Council's website, housing information leaflets and publicity documents.
7. The Council undertakes independent tenant satisfaction survey (STAR survey) every three years. This will change in the current financial year to the undertaking of Tenant Satisfaction Measures (TSMs) which replace the STAR survey as part of the strengthened approach of the Regulator for Social Housing towards engaging customers. The Council are currently progressing a piece of work to ensure the obligations of the TSMs are met.
8. **Development of a new approach to Resident Involvement.** During the period October 2020 – September 2021, Officers worked with colleagues across the Service and with residents to understand what 'good' involvement looks like, to identify opportunities for involvement and to further our understanding of how EFDC residents prefer to be involved. Officers joined a best practice networking group and attended relevant conferences, taking time to understand best practice within the sector. Interested residents volunteered to join a

Resident Involvement Co-Creation group to help shape a new model of resident involvement which better meets the needs and wants of customers and the business, as well as fulfilling current and future regulatory requirements. Alongside this, a combination of digital and ‘in person’ involvement opportunities were piloted to help inform our future approach.

9. The draft Resident Involvement Strategy has been created collaboratively with the Resident Involvement Co-creation Group, who are a group of residents and staff, passionate about resident involvement, sharing a desire to continuously improve the way our residents are involved. The draft Resident Involvement Strategy has been endorsed by the Tenant and Leaseholder Panel.
10. To better understand the views of our customers, the Property & Housing Service undertook a customer satisfaction survey between January 2020 – April 2020 using the industry STAR methodology. Tenants were also asked how they wanted to be involved with the EFDC Housing Service. Whilst 82% said they did not want to be involved; a number of tenants did express an interest in being involved. A summary of this is shown in Table 1 below.

Table 1 – Summary responses of involvement method

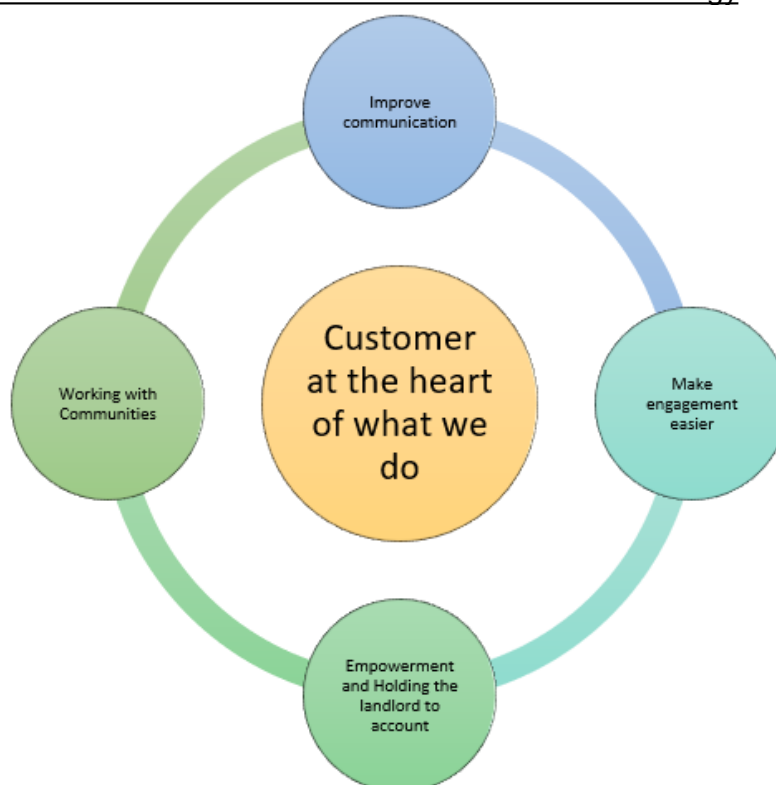
Method of Involvement	Number of respondents
Not interested in getting involved	82
Armchair reviewer	10
Mystery Shopper	9
Tenant & Leaseholder Panel	9
Tenant working party	7
Website	6
Social media	6
Other	5

11. The survey also found that half of the tenants surveyed used the internet on a daily, or almost daily basis (52%) with a further 11% using it weekly. Whilst some use it less frequently, in all, 72% of tenants use it at some time. However, there was a marked difference between the tenures. 74% of general needs tenants said they used the internet (54% daily), whilst just 47% of sheltered tenants use the internet (30% daily). When asked why tenants didn’t use the internet, 259 tenants gave an answer, and of those, 107 told us they did not want to use it. A similar number gave ‘other’ reasons such as old age, and 22 said they lacked the skills, but very few cited costs of equipment or connection as the reason.
12. Overall, insight from the Star Survey highlighted a need to rethink our approach to involvement to ensure that it is fit for the future and designed with residents and their voice at its heart.
13. **A New Strategy for Resident Involvement.** Our vision for the Service is to “Create Great Places Where People Want to Live”. To do this, we must listen to what our residents want. We asked our Co-Create Group of involved residents to tell us what good resident involvement looked like to them and adopted these principles in the development of the draft Strategy.
14. The Resident Involvement Co-creation Group agreed that effective resident engagement promotes a culture of mutual trust, respect and partnership between tenants and their landlord. It exists when these interests work together towards a common goal of better

housing conditions and housing services. The group agreed seven key principles of what “good” resident involvement looks like to them.

15. The Co-Create Group and Tenant & Leaseholder Panel were clear that the draft RI strategy should be referred to as the Resident Involvement Strategy (Property & Housing Services), as it was felt that naming it the ‘Tenant and Leaseholder’ Involvement Strategy was less inclusive and did not align with the intentions of the Charter for Social Housing Residents in reducing stigma, nor would it properly describe the relationship the Council has with wider residents who receive or are impacted by Property & Housing services but who do not have a contractual relationship with the Council.
16. The **overall aim of the draft Resident Involvement Strategy** is divided into five key areas; this is demonstrated in [Figure 2](#).

Figure 2 – Five Aims of the Draft Resident Involvement Strategy



17. **Aim 1** - This aim underlines our view of our residents as partners in delivering the Strategy outcomes. We want to ensure that our plans, decisions and actions are made with your hopes and ambitions first and foremost in mind.
18. **Aim 2** - We want to make it as easy as possible for resident’s voices to be heard and for residents to have a say on housing matters which affect them.
19. **Aim 3** - We value the role that our empowered residents play in service delivery. We believe that our tenants and leaseholders should be kept informed about how we are performing, what decisions we are making, how we spend our income and should have opportunity to challenge us and tell us where they feel improvements are needed.
20. **Aim 4** - We are seeking to create open and clear communication channels between the Property & Housing Service and our residents. Whether residents are looking to provide feedback, make a complaint, or simply want to report a repair we are aiming to make communication as easy as possible for our residents.

