**Public Document Pack** 



## TOWNS & COMMUNITIES OVERVIEW & SCRUTINY SUB- COMMITTEE AGENDA

7.30 pm	Wednesday 4 December 2019	Committee Room 3A - Town Hall
Members 9: Quorum 4		
COUNCILLORS:		
Conservative Group (4)	Residents' Group (2)	Upminster & Cranham Residents' Group (1)
Robby Misir (Vice-Chair) Timothy Ryan Carol Smith Ray Best (Chairman)	Paul Middleton Gerry O'Sullivan	Christopher Wilkins
Independent Residents' Group (1)	Labour Group (1)	
Tony Durdin	Keith Darvill	

For information about the meeting please contact: Richard Cursons - 01708 432430 richard.cursons@onesource.co.uk

# Protocol for members of the public wishing to report on meetings of the London Borough of Havering

Members of the public are entitled to report on meetings of Council, Committees and Cabinet, except in circumstances where the public have been excluded as permitted by law.

Reporting means:-

- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing, so that the report or commentary is available as the meeting takes place or later if the person is not present.

Anyone present at a meeting as it takes place is not permitted to carry out an oral commentary or report. This is to prevent the business of the meeting being disrupted.

Anyone attending a meeting is asked to advise Democratic Services staff on 01708 433076 that they wish to report on the meeting and how they wish to do so. This is to enable employees to guide anyone choosing to report on proceedings to an appropriate place from which to be able to report effectively.

Members of the public are asked to remain seated throughout the meeting as standing up and walking around could distract from the business in hand.

#### What is Overview & Scrutiny?

Each local authority is required by law to establish an overview and scrutiny function to support and scrutinise the Council's executive arrangements. Each overview and scrutiny sub-committee has its own remit as set out in the terms of reference but they each meet to consider issues of local importance.

The sub-committees have a number of key roles:

- 1. Providing a critical friend challenge to policy and decision makers.
- 2. Driving improvement in public services.
- 3. Holding key local partners to account.
- 4. Enabling the voice and concerns to the public.

The sub-committees consider issues by receiving information from, and questioning, Cabinet Members, officers and external partners to develop an understanding of proposals, policy and practices. They can then develop recommendations that they believe will improve performance, or as a response to public consultations. These are considered by the Overview

#### Towns & Communities Overview & Scrutiny Sub- Committee, 4 December 2019

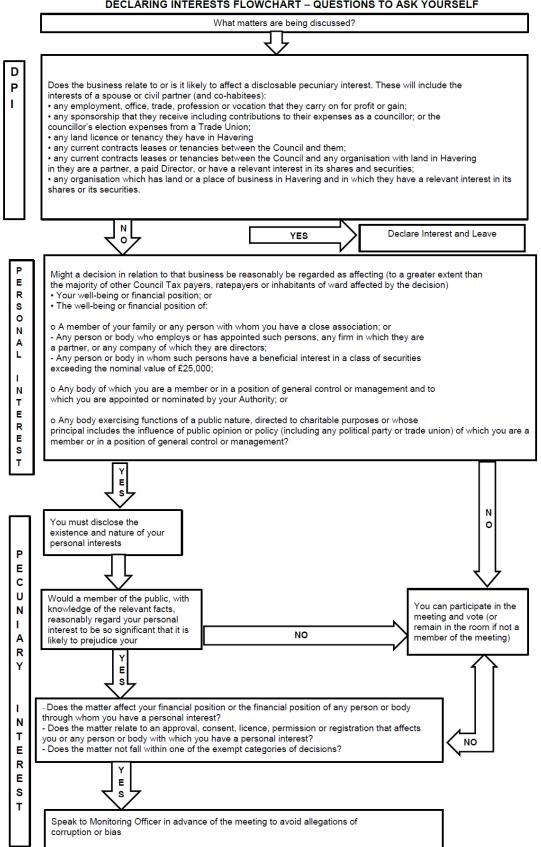
and Scrutiny Board and if approved, submitted for a response to Council, Cabinet and other relevant bodies.

Sub-Committees will often establish Topic Groups to examine specific areas in much greater detail. These groups consist of a number of Members and the review period can last for anything from a few weeks to a year or more to allow the Members to comprehensively examine an issue through interviewing expert witnesses, conducting research or undertaking site visits. Once the topic group has finished its work it will send a report to the Sub-Committee that created it and will often suggest recommendations for the Overview and Scrutiny Board to pass to the Council's Executive.

### **Terms of Reference**

The areas scrutinised by the Committee are:

- Regulatory Services
- Planning and Building Control
- Town Centre Strategy
- Licensing
- Leisure, arts, culture
- Housing Retained Services
- Community Safety
- Social and economic regeneration
- Parks
- Social inclusion
- Councillor call for Action



#### DECLARING INTERESTS FLOWCHART - QUESTIONS TO ASK YOURSELF

### AGENDA ITEMS

#### 1 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

(if any) - receive.

#### 2 DECLARATION OF INTERESTS

Members are invited to declare any interests in any of the items on the agenda at this point of the meeting. Members may still declare an interest in an item at any time prior to the consideration of the matter.

#### 3 CHAIRMAN'S ANNOUNCEMENTS

The Chairman will announce details of the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

#### 4 MINUTES (Pages 1 - 4)

To approve as a correct record the minutes of the meeting of 3 September 2019 and to authorise the Chairman to sign them.

#### **5 PERFORMANCE REPORT UPDATE - QUARTER TWO** (Pages 5 - 26)

Report and appendix attached

#### 6 ROMFORD TOWN CENTRE MASTERPLAN (Pages 27 - 62)

Report and appendix attached.

Andrew Beesley Head of Democratic Services This page is intentionally left blank

# Public Document Pack Agenda Item 4

#### MINUTES OF A MEETING OF THE TOWNS & COMMUNITIES OVERVIEW & SCRUTINY SUB- COMMITTEE Committee Room 3B - Town Hall 3 September 2019 (7.30 - 8.30 pm)

#### Present:

Councillors Robby Misir (Chairman), Keith Darvill, Paul Middleton, Gerry O'Sullivan, Christopher Wilkins, Timothy Ryan and Carol Smith

An apology for the absence was received from Councillor Ray Best. Councillor Tony Durdin was absent.

#### 5 **DECLARATION OF INTERESTS**

There were no disclosures of interest.

#### 6 MINUTES

The minutes of the meeting of the Sub-Committee held on 11 July 2019 were agreed as a correct record and signed by the Chairman.

#### 7 PERFORMANCE REPORT UPDATE - QUARTER ONE

Members received a presentation that outlined the eleven performance indicators (PI) for Quarter One that reports to the Sub-Committee.

The PIs are the standards by which performance of services are measured within the Council. These are compared over four quarters of the municipal year to monitor performance standards. Most are given a "RAG rating" on the basis of Red (off track), Amber (at risk) and Green (on track).

The report indicated that there were performance ratings available for 10 of the 11 indicators. Five indicators were Red (off target) and the other five were Green (on target).

One of the indicators was a demand rather than performance, therefore did not have a target assigned and was not given a RAG status.

The Sub-Committee was informed that in Quarter 1 of 2019/20, the total number of Stage 1 complaints closed within timescale (10 days) was 136 out of 145 (93.79%). This was a significant improvement compared to the

same time last year where 122 out of 148 (82.43%) Stage 1 complaints were closed within timescales (15 days).