21. **Aim 5** - We want to work with our residents to “Create Great Places Where People Want to Live”, where our Council housing and estates are viewed as privileged parts of the District and that residents are proud to call home
22. The Draft Resident Involvement Strategy and report considered by the Communities Scrutiny Committee on June 27th 2023 contained detailed information as to how, each of the Five Aims of the Draft Strategy would be met and, how this information would be communicated to customers.
23. Our **new framework for resident involvement** recognises that there is no ‘one size fits all’ for involvement and provides a suite of opportunities for residents to ‘Get Involved’ as little or as much as they wish, and at all levels, based on personal interests, expertise, time available and preferred communication channels. In many cases, involvement will be specifically tailored to meet the needs and wishes of our residents.
24. The resultant Framework approach as in Figure 3 shows the wide range of ways we will work with, listen to and act upon residents’ views and how residents can directly influence decision making. This is not an exhaustive list and likely to evolve through continuous improvement and innovation. Feedback from all resident involvement activities will flow through local and strategic groups to ensure that resident voices are integrated in service planning, monitoring and improvement.

Figure 3 – Framework approach to Resident Involvement

Stronger Communities Select Committee					Purple Tier opportunities place residents at the centre of Council Member decision making processes.
Tenant & Leaseholder Panel					Panels in the Yellow Tier act as a consultative and decision-making body.
Fire & Building Safety Panel	Scrutiny Panels	Focus Groups (Strategic/ Policy Matters)	Continuous Improvement Groups	Sheltered Housing Forum	Green Tier activities provide you with an opportunity to help review and shape the overall Property & Housing Service.
Complaints Scrutiny Panel	Recruitment Champions	Procurement Champions			
Estate Walkabouts	Resident Inspectors	Block/ Street Champions	Growing Champions	Meet Your Neighbour events	Orange Tier ranges from face to face, in-person activities to activities that you can engage with from the comfort of your own home.
Community Champions	Resident Writers	Armchair Reviewers	Mystery Shoppers	Annual Residents Conferenece	
Information Stations/ Informal Pop Ups	Surveys/ Polls/Focus Groups (Operational Matters)	Chatterbox Live/Online	Residents Associations	Community Events	Blue Tier opportunities enable residents to take part in one-off (or infrequent) events, as and when they wish to do so.
Social Media	Ad-hoc newsletters, leaflets, publicity	Webinars	Estate based consultation	Other consultation	Pink tier lists ways you can stay informed.
Handbooks	Annual RI Impact Assessment	Bi-Annual Newsletter	Complaints Reporting	Annual Report to Tenants & Leaseholders	Grey Tier shows the formal reporting/ information distribution which will serve to demonstrate how all of our activities are helping to shape the Property and Housing Service.

25. In view of the importance of this strategy, an external consultant was appointed to act as a critical friend throughout its development, to ensure that the draft RI strategy meets current and future regulatory requirements and industry best practice.
26. Appendix 2, provides a **glossary** of the proposed resident involvement opportunities under the new framework, together with an explanation of function, who can be involved, training available, as well as detailing the inter-relationships between the forums / activities
27. **Measuring Impact** - We will record the outcomes from every resident involvement activity and using an assessment tool called an "Impact Assessment", we will evaluate the effect of resident involvement and the difference it makes to services provided by the Property & Housing Service. These assessments will allow us to demonstrate to our residents the changes that have been made as a direct consequence of their involvement and will allow us to identify which involvement activities represent greatest impact and best value.

28. The Tenant and Leaseholder Panel and Resident Involvement Co-Create group will regularly review the progress made towards this strategy. The Strategy itself will be reviewed during 2027, or earlier if the need for significant revisions is identified.

Scrutiny Comments

29. Communities Scrutiny meeting was held on 27th June 2023.
30. The Committee held a thorough discussion, had a number of questions / points of clarity and provided feedback on the report / strategy. Headline questions, comments, and feedback are as below.
31. Questions from the Committee included
- a) How will a culture of resident engagement be embedded across services?
 - b) What type of decisions might be made by the Tenant & Leaseholder Panel (Figure 3)
 - c) Will there be an opportunity for Councillors/Members to part of the Resident Panels?
 - d) How will the strategy be delivered? I.e. is an Action Plan of activity/delivery elements of the strategy to be developed?
 - e) Can the Risk Management of the strategy be re-visited given the delivery plan is yet to be developed?
 - f) What support will be available for resident groups?
 - g) Is dedicated officer resource in place to support resident involvement
 - h) How can the number of residents engaging and responding to surveys be improved? It was noted the response rates of residents to the draft strategy was low.
 - i) Clarity was sought on the context/meaning of 'Ofsted' style inspections
 - j) How will the success of the strategy be measured?
32. Officers highlighted the new strategy presented residents with a more varied way of engaging with EFDC, and there was further work to be done on developing a Delivery Plan to bring the strategy to life. This will also link to the success measures of the strategy.
33. Officers highlighted the strategy, and its progress will be monitored. A review of the Terms of Reference of key resident scrutiny groups will be undertaken.
34. Officers committed to amend the reference to 'Ofsted' style inspections reference to that of the standards set out by the Regulator for Social Housing.
35. Officers highlighted the link between the Resident Involvement Strategy and the work in progress to launch the new approach to measuring tenant satisfaction – Tenant Satisfaction Measures (TSMs).
36. Officers' thanks the Communities Scrutiny Committee for their feedback and questions.

Resource Implications:

37. To make sure that support and resources are available for effective involvement, we will provide grants to recognised Residents Associations to help with their set up, running costs and subscriptions for video conferencing platforms, as well as making available an annual budget allocation to fund minor estate enhancements
38. We will provide appropriate staff to support involvement activities. The Property & Housing Resident Involvement team will consist of:
- 1 FTE Team Manager (Tenancy & Estate Management)
 - 1 FTE Resident Involvement Officer (Tenancy & Estate Management Team)

- 1 FTE Resident Involvement Officer (Regeneration and Development)

39. Note – no additional funding/resource request is being made.

Legal and Governance Implications:

40. There is a Regulatory requirement to engage and involve customers as outlined in the executive summary above.

Safer, Cleaner and Greener Implications:

41. The draft Resident Involvement Strategy ensures that residents are placed at the heart of decision making, thereby supporting the Council’s wider objectives around the safer, cleaner, greener agenda. In key areas such as Building and Fire Safety, the strategy will serve to support the Council in fulfilling its statutory obligations, whilst at the same time helping residents to feel safe in their homes.

Consultation / Scrutiny Undertaken:

42. The Portfolio Holder, Housing and Communities, the Tenant & Leaseholder Panel and Resident Involvement Co-Create Group, Officers and Members have been consulted and have responded positively to the draft Resident Involvement Strategy

43. A wider public consultation was undertaken between 5th December 2022 and 22nd January 2023, the findings of which are attached as Appendix Five and are noted to be, on the whole, a positive response to the proposed strategy.

Background Papers:

44. No specific background papers are attached. The results of the consultation exercises with Staff, Members and the Public have been appended to the Communities Scrutiny Report for 27th June 2023.