It was stated that 95% of Stage 1 complaints relating to Housing Demand service were closed within the timescale of 10 days, 97.8% of Stage 1 complaints relating to Property & Land service were closed within the timescale of 10 days and 82.4% of Stage 1 complaints relating to Tenancy Sustainment service were closed within the timescale of 10 days.

The report indicated that at the beginning of Quarter 3 2018/19; targets for stage 1 complaints were revised from 15 to 10 working days.

The Sub-Committee noted that 88.7% of repairs were completed within the target timescale against a target of 95%. The main repairs contractor, Breyer's, performance was 87.7%. It was stated that continuous monitoring and regular meetings were still taking place with Breyer to ensure the trajectory remains upward.

Members noted that although Breyer have not met the cumulative KPI for repairs completed within target, the monthly performance have shown consistent improvement month on month and in June Breyer achieved 92.14.

Breyer have also consistently achieved over 95% for repairs "Right First Time" against a target of 85. Officers were confident that we will see further improvement in the Q2 2019-20 figures.

Officers stated that the performance of Breyer continues to improve and the service was confident that further improvements were expected in the Q2 2019-20 figures.

The report also outlined the following areas that required improvement:

The Sub-Committee was informed of the new KPI measure for Housing Revenue Account Arrears.

The calculation for this measure was the total arrears expressed as a percentage of the rent debit for HRA current tenants. The pprovisional Quarter 1 performance was recorded at 2.96%. The total sum of arrears was stated at £1,593,872 over an estimated 2019-20 debit of £54 million.

The total number of HRA current tenants in arrears was 3356 out of 8587 total tenancies.

It was explained that the Universal Credit (UC) had a big impact on the HRA arrears. The Service was now promoting Standing Orders as a preferred method of payment with UC claimants.

Members were informed that Havering was still one of the council with the lowest arrears. It was also indicated that Arrears indicator will be on target by the end of the financial year.

Planning Applications - It was stated that in accordance with the published government standards, speed of decision applies to all major and non-major development applications, with a threshold for designation set.

Based on the current performance, it was considered unlikely that the Council would be at risk of designation due to speed of decision but the figure would continue to be monitored. The Sub-Committee was informed that performance had improved in recent months following a new systems being introduced for prioritising of officer work and supporting officers to avoid applications missing deadlines.

Re-let – There were plans to improve on the current performance for minor voids and get the average days down to 10 working days. The Service was liaising with the responsive repairs team and working with contractors through weekly meetings and updates on current voids through monitoring sheets to improve turnaround times to meet the target.

It was also stated that improvement on Turnaround for lettings was targeted for 5 working days for properties advertised through choice based lettings systems or direct offers outside the regeneration decant scheme.

During discussion, Members were informed that the reason for the delay in gas servicing of some properties ranged from inability to gain access for reasons of mental health, the service was taking appropriate steps to ensure the servicing is carried out.

Members were assured that by quarter two, all planning indicators will be on target.

The Sub-Committee **noted** the performance report.

### 8 UPDATE - ADOPTION OF THE SEX ESTABLISHMENT LICENSING POLICY AND ADOPTION OF SCHEDULE 3 OF THE LOCAL GOVERNMENT ACT 1982

In accordance with the Council's Continuous Improvement Model, the Sub-Committee received a briefing on the Sex Establishment Licensing Policy that was adopted by Council in early 2015.

The Policy recommended that the maximum number of sex establishments for all wards in the borough was zero.

The Sub-Committee was informed that the Licensing Authority received very few enquiries from premises that were considering an application. All

prospective applicants were referred to the Council's Policy. Members were informed that to date there have been no legal challenge to the Policy.

The Licensing Authority indicated that there were no licensed sex establishments in the borough.

During a brief discussion, Members noted the difference between a treatment massage shop and a massage parlour. It was noted that indication of a massage parlour should be notified to the Police for enforcement.

The Committee was assured that rigorous checks are undertaken before a massage treatment centre was licensed.

The Committee resolved not to take the update report further.

The content of the report was noted.

Chairman

# Agenda Item 5



### TOWNS AND COMMUNITIES OVERVIEW AND SCRUTINY SUB-COMMITTEE, 4 DECEMBER 2019

Subject Heading:	Quarter 2 performance report				
SLT Lead:	Jane West, Chief Operating Officer				
Report Author and contact details:	Cynthujaa Satchithananthan, Customer Insight Officer x4960				
Policy context:	The report sets out Quarter 2 performance relevant to the Towns and Communities Overview and Scrutiny Sub-Committee				
Financial summary:	There are no immediate financial implications. Adverse performance against some Performance Indicators may have financial implications for the Council. Whilst it is expected that targets will be delivered within existing resources, officers regularly review the level and prioritisation of resources required to achieve the targets agreed by Cabinet at the start of the year.				

# The subject matter of this report deals with the following Council Objectives

Communities making Havering Places making Havering Opportunities making Havering Connections making Havering



### SUMMARY

1. This report supplements the presentation attached as **Appendix 1**, which sets out the Council's performance against indicators within the remit of the Towns and Communities Overview and Scrutiny Sub-Committee for Quarter 2 (July – September 2019).

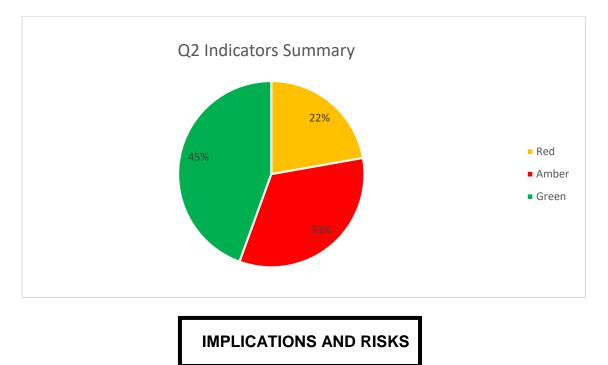
### RECOMMENDATION

That Member of the Towns and Communities Overview and Scrutiny Sub-Committee note the contents of the report and presentation and make any recommendations as appropriate.

### **REPORT DETAIL**

- 1. The report and attached presentation provide an overview of the Council's performance against the performance indicators selected for monitoring by the Towns and Communities Overview and Scrutiny Sub-Committee. The presentation highlights areas of strong performance and potential areas for improvement.
- The report and presentation identify where the Council is performing well (Green) and not so well (Amber and Red). The RAG ratings for the 2019/20 reports are as follows:
  - **Red** = more than the 'target tolerance' off the quarterly target
  - Amber = within the 'target tolerance' of the quarterly target
  - Green = on or better than the quarterly target
- 3. Where performance is off track against the quarterly target and the rating is 'Red', 'Improvements required' are included in the presentation. This highlights what action the Council will take to address poor performance.
- Also included in the presentation (where relevant) are Direction of Travel (DoT) columns, which compare:
  - Short-term direction of travel with performance the previous quarter (Quarter 1 2019/20)
  - Long-term direction of travel with performance during the same time the previous year (Quarter 2 2018/19)

- 5. A green arrow ( $\uparrow$ ) means performance is better and a red arrow ( $\checkmark$ ) means performance is worse. An amber arrow ( $\rightarrow$ ) means that performance has remained the same.
- In total, eleven performance indicators have been included in the Quarter 2 2019/20 report and presentation. Of these, ten have been assigned a RAG status. Two are currently rated 'red' (off track), three are currently rated 'amber' and five are currently rated 'green' (on track).



### Financial implications and risks:

There are no financial implications arising directly from this report which is for information only.

Adverse performance against some indicators may have financial implications for the Council, particularly where targets are explicitly linked with particular funding streams and/or levies from other bodies. Whilst it is expected that targets will be delivered within existing resources, officers regularly review the level and prioritisation of resources required to achieve the targets agreed by the Cabinet at the start of the year.

Robust ongoing monitoring is undertaken as part of the established financial and service management processes. Should it not be possible to deliver targets within approved budgets this will be raised through the appropriate channels if required.

#### Legal implications and risks:

Whilst reporting on performance is not a statutory requirement, it is considered best practice to regularly review the Council's progress.

### Human Resources implications and risks:

There are no HR implications or risks involving the Council or its workforce that can be identified from the recommendations made in this report.

### Equalities implications and risks:

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:

(i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;

(ii) the need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;

(iii) foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are: age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.

Equality and social cohesion implications could potentially arise if performance against the following indicators currently rated as Red does not improve:

- Percentage of all repairs completed within target Main Contractor(s) (cumulative)
- Percentage of HRA arrears over debit

**BACKGROUND PAPERS** 

Appendix 1 - Towns and Communities Quarter 2 Presentation





# **Quarter 2 Performance Report 2019/20**

# **Towns and Communities O&S Sub-Committee**

**04 December 2019** 

# overview of towns & communities indicators 🎡 Havering

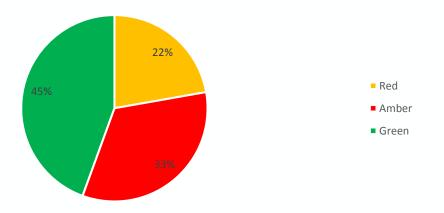
## About the Towns and Communities O&S Committee Performance Report

- Overview of the key performance indicators as selected by the Towns and Communities Overview and Scrutiny Sub-Committee
- The report identifies where the Council is performing well (Green), and not so well (Amber and Red).
- Where the RAG rating is 'Red', 'Corrective Action' is included. This highlights what action the Council will take to address poor performance.



## **OVERVIEW OF TOWNS AND COMMUNITIES INDICATORS**

**Q2** Indicators Summary



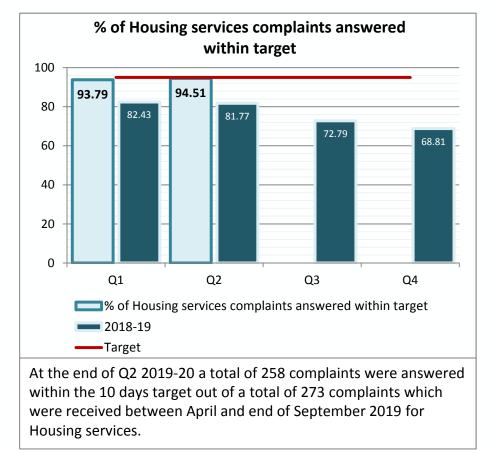
- 11 Performance Indicators are reported to the Towns and Communities Overview & Scrutiny Sub-Committee.
- Data is available for all the indicators.
- Performance ratings are available for 9 of the 10 indicators. 2 are Red (off target), 2 are Amber (off target but expected to achieve target) and 4 are Green (on target).
- The Service Compliance manager is currently reviewing the performance indicator.



Indicator and Description	2019// Value Annu Targe		ual 02 Target	2019/20 Q2 Performance	Short Term DOT against Q1 2019/20		Long Term DOT against Q2 2018/19	
% of Housing services complaints answered within target time	Bigger is better	95%	95%	94.51% (Amber)	1	93.79%	1	81.77%
Repairs right first time (Breyer Contractor only)	Bigger is better	95%	95%	98.43% (Green)	1	98.29%	1	96.25%
Percentage of all repairs completed within target Main Contractor(s) (cumulative)	Bigger is better	95%	95%	91.30% (Red)	1	88.69%	1	86.20%
% HRA Gas servicing compliance (General needs & Sheltered)	Bigger is better	100%	100%	99.94% (Amber)	↑	98.04%	1	99.12%
100% of fire risk assessments due	Bigger is better	100%	100%	under review	N/A	100%	N/A	100%
Percentage of HRA arrears over debit	Smaller is better	1.40%	1.40%	3.1% (Red)	↓	2.96%	-	NEW
Total current UC tenants arrears (General, sheltered, HMO & AST)	Smaller is better	Demand Pressure	-	£733,957	↓	£702,115	-	NEW
Average days re-let time of ALL HRA Voids	Smaller is better	14 days	14 days	16.40 days (Amber)	↓	16	-	NEW
Major Planning Applications completed within Target	Bigger is better	65%	65%	79% (Green)	1	67%	-	NEW
Minor Planning Applications completed within Target	Bigger is better	65%	65%	84% (Green)	1	75%	-	NEW
Other Planning Applications completed within Target	Bigger is better	80%	80%	94% (Green)	$\leftrightarrow$	94%	-	NEW

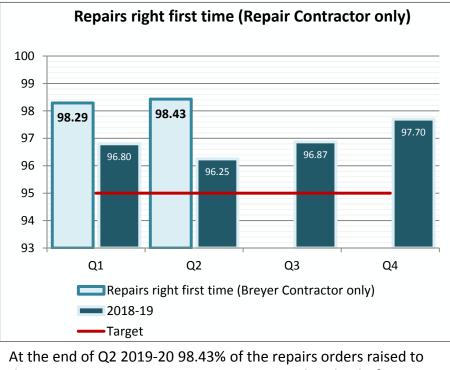


### **Complaints Stage 1**





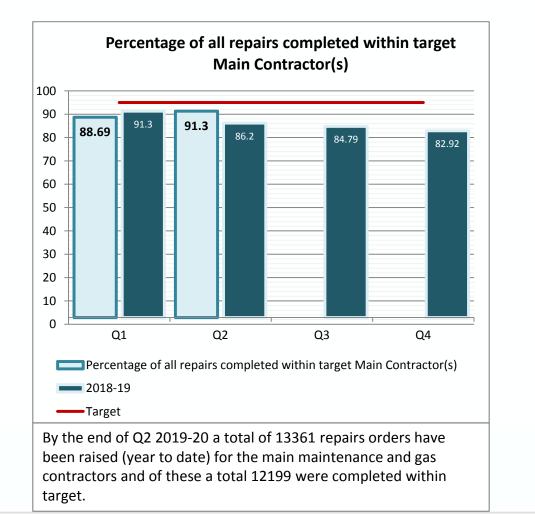
### **Repairs: Repairs right first time**



the main maintenance contractor were completed right first time as a % of tenants response to text satisfaction survey.



### **Repairs: Percentage completed within target**

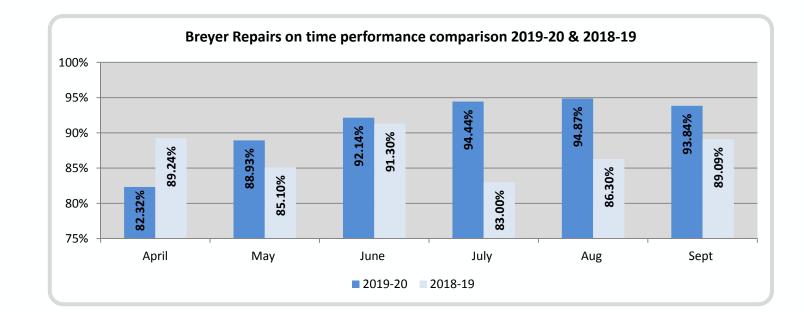


## **Quarter 2 Repairs Improvement**



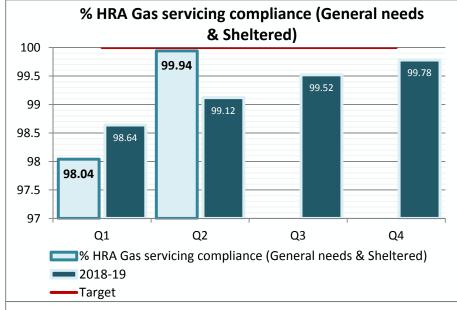
### **Repairs completed within target**

The below graphs shows 2019-20 Breyer in-month performance improvement of repairs being completed within target compared to the in-month performance for 2018-19.