Risk Management:

45. Key risks and mitigations are set out in Table 2 below.

Table 2 – Risks and Mitigations

Name of Risk:	Risk:
Standards of Tenant Involvement and Empowerment	<p>Failure to deliver, leading to non-delivery of this strategy and/or breaches of regulatory requirements.</p> <p>Failure to consult, involve and empower residents to participate in service delivery could lead to mistrust, poor services and lower sustainability of communities.</p> <p>Reputational risk of not engaging residents.</p>

Risk Consequences:	Management and Mitigation
<p>Regulator Scrutiny and Intervention where there has been a failure to meet the Consumer Standards or could have caused, serious harm to tenants. In cases of serious detriment, this could result in a regulatory notice being published against the Council.</p> <p>Decisions are made without having full sight of resident opinion.</p> <p>Opportunities lost through poor reputation</p>	<p>Training and empowerment of staff and Members to deliver this strategy</p> <p>A commitment to reviewing the resources required to adequately resource the Strategy year on year</p> <p>Local teams delivering local activities and engaging residents</p> <p>A wide range of formal and informal involvement opportunities at all different levels</p> <p>A commitment to embedding resident involvement in everything we do</p> <p>Regular resident communications in a variety of formats</p> <p>By regularly monitoring the delivery of the strategy with our residents and the outcomes and impact of resident involvement activities</p> <p>By understanding who our customers are and their preferences</p> <p>Using technology and insights to reach as many residents as we can.</p>

Equality:

46. An Equality Impact Assessment was carried out and there was **no** significant impact.

Appendix 1:

Draft Resident Involvement Strategy (including Action Plan 2023-24)

The Resident Involvement Strategy itself will be reviewed annually until its expiry in 2027, however it is a dynamic document which will be continually developed and updated.

EPPING FOREST DISTRICT COUNCIL



PROPERTY & HOUSING SERVICE

RESIDENT INVOLVEMENT STRATEGY

2022 – 2027

Epping Forest District Council – working in partnership with residents

Introduction

Epping Forest District Council wants to ensure our residents – tenants, leaseholders or anyone living in an area where there is Council-owned social housing – have every opportunity to tell us what they want from the Property & Housing Service. By keeping you informed and actively listening to your views, we can improve and tailor our services to meet your needs.

Our new five-year Resident Involvement strategy is centred around five key aims, which will enable us to deliver meaningful resident involvement. The below summarises how residents can become involved and details the benefits that this will bring to our residents.

Why are we doing this?

We are proud of the services we provide to our residents. However, we are always seeking new ways to improve those services and ensure that they are tailored to our residents' needs and aspirations.

Customers are at the heart of everything we do, so we have refreshed our Resident Involvement strategy to extend the ways in which you can be involved, providing ways which are more attractive, easier to take part in, and will result in real changes and improvements to services.

Through our new Strategy, you will have the opportunity to influence and be involved in the formulation of housing policies; the setting of standards; have scrutiny of the landlord's performance; make recommendations for improvement and be able to influence the management of our Council housing and related services.

By providing a wide range of opportunities for your voice to be heard, we will ensure that more informed decisions are made. As a social housing landlord, we will also work to meet the requirements of the Social Housing Regulator, measures set out in the Charter for Social Housing Residents, and other related legislation (see Appendix A).

Our Vision

Our vision for the Property and Housing Service is to “Create Great Places Where People Want to Live”.

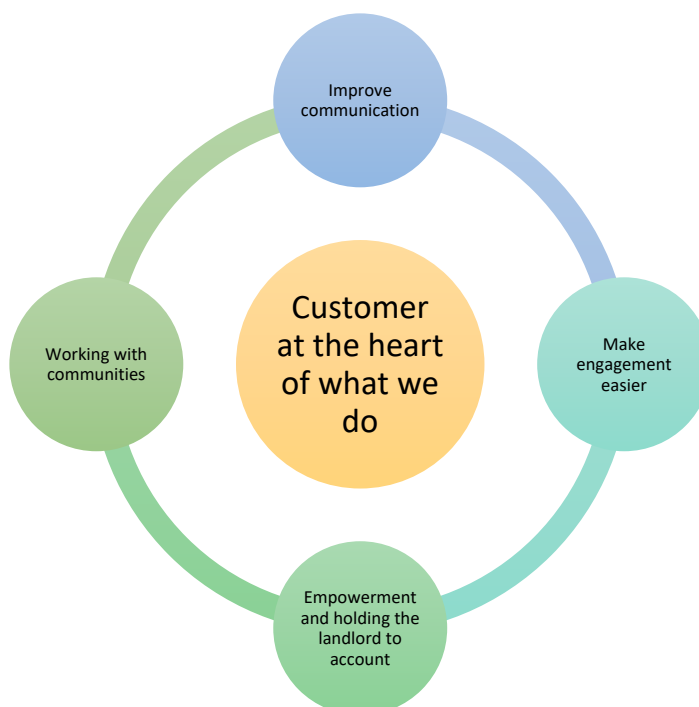
In order to do this, we must listen to what our residents want. We asked our Co-Create Group of involved residents to tell us what good resident involvement looked like to them and adopted these principles in the development of this strategy.

The principles that our Co-Create Group conceived are as follows:

1. Tenants and leaseholders are placed at the heart of everything the landlord does;
2. Information is provided to residents in a timely manner about services and decisions which may affect them;
3. The views of residents are actively sought and respected by the Council;
4. Sufficient opportunity is offered for residents to be involved in ways that suit them, at all different levels;
5. Residents are able to influence decision-making, shape future services and hold their landlord to account;
6. Residents are helped to understand the impact of their involvement, how their contribution informs decision making and helps to shape services;
7. Outcomes following a resident involvement activity are always communicated back to residents and any positive news or achievements are celebrated.

Our Aims

Our five key aims as shown below.



1. Residents at the heart of what we do

This aim underlines our view of our residents as partners in delivering the Strategy outcomes. We want to ensure that our plans, decisions and actions are made with *your* hopes and ambitions first and foremost in mind.

Leading from the very top of our organisation, we will work hard to create a resident involvement culture which values the positive contribution, that involved residents play, in the provision of our Property & Housing Services.

How we will achieve this

We will expand our core values and behaviours, placing a responsibility for resident involvement on all members of the Property & Housing Service. Existing staff and elected Members will be equipped with the training and appropriate resources to support resident involvement activities. We aim to develop an induction programme with residents and implement it for all new staff members, raising the profile of resident involvement and ensuring everyone is aware of the benefits and outcomes it brings.

You will be consulted right from the start of each new project or key decision and your views will be heard and acted upon, right up until a service is delivered. We will continue to listen and respond to your voice for as long as our service continues.

The Housing Sector is constantly changing, with a range of new legislation, best practice and guidance being published. We will aim to provide you with regular updates to help you understand any changes which may affect you; to explain the Council's responsibilities and where required any response to these changes and promote how you can take part in national conversations. We will have a separate strategy for ensuring that residents are driving the response to plans in relation to building regulations and fire safety.

Following a resident involvement activity, outcomes will be communicated back to residents and any positive news or achievements celebrated.

2. Making engagement easier

We want to make it as easy as possible for your voices to be heard and for you to have a say on housing matters which affect you.

How we will achieve this

We will refresh our Tenant and Leaseholder Census, to better understand who you are and how you wish to be involved. This will enable us to tailor our engagement opportunities for you and make it easier for you to be involved.

Provision of a wide-ranging suite of options for involvement that make use of successful traditional methods, embrace more innovative and/or digital engagement opportunities and will enable you to pick and choose the activities that suit you, giving you options as to how and when you wish to participate.

Residents will be encouraged to take part in as many involvement opportunities as they wish. Whilst many of the activities require no specialist knowledge, there are some opportunities that we know residents may appreciate some training or additional support. Where this is the case and to boost participants' confidence, we will provide training, create support networks and hold special events.

We are implementing a new computer system, which features an interactive customer portal, making it easier for us to engage with you and for you to provide us feedback. Feedback will be used to identify trends, which will help us to continuously improve the services we provide to you.

Where barriers to using digital technology exist, we will aim to ensure that activities are varied, accessible and inclusive. Wherever possible, we will look to use a mixture of engagement tools to capture a broad range of views, in turn making it easier for you to be involved, whatever your circumstances. In addition, our team of trained Digital Champions will be on hand to support you to become involved digitally. For some specific resident involvement activities, where available we will loan smart tablets to enable participation.

3. Resident empowerment and holding the landlord to account

We value the role that our empowered residents play in service delivery. We believe that our tenants and leaseholders should be kept informed about how we are performing, what decisions we are making, how we spend our income (rent received from Council tenants) and should have opportunity to challenge us and tell us where they feel improvements are needed.

How we will achieve this

By working with you to understand what performance measures are important to you and by reporting back to you against our performance of those measures.

By providing you with a clear breakdown of how our income is being spent, so that you can challenge us if you think our expenditure is not providing value for money, or if our income is not being spent on matters which matter most to you.

By ensuring that feedback from all resident involvement activities flows through local and strategic groups, making certain that your voices are integrated in service planning, monitoring and improvement.

By publishing information on complaints, including lessons learnt, trends and how these have been used to improve our services. We will also publish findings from any consultations, tenant satisfaction surveys and mystery shopping exercises and will work with you to raise standards where necessary.

We will look to refresh our existing Housing Service Standards, taking into account what matters most to you and will report back to you annually on those standards.

We aim to provide opportunities for residents to become empowered to have input into and responsibility for decision making. Our resident-led strategic Panels will consider how well we are complying with the Social Housing Regulator's Consumer Standards and other key statutory obligations. They will look at overall performance and will make recommendations for further scrutiny and how our services may be improved.

We will increase the number of resident representatives on the Select Committee for Communities, ensuring that our Member Councillors make key policy decisions with the tenant's voice in mind.

We will develop resident involvement opportunities in new areas such as scrutiny, complaints, procurement and recruitment.

At a local level, we will consult residents on the scope and delivery of local projects and will seek feedback, which will be published widely for residents to view. We will keep residents informed against progress made and will provide opportunities for resident scrutiny.

4. Improving communication

We are seeking to create open and clear communication channels between the Property & Housing Service and you. Whether you are looking to provide feedback, make a complaint about any aspect of the Service, or simply want to report a repair, we are aiming to make communication as easy as possible for our residents.

How we will achieve this

We will make it as easy as possible for you to communicate with us by whatever means you choose.

Also, by producing a range of communications to keep residents informed. We will work with you to understand what information residents want to know and ensure that our communications are easy to understand, respectful and strike the right tone.

Our new computer system will enable us to interact with you more effectively, allowing us to tailor resident involvement opportunities to individuals or groups of residents, take quick polls and run surveys.

We intend to provide a range of opportunities, including in-person events and online meetings, where residents can speak directly to staff and Managers and make their views known.

We will deliver interactive online webinars and engaging communications such as magazines, leaflets and social media, which will include contributions from residents themselves.

We are going to build a new engaging website which will promote the new ways that you can *“Get Involved”* and will advertise forthcoming events and involvement opportunities, as they arise. The website will showcase projects, keep residents informed about matters which affect them and celebrate good news stories and successes among other things.

We will develop a *“you said, we did”* approach to feedback. To show you how your contribution shapes the services we deliver, we will share this regularly with you through our newsletter, social media and website.

5. Working with our communities

We want to work with you to *“Create Great Places Where People Want to Live”*, where our Council housing and estates are viewed as privileged parts of the District and that you are proud to call home.

How we will achieve this

We will work with community representatives to bring about the changes that you want most, by working closely with existing Residents’ Associations and by empowering Champions to represent you and your neighbours. We will promote and facilitate the development of new empowered Residents’ Groups across the District.

We aim to get to know our communities well, by regularly seeking feedback about your neighbourhoods. Feedback will be used to shape future priorities.

Activities such as Estate Inspections and Growing Projects will position residents as central participants and resident engagement opportunities will be introduced throughout a tenancy, starting with ‘Meet Your Neighbour’ events in new-build properties and through the whole range of *“Ways to Get Involved”*.

By continuing to build strong links with our partners and local voluntary groups to deliver projects to the benefit of our residents and the wider community.

It is our hope that taking part in resident involvement activities will provide a range of benefits to participants that are separate and fall outside of the direct influence on services. It is anticipated that these benefits may lead to increased confidence, social connections

and even new skills to add to a CV. The benefits to you can be even greater than to the Property & Housing Service itself.

Final outcomes from resident involvement activities will be reported to you via the Annual Resident Involvement Impact Report. The report will detail which involvement activities represented the greatest impact and best value.

Ways to get involved

Through the creation of a new suite of resident involvement activities, we will ensure that a wide range of opportunities exist for you which allow you to be involved as much or as little as you wish.

The table below shows the wide range of ways in which we will work with, listen to and act upon your views and how you can directly influence our decision-making.

Stronger Communities Select Committee					Purple Tier opportunities place residents at the centre of Council Member decision making processes
Tenant & Leaseholder Panel					Panels in the Yellow Tier act as a consultative and decision-making body
Fire & Building Safety Panel	Scrutiny Panels	Focus Groups (Strategic / Policy Matters)	Continuous Improvement Groups	Sheltered Housing Forum	Green Tier activities provide you with an opportunity to help review and shape the overall Property & Housing Service
Complaints Scrutiny Panel	Recruitment Champions	Procurement Champions			
Estate Walkabouts	Resident Inspectors	Block / Street Champions	Growing Champions	Meet Your Neighbour events	Orange Tier ranges from face to face, in-person activities to activities that you can engage with from the comfort of your own home
Community Champions	Resident Writers	Armchair Reviewers	Mystery Shoppers	Annual Residents Conference	
Information Stations /	Surveys / Polls / Focus	Chatterbox Live / Online	Residents Associations	Community Events	Blue Tier opportunities enable residents to take

Informal Pop ups	Groups (Operational Matters)				part in one-off (or infrequent) events, as and when they wish to do so
Social Media	Ad-hoc newsletters, leaflets, publicity	Webinars	Estate based consultation	Other consultation	Purple Tier lists ways you can stay informed
Handbooks	Annual RI Impact Assessment	Bi-Annual Newsletter	Complaints Reporting	Annual Report to Tenants & Leaseholders	Grey Tier shows the formal reporting/information distribution which will serve to demonstrate how all of our activities are helping to shape the Property and Housing Service

How will we measure the impact and what will success look like?

As we roll out the strategy, we intend to capture information about each involvement activity delivered, who we are engaging with, the cost of that engagement and what is being achieved.

We will evaluate the effect of resident involvement and the difference it makes to the services provided by the Property & Housing Service through an Impact Assessment. The Impact Assessment will allow us to demonstrate the changes that have been made as a direct consequence of your involvement and identify which involvement activities represent the greatest impact and best value.

When we know who is getting involved, we can work together to target those who are not represented or not as involved, understand the reasons why and try to encourage their engagement.