### **Repairs: HRA Safety compliance (GAS)**

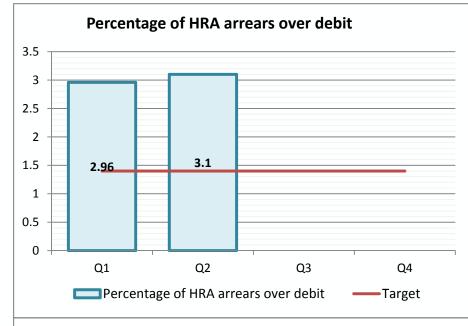


At the end of Q2 2019-20 a total of 8550 properties with a current CP12 (current gas safety record) out of a total compliance stock count of 8555 properties.

At the end of Q2 2019-20 for PSL (temporary accommodation) properties gas safety is 99.24% (790 out of 795)



### **HRA Rent: Arrears**

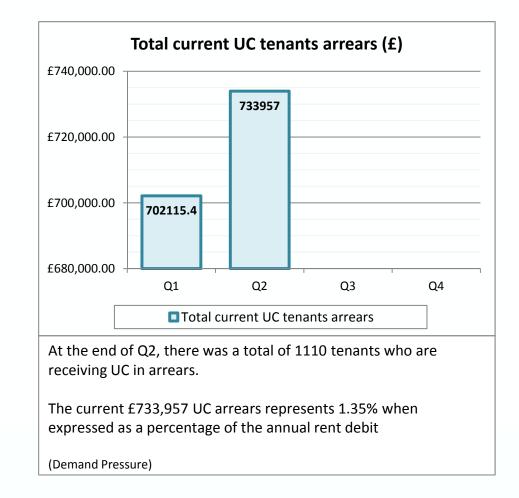


At the end of Q2 2019-20 a total of 4976 HRA tenants were in arrears over £0.01p.

The total amount of arrears owing was £1,672,506 over a current estimated annual HRA rent debit of £53,951,807.

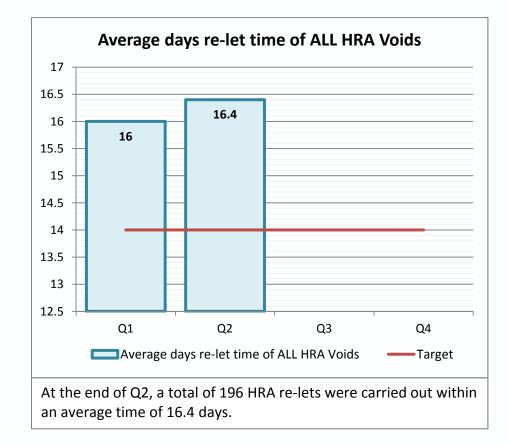


### **HRA Rent: UC Arrears**



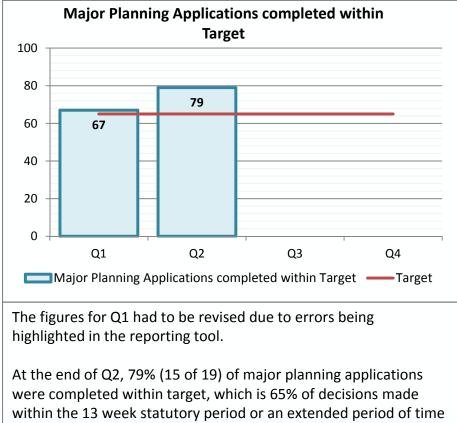


### **HRA Properties: Re-let times**





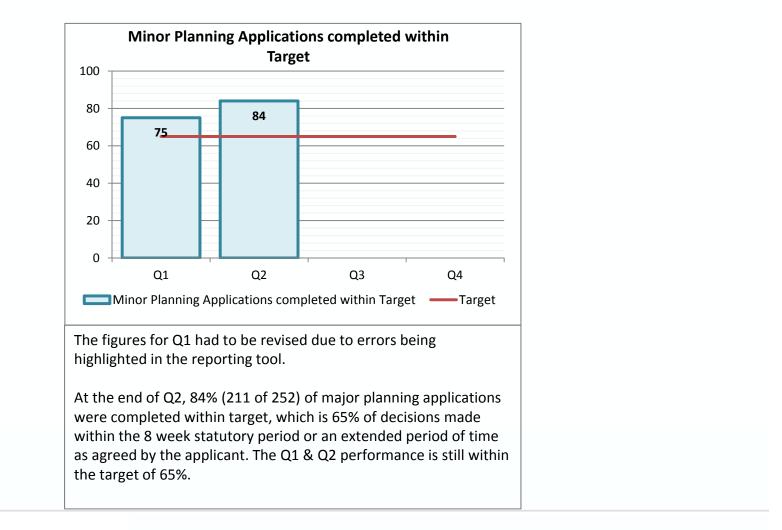
### **Planning Applications: Major**



were completed within target, which is 65% of decisions made within the 13 week statutory period or an extended period of time as agreed by the applicant. The Q1 & Q2 performance is still within the target of 65%.

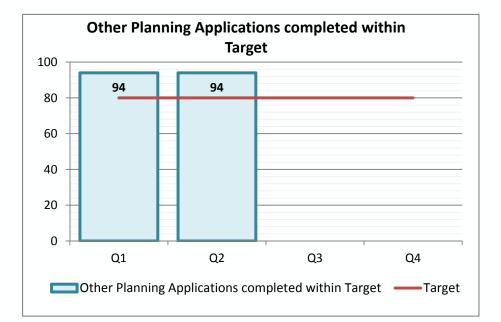


### **Planning Applications: Minor**





### **Planning Applications: Other**



The figures for Q1 had to be revised due to errors being highlighted in the reporting tool.

At the end of Q2, 94% (613 of 649) of major planning applications were completed within target, which is 80% of decisions made within the 8 week statutory period or an extended period of time as agreed by the applicant. The Q1 & Q2 performance is still within the target of 80%.



# **Any questions?**



This page is intentionally left blank



### TOWNS AND COMMUNITIES OVERVIEW & SCRUTINY SUB-COMMITTEE 4 December 2019

Subject Heading:This report outlines the progress made<br/>to date on the Romford Town Centre<br/>Masterplan project; the next steps and<br/>timescales for completion.SLT Lead:Neil Stubbings<br/>Director of Regeneration Programme<br/>DeliveryReport Author and contact details:Mark Hopson<br/>Regeneration Consultant<br/>01708434959,<br/>mark.hopson@havering.gov.uk

**Policy context:** 

Planning policy

SUMMARY

This report provides an introduction to, and summary of work undertaken to date in respect of the Romford Town Centre Masterplan project. The project was commissioned in October 2018 to deliver a comprehensive, design-led development framework for Romford. The objective of the project is to develop a Masterplan that will guide and facilitate Romford's future growth appropriately and sustainably, building on its unique characteristics to deliver a high quality, cohesive and vibrant town centre for Havering.