By 2027 we expect to have:

- a range of engagement and involvement opportunities in place, which are well attended and supported by residents
- embedded a resident involvement culture across the Property & Housing Service
- implemented a framework for resident involvement which delivers greater levels of scrutiny by residents and accountability to residents
- increased levels of tenant satisfaction that a) the Council listens to views and acts

upon them and b) with opportunities to make views know

- completed a tenant census to better understand who our tenants and leaseholders are and how they wish to be communicated with and involved
- implemented a new computer system to handle our resident involvement needs and make communicating with our residents easier and more tailored
- developed and implemented a new webpage dedicated to resident involvement

We will regularly review the progress made towards this strategy and will continue to seek out best practice so that we can continuously improve how we involve our tenants, leaseholders and residents living on Council-owned housing estates. This will enable us to be more flexible and become adaptable to a changing environment, if we need to.

Appendix A

Statutory and regulatory requirements

The Regulatory Framework for Social Housing in England:

The Regulator of Social Housing (RSH) regulates registered providers of social housing to promote a viable, efficient and well-governed social housing sector, which is able to deliver homes that meet a range of needs. The regulatory framework for social housing in England is based on three economic standards and four consumer standards that all registered social housing providers must adhere to. This includes the Tenant Involvement and Empowerment (Consumer) Standard 2017, which sets expectations for registered social housing providers to provide choice, information and communication that is appropriate to the diverse needs of their tenants, to have a clear approach to complaints, and to provide a wide range of opportunities for tenants to have influence and be involved. The RSH's role is to intervene where there has been a failure to meet the standards, which has caused, or could have caused, serious harm to tenants.

The Charter for Social Housing Residents:

In 2020, Government published its White Paper "*The Charter for Social Housing Residents*", setting out to raise the standard of social housing and meet the aspirations of residents throughout the country, both today and into the future.

The Charter covers seven key themes as follows:

1. To be safe in your home
2. To know how your landlord is performing
3. To have your complaints dealt with promptly and fairly
4. To be treated with respect
5. To have your voice heard by your landlord
6. To have a good quality home and neighbourhood to live in
7. To be supported to take your first step to home ownership

Whilst resident involvement runs throughout the White Paper, of particular relevance to this strategy is Chapter Five, "*To have your voice heard by your landlord*", which requires landlords to ensure that residents are a key part of their governance and that consumer-led assurance arrangements are in place. Tenants who do not wish to attend formal meetings or join a formal group must have ways to feed back to their landlord, ensuring that their voices are heard, and their needs identified, with landlords tailoring their engagement opportunities. The paper places an expectation on the RSH to require landlords to seek out best practice and consider how they can continually encourage, improve and support engagement with their social housing tenants. Information will be published annually and made available to tenants on how their landlord is performing in key areas of service delivery, in accordance with a new suite of 22 tenant satisfaction measures. Further, there will be a stronger

role for the RSH, particularly in relation to the consumer standards which will include a new periodic inspection programme.

Tenant Satisfaction Measures

The Regulator for Social Housing published its new Tenant Satisfaction Measures standard on 21st September 2022, which means that from 1st April 2023 all social housing providers must collect and publish a wide range of performance information. There are 22 Tenant Satisfaction Measures, covering complaints, neighbourhood, anti-social behaviour, repairs and safety. Ten of these will be measured by landlords directly, and 12 will be measured by landlords carrying out tenant perception surveys. These measures will be reported from April 2023 and will give tenants transparent and meaningful information about their landlord, and will also help the RSH ensure that landlords meet the new consumer standards.

The Building Safety Act 2022:

The Building Safety Act 2022 received royal assent on 28 April 2022 and is a hugely significant piece of legislation which overhauls the way residential buildings are constructed and maintained in the UK following the Grenfell Tower disaster in 2017, while protecting the rights of leaseholders.

Of particular relevance to this strategy are the provisions which relate to engagement with residents. Whilst not yet in force, providers of social housing will be required to have in place, resident engagement strategies that allow residents to obtain information and be consulted on matters and decisions affecting the safety of their building, thereby ensuring that residents are empowered to play an effective role in ensuring their building is, and continues to be safe. Whilst this requirement, currently, applies only to landlords managing or owning higher-risk buildings, the Council views this as good practice to engage as future proofing across its entire housing stock.

Whilst this strategy pays regard to the Building Safety Act, it is our intention to adopt a separate resident engagement strategy in respect of building safety, which will set out the Council's approach to resident engagement generally in this area. Further, for each high-risk building, there will be a tailored resident engagement strategy which may be reviewed and approved by the Building Safety Regulator as part of its statutory role as may be required.

The Social Housing Bill

On 8th June 2022, Government published its Social Housing Bill, putting into law a host of reforms to the regulation of the social housing sector. The aim of the Bill is to have *“more people living in decent, well looked-after homes enjoying the quality of life they deserve”*.

In summary the bill proposes to:

- levy unlimited fines on failing social housing providers
- drive up standards and bolster the regulator's powers to act
- give tenants the right to obtain information from landlords
- give tenants the right to rate the services provided by landlords
- tackle damp and cold living conditions
- subject social landlords to a new inspection regime as set out by the Regulator for Social Housing.

Other relevant statutory requirements are:

The Housing Act 1985:

- Provision of information about tenancies (*Section 104*)
- Consultation on matters of housing management (*Section 105*)
- Information about housing allocation (*Section 106*)
- Consultation before disposal to a private landlord (*Section 106A*)

The Housing Act 1996 (as amended):

- Primary homelessness legislation under Part 7
- Primary allocations legislation under Part 6

The Equality Act 2010:

The Council has a duty to ensure the following:

- Advance equality of opportunity between persons who share a relevant protected characteristic (i.e. their age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; gender, and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic, and those who do not share it;
- Encourage people from protected groups to participate in public life or in other activities where their participation is disproportionately low; and,
- Ensure people from all sections of our community are given equal opportunity to participate.

Data Protection:

The Privacy Notice (Resident Involvement), may be found at <https://www.eppingforestdc.gov.uk/wp-content/uploads/2022/07/Privacy-notice-Property-housing-services-Resident-involvement.pdf>

Localism Act 2011:

The 2011 Localism Act gave people more power over what happens in their neighbourhood, including:

- The Community Right to Bid giving community groups the right to bid to buy community buildings and facilities that are important to them
- The Community Right to Challenge allowing voluntary and community groups to run a local authority service where they believe they can do so differently and better. This may be the whole service or part of a service
- Neighbourhood planning measures allowing communities to shape new development by coming together to prepare neighbourhood plans
- The Community Right to Build allowing local communities to propose small-scale, site-specific, community-led developments
- The Community Right to Reclaim Land giving communities the right to under-used or unused land owned by public bodies is brought back into public use

Appendix 2: Glossary of Resident Involvement Opportunities, their functions and interrelationships.

Options for Formal Involvement

Tenant & Leaseholder Panel (TLP)

The most strategic involvement group made up of representation from Tenants and Leaseholders, the Panel ensures that residents have a role in advising on housing related issues and trending topics. It will look at the overall performance of the Property & Housing Service, how well the Service is complying with the Regulators Consumer Standards and other key statutory obligations, complaints, expenditure from the Housing Revenue Account, as well as outcomes from resident involvement activities undertaken during the quarter. Further, it may make recommendation for further scrutiny. Additional 'special' meetings may be held if there is an issue which requires attention before the next scheduled meeting.