The intention is to adopt the Masterplan document as formal planning policy so that it becomes a Supplementary Planning Document (SPD). The SPD will form part of a suite of sub-policies under the Boroughs Local Plan (LP) when this is adopted in 2020. The Council's LP has been submitted to the Secretary of State and has been subject to an Examination in Public. It is anticipated that consultation on the planning Inspector's proposed modifications to the Local Plan will take place in early 2020.

### RECOMMENDATIONS

That Members of the Towns and Communities Overview and Scrutiny Sub-Committee note:

- The contents of this report and progress made to date with the Romford Masterplan project
- The findings of the consultation report (Appendix 1)
- The next steps and associated timescales in relation to the adoption of the Masterplan by Cabinet

#### **REPORT DETAIL**

#### 1. Context & background

- 1.1 Romford is the Borough's primary town centre and is identified as a Metropolitan Centre in both the London Plan and the Local Plan. It is a market town, with a Market Charter dating from 1247, and has a strong sense of history and heritage with a unique position as a gateway town between London and Essex.
- 1.2 Much like many other town centres across the country, Romford has faced a number of socio-economic challenges. The changing dynamics of town centres and the decline of the high street is well documented. As such, Romford has not been immune to the impacts of these changes. Some of the key drivers influencing these changes include:

#### Changes in retail and leisure sectors

Shifts in consumer habits and technological innovations have influenced the way people interact with town centres. The rise of online and convenience shopping has resulted in town centres now having a broader role with greater emphasis on culture, leisure and consumer experience. This shift has significant implications for retailer and business occupiers; the preference now being for smaller and more flexible units with stock holding that is closely correlated to demand.

#### Evolving work practices

Changes in working practices have also affected town centres. Technological advances have progressively enabled mobile working which, in turn, has led to shifts in demand for flexible working spaces over traditional office floor spaces. This, coupled with affordability challenges, has resulted in changes to the structure of employment spaces/uses in town centres generally, as well as Romford.

### Changes in population dynamics

The changing dynamics of Romford's population is also a contributing influence. Romford's ageing population coupled with significant growth in young adults (16-29) is leading to wider town centre requirements in relation to the associated consumer interests of these demographic groups.

- 1.3 In October 2018, the Council commenced the Romford Town Centre masterplan project in order to review, refresh and deliver a revitalised new vision and development framework for Romford.
- 1.4 The Council commissioned a high quality professional design team led by Maccreanor Lavington architects to develop an ambitious and forward looking masterplan for Romford. In addition to this, the Council also contracted Avison Young as economic development and property advisors to ensure the masterplan is supported by robust economic analysis and that it is ultimately, deliverable.
- 1.5 In tandem with the Romford Masterplan, the Council in its function as the Local Planning Authority (LPA) has been preparing a new Local Plan (LP) for the Borough. To this extent, it should be noted that the final Masterplan will become a Supplementary Planning Document (SPD) once adopted. Given the LP is the Borough's overarching spatial plan, it takes precedence in the hierarchy of adoption. At present, it is envisaged that the Romford Masterplan SPD will be adopted in summer 2020, soon after the Local Plan.
- 1.6 Once adopted, the role of Masterplan SPD will be to:
  - Provide supplementary guidance to relevant policies in the LP (particularly spatial Policy 1);
  - Support the implementation of relevant policies in the new London Plan (particularly spatial Policies SD1, SD6, SD7 and SD10);
  - Help inform the proposed early review of policies in an adopted LP;
  - Help inform site allocations for inclusion in the early review of the LP and;
  - Sit alongside and complement guidance in other Havering SPDs and the Mayor of London's Supplementary Planning Guidance (SPG).
- 1.7 A key component of Masterplan is the inclusion of 6 development briefs which are included to provide more detailed guidance on strategic development areas in around Romford Town Centre. These strategic areas have been identified by the Council has having the opportunity to support Romford's future growth through the provision of mixed development and associated social infrastructure.

### 2 Masterplan Vision & Objectives

2.1 The main aim of the Masterplan is to provide a vision for Romford which is supported by detailed guidance that enables opportunities to be realised so

that that Romford retains its strategic role within Havering, north east London and Essex.

2.2 The intention is for the Masterplan to set out a vision for the period up to 2041.The emerging draft vision for Romford is:

Romford will be a mixed and vibrant regional Town Centre with a distinct character. It will consist of a refined retail offer complimented by a rejuvenated market, with a focus on local goods and services, maintaining its role as a major leisure destination, with an enlarged employment offer, an early evening food and beverage offer and new residential community.

2.3 The Masterplan vision is supported by 8 objectives. These interrelated objectives are illustrated and explained below.



2.4 The objectives for Romford are supported by strategies to provide guidance on how to turn the objectives in to good growth and deliver the social infrastructure that is needed to support this growth.

#### Character & Townscape

2.5 The Masterplan provides guidance for character areas to inform a townscape strategy that helps to preserve and enhance Romford's heritage, historic places and buildings whilst accommodating emerging characters from new development. Emphasis is placed on improving Romford's unique selling points such as Market Place whilst simultaneously addressing barriers that divide character areas within the town centre, such as the ring road.

#### Space & Landscape

2.6 Good quality space and landscape within Romford Town Centre can support and embellish the built fabric, thereby encouraging more visitors to linger for longer in the Town Centre and allowing residents to enjoy a high quality, liveable place. The Masterplan proposes a wide range of public spaces including high quality streets, pocket parks, squares and roof gardens supported by more access to natural features where possible e.g. River Rom.

#### Movement & Connectivity

2.7 The Masterplan seeks to enhance the quality of access to Romford by making walking and cycling more attractive. This is achieved by creating a balanced network of urban streets, offering a choice of ways to get around and prioritising active travel as well as public transport. Initiatives such as the Liveable Neighbourhoods scheme will support these changes by transforming roundabouts into new street level crossings, freeing up space for more active frontage along the ring road while enhancing the quality of the main north-south & east-west connections through the town centre. The masterplan proposes to rationalise car parking by offering high quality car parking in strategically located, attractive car parking areas that people feel safe to use. A new station entrance on Exchange Street is proposed to improve access to the west of the town centre. Incorporating an interchange with a potential tram line and an improved bus network will help alleviate congestion and activate key sites here.

#### <u>Uses & mix</u>

2.8 The Masterplan proposes to focus a retail core of activity around the Market Place and South Street, with other locations working in harmony to support the central area. Acknowledging the changing nature of retail, the Masterplan seeks to deliver smaller shops and a more varied food and drink offer, all working to support a unique and distinctive Romford. Employment and business space will be focussed around the station, Waterloo Road and Rom Valley Way. The Masterplan encourages growing pockets of cultural activity alongside leisure uses, using anchors to catalyse activity and drive footfall. New residential development brings further opportunities, and the Masterplan uses these to support Town Centre activities for everyone and as a means to deliver new resources and infrastructure.

#### **Sustainability**

2.9 There is an opportunity to ensure Romford's growth is built on a platform of sustainable infrastructure with significant environmental, wellbeing and placemaking benefits. The Masterplan considers and outlines opportunities for Romford through a number of channels such as: the promotion of a greener environment with increased bio-diversity; reducing the risk of future flooding through the incorporation of Sustainable Urban Drainage Systems (SUDS), and improved waste collection and storage facilities. Additionally,

opportunities are also proposed for Romford to transition to a low energy, zero carbon town in the future.