The group meets virtually four times a year (following the publication of key performance indicators) and is chaired jointly by a Lead Tenant / Leaseholder and Service Director (Property & Housing). The Lead Tenant / Leaseholder chair will be democratically appointed annually and will be co-opted onto the Council's Stronger Communities Select Committee *, which meets every two to three month to represent the views of Tenants and Leaseholders.

We will make sim-enabled tablets available to representatives who wish to participate in meetings on request and our digital champions will support those who may require it.

Recommendations from the TLP will be fed back by the Service Director (Property & Housing), at monthly performance meetings, where next steps will be agreed with the service areas. The TLP will be updated on outcomes.

The Panel comprises a fixed body of members, who will benefit from training and attendance at housing sector conferences, to build knowledge and enable its members to feel supported in their role. This panel will suit residents who have a passion for housing and who are committed to providing a long-term strategic representation. To keep the panel fresh and to ensure inclusivity, we will encourage new members to join the Panel by way of an annual recruitment campaign and will use intelligence to seek representation from underrepresented groups.

* The Select Committee is part of the Council's Overview and Scrutiny framework that helps to ensure that local public services are delivered effectively, efficiently and in the best interests of residents and people that live and work in the Epping Forest District. Overview and Scrutiny is an important mechanism through which public accountability can be exercised and it's attended by Councillors (except members of the Cabinet). Its primary role is to hold local decision-makers to account and to help improve local services by:

- (a) reviewing and challenging decisions taken by the Council and its partners;
- (b) undertaking investigations into services or policy areas which are of interest or concern to people in the District; and
- (c) making evidence-based recommendations to improve services provided by the Council and partner organisations.

Scrutiny Panel (NEW)

Following recommendations from the TLP, the Scrutiny Panel focuses in greater detail on a particular aspect of our Housing & Property service. Scrutiny Panel meetings may be held

face to face, virtually or a hybrid, depending on the preference of the attendees and at a frequency directed by the TLP.

The Scrutiny Panel is made up of fixed body of volunteer residents who work with support from the Resident Involvement Team and relevant expert Council Officers but who remain independent. The Panel gathers information and evidence from many areas and interviews staff and residents. The Panel then compiles reports with suggestions for service improvements. These are presented to the TLP who make final recommendations, which are brought before Managers at monthly performance meetings and fed back to the Stronger Communities Select Committee.

To keep the panel fresh and to ensure inclusivity, we will encourage new members to join the Panel by way of an annual recruitment campaign and will use intelligence to seek representation from underrepresented groups. In addition, the core body of volunteer residents can be supplemented from time to time as needed, by additional member (s) with particular knowledge or experience, to act as critical friends.

Core Scrutiny Panel members will benefit from training and attendance at housing sector conferences, to build knowledge and enable them to feel supported in their role. Suiting residents who have a passion for housing and who are committed to providing a long-term strategic representation, as well as providing opportunity for wider residents to be involved at a strategic level from time to time.

Complaints Scrutiny Panel (New)

We always want to provide the best possible service, however we appreciate that sometimes things can go wrong. If there is a problem, we will ask our tenants and leaseholders to tell us so that we can investigate, put things right and learn from lessons. This approach helps us to continuously improve.

The Tenant and Leaseholder Panel will maintain oversight of all complaints relating to the Service, however the Complaints Panel will monitor the quality and timeliness of responses and will form a view on whether complaints are being dealt with fairly and in line with the Council's Complaints policy and Housing Ombudsman's Complaint Handling Code. A key function of the Complaints Panel will be to lead on completing the annual self-assessment in relation to the Complaint Handling Code.

The Complaints Scrutiny Panel will look for trends in complaints, which will drive areas for further scrutiny. The Complaints Panel may invoke a Scrutiny Panel, mystery shopping exercise or other resident involvement activity as deemed appropriate, to gather intelligence and greater insight that will feed into an overall review, with outcomes reported back to the Complaints Scrutiny Panel, TLP and at performance management meetings. Where areas for improvement are identified, we will work with the TLP to decide how to do this.

In pursuit of continuous improvement, the Panel will work with Officers to review the Council's complaints policy, ensuring that it is accessible to all, that communications are of the right tone and that outcomes and learnings are fed back more widely to residents.

Sheltered Housing Forum

The Sheltered Housing Forum is made up tenant representatives from each of the Council's Sheltered Housing Schemes, who act as spokespersons for their fellow residents. Its purpose is to discuss matters / topics raised by residents living in sheltered housing, to bring about improvements to older people related services. Matters raised at the forum are fed back at monthly performance meetings, as well as to service areas, thereafter, directly contributing to and shaping the services provided.

The group meets virtually four times a year and is chaired by a Tenant member who is democratically appointed annually. Tenant representatives will be supported to attend online meetings with Officers on a quarterly basis, using sim-enabled tablets purchased specifically to facilitate resident involvement activity at each scheme.

Continuous Improvement Groups (Special Groups) (NEW)

It is important that we reflect on what we do as a Service and actively seek ways to improve and evolve. In contrast to the Scrutiny Panel (directed by the TLP), continuous improvement groups are set up at the direction of Officers. Advertised to all residents, meetings may be held face to face, virtually or a hybrid, depending upon the preference of the attendees. Membership to these groups are likely to require a longer term commitment, requiring participation over a number of meetings.

Chaired by a relevant expert Council Officer, observations and recommendations from this group will be fed back to service areas, providing intelligence upon which to secure continuous improvement. Subsequent outcomes from the Service areas will be fed back at monthly performance meetings and to the TLP.

Resident Involvement Co-Creation and Continuous Improvement Group (NEW)

The Resident Involvement Co-Creation Group is a group of residents and staff, passionate about resident involvement, who share a desire to improve the way our tenants and leaseholders are involved, and whose work has contributed to the direction of this strategy. Building on the excellent initial work of this group, following implementation of the new Strategy, the focus of the group will be continually review and help improve the resident involvement offer. The intention will be to retain a core group of consistent members, but is open to all residents. We will arrange for core members to attend at least one national resident involvement conference each year, to help members stay abreast of changes and learn from best practice within the sector.

Meetings may be held face to face, virtually or a hybrid, depending upon attendee preference. Subsequent outcomes will be fed back at monthly performance meetings and to the TLP.

Fire and Building Safety Panel (NEW)

The Fire and Building Safety Panel will work closely with the Council on all aspects of fire and building safety and compliance. They will consider the impact of building safety issues on residents, will review policies, procedures and resident communications, as well as looking at ways that residents and Property & Housing Services can work together to support residents to feel safe in their homes.

We will actively seek membership from residents living in different property types, from different geographical areas and housing tenures. We will encourage residents with a background in building or fire safety to take part (not a prerequisite for membership); however recognising that such expertise may not be immediately available amongst our residents, we will provide where necessary external experts to support the Panel with independent professional advice to assist with technical detail. Members will also benefit from training and attendance at housing sector conferences, to build knowledge and enable them to feel supported in their role.