#### <u>Economy</u>

- 2.10 Sustaining and improving Romford's economy is a key consideration for the future of the town centre. The Masterplan suggests approaches to support this such as:
  - Revitalising the market so that it is a distinct destination in its own right, unique to Romford;
  - Diversifying the range of activities in the town centre to support vitality and long term viability of the core retail offer by expanding options to visit the town centre;
  - Promoting Romford as a destination for business by increasing the range, type and quality of work and employment spaces available;
  - Ensuring that Romford is positioned to capture the benefits of the new Crossrail link and managing any potential impacts;
  - Developing Romford's creative, cultural and leisure offer as key attractors for visitors, businesses and residents.

#### Inclusivity, Health & Wellbeing

2.11 Inclusivity, health and wellbeing is wrapped within the key themes collectively, and is a core component that underpins these themes. In particular, with relation to movement, active travel is promoted not only as part of a healthy lifestyle but as part of improvements to air quality. Streets and spaces are also designed to be equitable to all modes of travel and to all people, thus championing inclusivity. The uses proposed and the community-focused components also support this inclusivity, ensuring the town centre is for everyone. For residential components, the masterplan promotes maximising affordability and ensuring a mix of tenures and dwelling types.

#### **Deliverability**

- 2.12 The success of the Masterplan is, to a significant extent, dependable on the deliverability of the proposals contained within it. Work to finalise this strategy in the Masterplan is still ongoing, but key to supporting the delivery will be:
  - Ongoing successful collaborations between the Council and associated delivery partners including but not limited to GLA, TfL, JV partners to support wider regeneration initiatives, development opportunities and economic growth.
  - Utilisation of Council land and assets to assist with site assembly and enable comprehensive development that supports the Masterplan objectives.
  - Inviting wider investment and funding to assist with and bring forward social infrastructure requirements to underpin growth and:
  - Creating appropriate conditions that attract positive and significant external investment opportunities to Romford, in line with the

Masterplan vision to deliver a beneficial step change that facilitates good growth in Romford.

#### 3 Consultation

- 3.1 A foundation of the guiding principles that underpin the emerging masterplan document is the empirical evidence collected through an extensive public consultation and engagement process. This has been led by the Council's appointed specialist engagement agency Make:Good who have consulted a wide range of stakeholders, including:
  - Local people
  - Local organisations
  - Schools
  - Council partners
- 3.2 In addition to this, the masterplan team has also engaged the following partners and stakeholders to inform the development of the masterplan:
  - Land owners
  - Prospective developers
  - Business representatives
  - Council departments.
  - Sub regional & statutory agencies GLA, TfL, Environment Agency
  - Havering's Quality Review Panel (QRP) a professional peer review panel led by independent architects/design professionals to critically review the design principals and emerging proposals.
- 3.2 In relation to consultation with local people, the Council has carried out a wide range of events which has resulted in over 1,200 people being engaged in the process. The feedback has overall been very positive and to the draft proposals set out in the Masterplan. All information has been collated through a programmed sequence of engagement events that have taken place over the course of the year. These include:
  - Public exhibition events
  - Pop-up stalls at strategic locations around the town centre
  - Targeted engagement seminars with stakeholders and key organisations in the Romford
  - 1-2-1 meetings
  - Presentations at local events
- 3.3 The events have also been supported by a detailed communications strategy which has used a number of channels and media formats to circulate information and updates about the project. These include: Facebook, Instagram, local press and a dedicated project webpage: <u>https://www.yourromford.co.uk/</u>
- 3.4 A full report setting out the findings of the consultation for the Masterplan are set out in Appendix 1 of this report.

#### 4 Next steps and timescales

- 4.1 The next steps and associated timescales for completing the project are summarised as follows:
  - Completion of internal Council consultation on draft SPD *November 2019*
  - Review workshops with Leader and Members January 2020
  - Cabinet approval for statutory consultation April 2020
  - Review of feedback/update SPD May 2020
  - Adoption of Romford Masterplan SPD\*- June 2020

\*Note: this assumes successful adoption of the Local Plan

#### 5 Appendices

Appendix 1: Romford Masterplan Draft Consultation Report

#### **IMPLICATIONS AND RISKS**

#### Financial implications and risks:

None

#### Legal implications and risks:

Policy protocol – the draft Romford Masterplan SPD will eventually form a sub-set of policies to the emerging Havering Local Plan. As such, the SPD can only be adopted once the Local Plan has been adopted.

Judicial Review – as with all public authority decisions, there is a risk that the SPD could be challenged for a Judicial Review if adopted.

#### Human Resources implications and risks:

None

#### Equalities implications and risks:

An Equalities Assessment has not been included with this report as the primary purpose of this paper is to summarise progress on the project to date, and next steps.

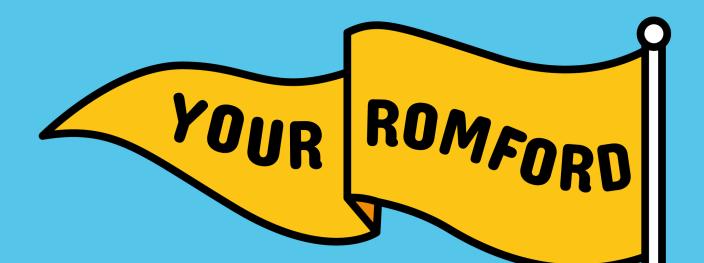
The intention of the Romford Masterplan is to adopt it as a Supplementary Planning Document. As such, the Council will be required to demonstrate and

evidence all equalities considerations as part of this process which will include detailed Equalities Assessments.

#### **BACKGROUND PAPERS**

None

This page is intentionally left blank



# MASTERPLAN ENGAGEMENT REPORT







# CONTENTS

# 1.0

## **Project overview**

**04** Project overview

## 2.0

## Engagement

- **09** Engagement overview
- **11** Engagement timeline
- **13** Project identity
- **14** How we let people know about the project
- **16** What we asked people
- **18** Engagement activities



## 4.0

## Who we heard from

24 Demographics

# Feedback

- **30** Feedback summary
- **36** Exhibition 1 feedback
- 4 Exhibition 2 feedback





## Next steps

**46** Engagement approach

# **1.1** Project Overview

To accompany the development of a new Local Plan (2016-2031) the London Borough of Havering appointed a design team to assist in the preparation of a Masterplan for Romford Town Centre. Central to the project's vision was a focus on strengthening Romford's local character and finding ways for growth and development to meet a variety of local needs.

The Masterplan design team is led by MaccreanorLavington Architects, with make:good appointed to plan and deliver public engagement activities for Key Stage 1-3 of the Masterplan process.

An engagement approach was developed in-line with Havering Council's desire for early involvement, ample local buy-in and participation in the Romford Masterplan, ensuring that:

- The people of Havering feel the future of Romford is something they have a say in
- The potential of the Town Centre and the benefits of a Masterplan are understood
- The vision is developed with the people to the extent they feel a sense of ownership
- The sense of pride for Romford is strengthened and the public are excited by the vision and the future
- The plan is deliverable with a strong, robust plan behind it underpinned by viability and financial assessments
- Commercial opportunity is promoted, investment that benefits local people is encouraged and investors and decision makers are directed about what is wanted in Romford.