The Panel will meet at least four times a year, which may be face to face, virtual or a hybrid, depending on the preference of attendees. Chaired jointly by a Lead Tenant / Leaseholder

and the Head of Property Assets. The Lead Tenant / Leaseholder chair will be democratically appointed annually and will represent the views of Tenants and Leaseholders at the Council's Stronger Communities Select Committee *, which meets every two to three months.

To keep the panel fresh and to ensure inclusivity, we will encourage new members to join the Panel by way of an annual recruitment campaign and will use intelligence to seek representation from underrepresented groups.

The Panel will suit residents who have a special interest in building and fire safety, who are willing to offer a long-term commitment.

Focus Groups (Strategic/Operational) (NEW)

Our focus groups will bring together small groups of tenants, leaseholders and wider residents (where required), to act as critical friends and contribute to open discussion on a particular subject matter. Participants will offer influence over the decisions that are made in designing and delivering a range of services.

Each focus group will be advertised, offering residents opportunity to get involved without long-term commitment. Whilst a deep knowledge of the subject matter under consideration is not essential, some direct experience of the service or issue under scrutiny would be beneficial.

Focus groups will be arranged on an ad hoc basis, which may be face to face, virtual or a hybrid, depending on the preference of attendees and chaired by a relevant Team Manager or Officer delegated by them.

Outcomes from each focus group will be fed back at monthly performance meetings.

Membership to these groups requires no long-term commitment. They are likely to involve one meeting, enabling Officers to obtain a snapshot of residents views and probe more deeply under the subject matter.

Recruitment Champions (NEW)

As part of our commitment to creating a Service wide resident involved culture, we will seek to recruit and train a pool of "Recruitment Champions", who can be invited to participate in the recruitment process, as panel members, for customer facing roles. Applications will be welcomed from all tenants and leaseholders who are already participating in other formal involvement activities.

Procurement Champions (NEW)

Putting resident involvement at the centre of our procurement process, is key to ensuring and giving confidence that value for money is being achieved and the right contractors are being employed. The specific approach will be determined as part of the procurement planning process but could include contributing to the development of the procurement brief and contract specifications, involvement in the contractor selection process, and also ongoing participation in contract performance management. Open to all tenants and leaseholders on application, our Procurement Champions will be supported by Officers and given training to help them play an effective part in the procurement process.

Active Involvement (Estate Focused)

Residents' Associations

A Residents' Association is a formal group of people who live in a neighbourhood and decide that they want to get together to deal with concerns that affect their local community. These groups adopt a model constitution to gain recognition by EFDC which entitles them to access funding and other support to help set up and maintain their group. In order to gain recognition, the group must include Council tenants and / or leaseholders as members.

At the time of writing, we have 5 active, constituted Residents' Associations which include:

- Limes Farm Community Group;
- People of Roydon;
- Chapel Road Residents Association
- Romeland Residents Group; and
- Roundhills Residents Group.

The Council provides financial support to its Residents Groups as follows:

- Initial 'Start-up' funding of £125
- Annual Support Grant of up to £312
- Annual 'Minor Estate Enhancement Grant of up to £500
- Annual video conferencing licence up to £150

Certain reasonable costs are met for the hire of halls and the printing of literature.

Recognised residents' groups will be offered a programme of training opportunities through a combination of external and in-house training sessions.

Block / Street / Estate Champions (NEW)

Block / Street / Estate Champions are tenant or leaseholder volunteers who take pride in their homes and area they live. Our Champions are the eyes and ears of their local communities. They may be a good neighbour, looking out for those in need or they may report concerns to us like repairs or anti-social behaviour. Their main role is to provide a direct link between the community and Council, passing on important information to their neighbours and similarly allowing communications and observations about their block / street / estate to be passed back to the Council.

Block and Street Champions will play a key role where redevelopment or major works are being undertaken.

Supported by the Resident Involvement team, no experience is necessary, just a willingness to be a good neighbour and an appetite to work with the Council.

Community Champions

Community Champions are volunteers of like-minded people who can share ideas and experiences from their communities to improve the health and wellbeing of local people. Community Champions may help other residents to get to know what's going on in the local area, learn more about how to stay healthy and active, help other residents' access local services and organise community events.

Our Community Champions are supported by the Community, Culture and Wellbeing Team, whose vision is to build on the skills and knowledge of local people to create, happy, friendly and healthy communities across the Epping Forest District.

Growing Champions (NEW)

Growing Champions are volunteers who have a particular interest in gardening. They take a lead role in the long-term maintenance of new 'growing projects' and actively promote engagement in gardening projects throughout their community.

New locations for growing projects may be driven by resident aspirations or may be estate enhancements driven by the Council. In both instances, these projects promote health and wellbeing, contribute to the neighbourhood and provide informal opportunities for residents to engage with the Council either in person or through their Growing Champion.

Estate Walkabouts

An estate walkabout is a planned and publicised walk around a neighbourhood or street. It is a great way for residents to highlight what could be improved. These are undertaken with staff from a variety of teams, who ensure that issues are recorded and actioned. Actions arising from these walkabouts are communicated back to participants and local resident groups where in operation.

Community events

Community events play a key role in bringing communities together and provide opportunity to listen to residents and promote community.

Community events are typically run by Residents Groups or Community Champions, with support from the Council. However, the Council may also run community events from time to time. By way of example, past events arranged by the Council include Anti-Social Behaviour awareness days and opening ceremonies for new build developments, with residents running their own holiday seasonal events and Jubilee celebrations.

Consultations

Consultations target a specific area/issue, allowing residents to make their views known. Consultations take various forms including electronic and paper surveys, public meetings, telephone consultations and door knocking. At a local level, the results of these consultations inform estate decisions.

Meet your neighbour events ~ New Developments (NEW)

When we take handover of a new housing scheme, we will invite everybody who is moving into their homes to attend a welcome event, this way residents get to know their neighbours but also help to form sustainable communities. We will use these events to promote resident involvement and recruit new members who wish to be involved.

Chatterbox (NEW)

Online or "*in person*", these are local meetings for residents, to discuss shared interests, raise concerns and bring people together in an informal setting. Organised by the Resident Involvement Team, these meetings are attended by various Council staff as required.

Chatterbox is an effective way of involving residents who do not benefit from a Residents Association in their area and would prefer a more relaxed approach to resident involvement, with no ongoing commitment. These sessions are good for meeting neighbours and building relationships between each other and Council staff. Listening to residents allows the Council to deliver services that residents want and provides an open communication channel.

At the present time, Chatterbox is advertised locally through flyers, posters and letters, as well as through social media, however as new technology is introduced, the intention is to use a new customer portal to target local residents.

Pop Up Drop Ins (NEW)

Council led informal pop up events on an estate, typically centred around our eye-catching branded marquee and / or communications trailer, with the aim of reaching a wider demographic of residents, who may not otherwise be engaged. Whilst “pop up drop ins” will be advertised in advance, our aim is also to attract passing footfall. These are not meetings, they are a means of communication, allowing the Council to update residents on matters which affect them and similarly for residents to ask questions and express views on any housing related matter. We will use these events to promote and encourage residents to get involved in future involvement activities.

Active Involvement (Non Estate Focused)

Mystery Shoppers (NEW)

Mystery Shoppers are a group of trained residents who test the quality of our services to make sure that they are being delivered in line with agreed service standards and report on their findings. Our Mystery Shoppers will play an important role in giving us a true picture of how we interact with residents. Outcomes from Mystery Shopping exercises will be fed back to the TLP and at monthly performance meetings. If a particular service needs improvement, we will work with the TLP to decide how to do this.