# **Project overview**

Page 39



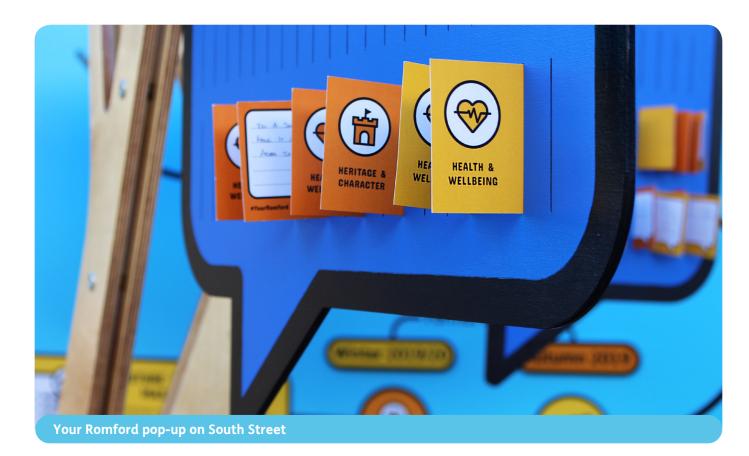
# As such, an approach was developed to prioritise **local insight**, **strong reach** and **meaningful participation**.

This report provides an overview of the formative stage of engagement delivered by make:good and how findings have helped to inform and shape a draft Masterplan for Romford Town Centre. Following this initial phase of engagement, the Local Planning Authority will:

1. Carry out a formal six-week consultation on a draft Masterplan Statutory Planning Document (SPD)

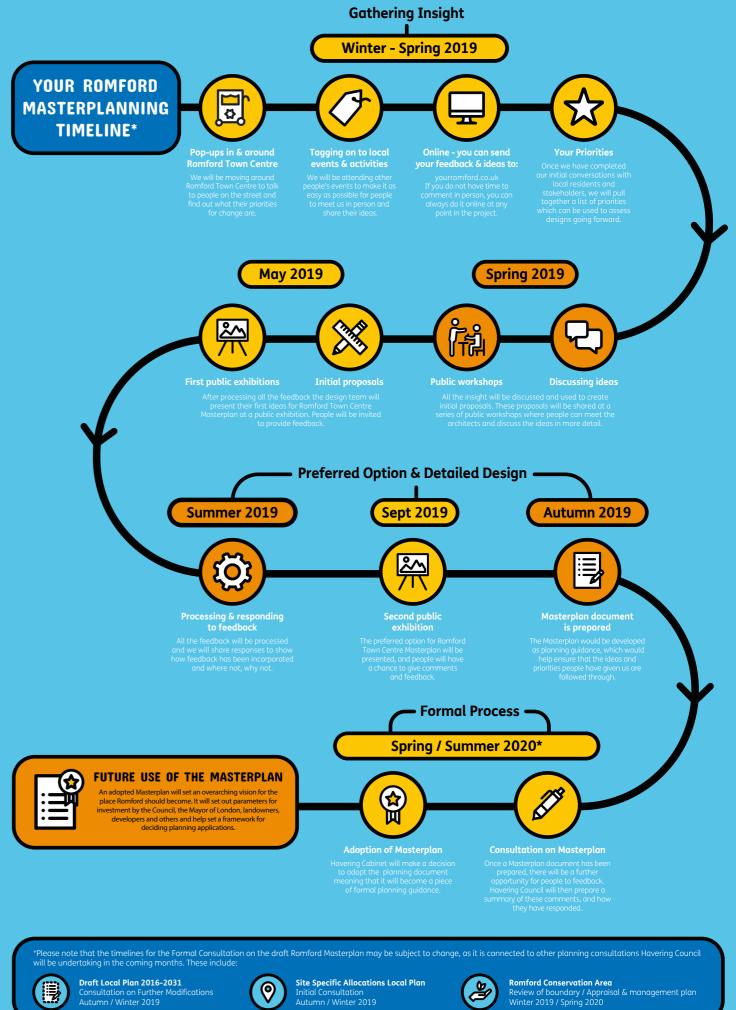
2. Prepare a Consultation Statement in accordance with its Statement of Community Involvement and legislative requirements.







Your Romford pop-up on South Street

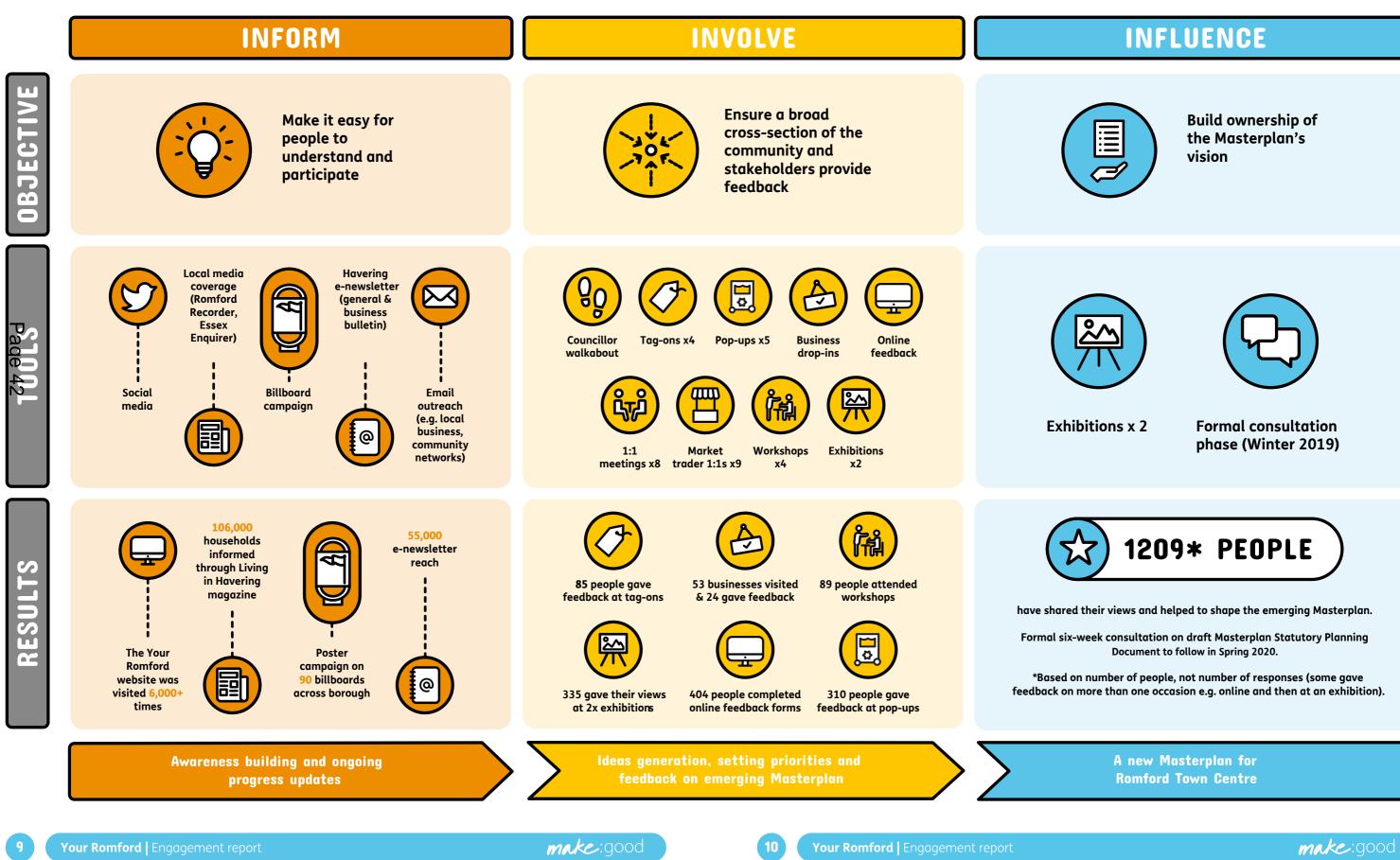


make:good

# Page 41

# Engagement

## **Engagement** overview



## **Engagement timeline**

## DISCOVER

## DEFINE

Our approach aimed to engage and reach a broad and diverse audience, keeping people informed of what's going on and providing a range of opportunities for them to get involved, influence and shape the future of the town centre. A comprehensive combination

## DEVELOP

Identifying stakeholders Agree on priority groups and individuals to proactively approach to involve in the conversation.