Surveys, Consultations and Polls

Surveys, consultations and polls will be used to obtain feedback from residents. These will be used (not exclusively), to better understand the wishes of residents affected by a particular project, gain feedback from service users, and assess the impact of a proposed project, policy or decision before and after its implementation. Following implementation of the Council's new Housing Management System, Officers will be able to run specific campaigns to gather intelligent feedback from our residents.

STAR Survey & Tenant Satisfaction Measures

Using the nationally recognised industry standard Survey of Tenant and Leaseholder Satisfaction (STAR), we will conduct a full STAR survey every two years, to help us to better understand how satisfied our tenants and leaseholders are with our services and how our services could be improved. Outcomes from these STAR surveys will be shared with residents on our website and summarised in the Annual Report to Tenants. A full report will be presented to the TLP for consideration. Where areas for improvement are identified, we will work with the TLP to decide how to do this.

The Regulator for Social Housing published its new Tenant Satisfaction Measures standard on 21st September 2022, which means that from 1st April 2023 all social housing providers must collect and publish a wide range of performance information. There are 22 Tenant Satisfaction Measures, covering complaints, neighbourhood, anti-social behaviour, repairs and safety. Ten of these will be measured by landlords directly, and 12 will be measured by landlords carrying out tenant perception surveys. Although landlords are already required to give tenants timely and relevant performance information, including the publication of an annual report, the format and content of this information can vary significantly. These

measures will be reported annually from April 2023 and will give tenants transparent and meaningful information about their landlord, and will also help the RSH ensure that landlords meet the new consumer standards.

We will carry out annual tenant perception surveys to gather the data required, but will also use this information along with relevant performance data and feedback from other resident involvement activities to inform service improvement. If a particular service needs improvement, we will work with the TLP to decide how to do this.

Outcomes from a STAR / TSM survey will be shared with the TLP. The TLP will consider the results in conjunction with any other performance data which may be available, such as Key Performance Indicators. Where areas of weakness are identified, the TLP may request that the Scrutiny Panel take a deeper look and make recommendation for change. They may also request that further insight be obtained through focus groups, mystery shopping, or another resident involvement activity dependent upon the nature of the issue. All feedback will be reported to the Scrutiny Panel who will advise the TLP on their recommendations for change. The TLP would report final outcomes to the Select Committee and will monitor to ensure that the change has worked.

Armchair Reviewers (NEW)

A pool of Armchair Reviewers will be sought to act as a sounding board and critical friends, to review and comment on draft policies and strategies before they go to Committee or Cabinet. They will also have a key role in improving resident communications including (but not limited to), Housing News, leaflets, web content (and other online information) and the Tenants Handbook. They will review the content of standard letters, forms and other publications, paying special regard to tone and content of our standard communications, ensuring that they are clear to the wider audience.

Open to all tenants and leaseholders, this role will suit residents who wish to play a part in shaping services and communications, without the formality of attending meetings. Documentation will be sent to participants electronically by default, although paper copies will be sent to participants on request, with resident feedback being used to inform the final strategy or policy. With appropriate guidance, our Armchair Reviewers will be able to perform this function independently, from the comfort of their homes.

Resident Writers (NEW)

Our Resident Writers will be encouraged to write content for Housing News and the Council's website, or in the alternative suggest articles that the Council should include in future editions.

We will regularly advertise opportunities for residents to write their own content on subjects that may be of wider interest to local communities and to share their first-hand experience of Council related services. With guidance, our Resident Writers will be able to perform this function independently from their home.

Conferences (NEW)

We will hold an annual tenant and leaseholder conference. Open to all tenants and leaseholders, these events will focus on specific housing related themes and will feature Q&A sessions, workshops and information stalls. Representatives from a range of Council services and partners will offer advice on a variety of issues. These events will provide opportunity for residents to have their say on important issues that affect them and the future direction of the Service. We will celebrate the work of our engaged residents and will reflect on how this work has helped to shape decisions over the preceding 12 months.

Resident members of the Tenant & Leaseholder Panel, Scrutiny Panel, The Fire & Building Safety Panel and Resident Involvement Continuous Improvement Group will be invited to attend at least one external Social Housing Conference annually, to broaden their knowledge and keep up to date with what is happening elsewhere in the Sector.

Keeping Residents Informed:

Webinars (NEW)

Open to everyone, our live webinars provide a platform to show case projects and keep residents informed about projects and other housing matters which affect them. Throughout the webinar, residents are encouraged to ask questions and provide feedback which is captured in a Q&A format.

Following the event, all webinars and Q&As are published on social media and to the Council's website, giving residents the opportunity to watch them at their own convenience.

Our webinars are held biannually, however from time to time we may hold additional webinars around specific topics such as Fire Safety.

Housing News

This twice-yearly publication informs tenants and leaseholders of news and changes to policy or matters that may affect the landlord services provided to them. The format of the publication will be updated to include articles written by our Resident Writers and will adopt a "*You Said, We Did*" approach (where appropriate) to demonstrate how contributions from residents are helping to shape decisions, projects and services. The newsletter is available digitally as well as in a paper format on request.

Social Media/Website (NEW)

We will build a new engaging website with our tenants and leaseholders, that will serve as a one stop shop for resident involvement in relation to our landlord services. We will use social media and the website to help residents understand how their contribution shapes the services we deliver and to celebrate success. The Council will seek to engage with through a variety of online platforms, following social media trends in order to reach a broader demographic of customers.

We will promote the new ways tenants and leaseholders can "*Get Involved*" and will advertise forthcoming events and involvement opportunities as they arise.

We will use our website to showcase projects and keep residents informed about matters which affect them.

Newsletters

We will use newsletters where appropriate to share relevant information with residents, reinforce how residents can get involved. Newsletters are a key means of communication on estates undergoing large regeneration or redevelopment work.

Whilst our newsletters are predominately paper based at the time of writing, following implementation of the Council's new Housing Management system, we will look to digitalise these where possible in line with individual customer preferences.

Annual Report

To promote transparency and accountability, we provide an annual report to our tenants and leaseholders, explaining how the Service has performed over the previous 12 months.

The Annual Report will be designed to inform and engage the reader, with opportunities for the audience to participate via surveys, links to further information and publicity for engagement opportunities. The Report will be published on the Council's website and on social media, with paper copies made available on request.

Tenants Handbook

A Tenants handbook is provided to all tenants at sign-up, explaining their rights and responsibilities, and the services and assistance that the Council will provide throughout their tenure, including a dedicated section on how to "Get Involved".

Leaseholder Handbook

A Leaseholder handbook is provided to all leaseholders on completion, explaining their rights and responsibilities, and the services and assistance that the Council will provide throughout their tenure, including a dedicated section on how to "Get Involved".

Leaflets & Posters

Leaflets and posters are a useful way to keep residents informed, and a good way to advertise involvement activities and events. Notice boards are erected in all our internal flat blocks. We will use these and any estate notice boards at our disposal as a means to communicate with our residents. Digital copies of posters and leaflets are also published to the website / social media as appropriate.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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