Page 43

#### 1:1 meetings

Our first conversations will be a series of 1:1 meetings based on some key themes and questions. These will feed in to the first draft of the Town Centre Priority List.

#### Ongoing communications

We plan to utilise a combination of custom channels and the council's existing channels to keep people informed and involved throughout the process, promoting events widely and sharing feedback and progress after every public event. This might include inserts for existing newsletters, sharing updates via the Council's online platforms and providing more detailed summary reports for the design team.

#### Pop-up engagement

We take a proactive and creative approach to engagement and aim to make it as easy and accessible as possible for people to get involved. On-street pop-ups are an opportunity for us to go to where people are and we have found that using curiosity and referencing local heritage is a great way to reach people who otherwise might not join the conversation.

#### **Tangential activities**

We have found that devising and hosting more tangential activities can be extremely effective; craft workshops, celebratory events, talks & screenings offer fun and interactive ways for people to get involved in the conversation and we will aim to tailor these to the local area.

**MARCH 2019** 

**NOVEMBER 2018** 

**DECEMBER 2018** 







FEBRUARY 2019



**APRIL 2019** 



#### Members walkabout

We will begin with a Members' Walkabout around the Town Centre to gain a better understanding of what works, what doesn't work so well and where the opportunities are.

Walkabouts are an excellent way of seeing things from the ground and identifying real examples which might influence improvements and aspirations for the area.

#### Developing a vision

Feedback from initial conversations will be summarised into a list of key priorities for Romford Town Centre. Structured according to key themes that come up, this Priorities List will act as an important tool and working document throughout the engagement process to ensure that designs reflect the priorities collaboratively identified.

#### Public launch

**KEY STAGE 1:** 

**ANALYSIS & ASSESSMENT** 

This will be our first event to introduce the project to the wider public, sharing our consultation approach and inviting people to get involved/ share feedback. The event would be celebratory in tone and tailored to Romford's identity and character.

#### Meetings and tag-ons

Following the launch we will tag-along to events hosted by local groups, making it as easy as possible for people to meet us in person.

#### Public design workshops

Ahead of public exhibitions we will run focused design workshops that offer people the opportunity to meet the architects and engage with design tools and principles in a more participatory way. We have found that these are a great way for people to test and explore different

scenarios and share feedback.

**KEY STAGE 2:** 

**ANALYSIS OPTIONS &** 

**DRAFT PROPOSALS** 

#### Public exhibition

As the project progresses it's important for us to have milestones where people are invited to see the wider context and the Masterplan developments as a whole.

approaches which respond to identity & character, access & flow, resilience & sustainability. Feedback will be gathered about preferred options in order to identify which scenarios to take forward.

Your Romford | Engagement report



Your Romford | Engagement report

#### of targeted and wider engagement was devised to achieve breadth as well as depth of reach.

This timeline provides an overview of the sequence of activities planned over the project stages:

## DELIVER

#### **Final exhibition**

The final exhibition will share the collaborative vision as a set of agreed, common priorities and a recommended design scenario. We will prepare a Consultation Statement setting out what local residents/businesses and organisations have said and how the document responds.

# **ROMFORD VISION &** RECOMMENDED SCENARIO

## **JUNE 2019 MAY 2019**

A Supplementary Planning Document (SPD) will help guide new development within the Romford Town Centre Masterplan area over the coming years. Once adopted this document will be used in consideration and determination of future planning applications.

In this exhibition, we will share initial design

**KEY STAGE 3: PREFERRED OPTION & DETAILED DESIGN** 





# 2.3**Project identity**

# 2.4

# How we let people know about the project

To make the Masterplan engagement process as accessible and inviting as possible, a campaigns-led approach was taken to developing a distinctive visual identity and messaging around the consultation process.

Your Romford was born - it's simple, clear and encapsulates the participatory aspirations for the Masterplan. By inviting as many people as possible in setting the vision for the Masterplan, we hoped to instil a sense of ownership and investment in the final product. Your Romford also aimed to demystify the planning process among the general public, by providing a clear, accessible overview of how the different components of the Masterplan process link together. We also wanted to assure stakeholders and local people that the consultation process 'had teeth' and that opinions shared would ultimately go towards shaping an important piece of planning policy for the area.

Your Romford had its own visual identity and carefully Considered messaging developed, which was distinct but complementary to Havering Council's corporate brand. **A** communications and creative assets intended for public audiences were developed to reflect this identity.

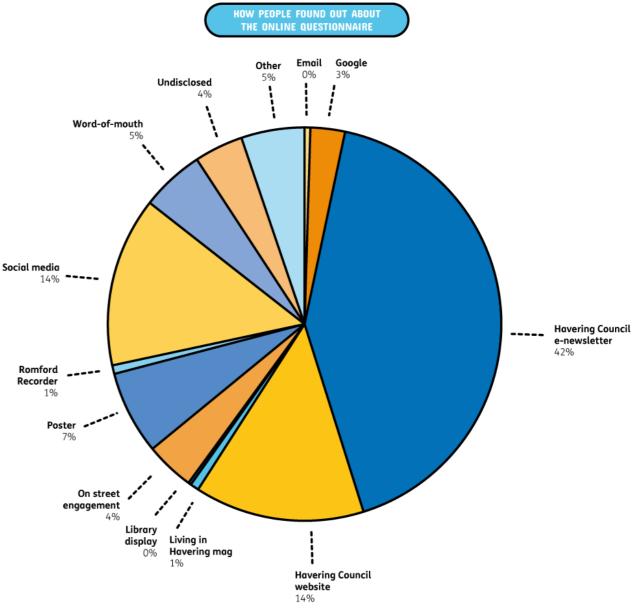






#### Communications approach

The engagement team worked closely with Havering Council's communications team to broadcast Your Romford communications to their existing audiences. While a dedicated website was developed (www.yourromford.co.uk) to provide ongoing updates and host the online questionnaire, traffic to the site was largely facilitated through this close collaboration and coordination with the Council's central channels.



This approach was particularly effective for driving responses to the online questionnaire. 33% of all Your Romford responses came via the online questionnaire, of which the Council's e-newsletter was a particularly effective driver of online traffic. 42% of respondents to the online questionnaire came via the e-newsletter.



Havering Council's wider online and offline channels were used to deliver ongoing updates, encourage people to complete the online feedback form and inform the public of upcoming face-to-face events and activities, such as on-street pop-ups and exhibitions.

#### Offline

- Living in Havering: Havering Council's magazine, delivered to 106k homes in the Borough.
- Havering: Havering Council's dedicated investment and regeneration magazine.
- Billboard campaign (featured on 90 billboards across borough for a two-week period)
- Flyers

#### Online

Page

45

- www.yourromford.co.uk a simple, custom website built to host the online auestionnaire and the latest news and updates
  - 1.347

Between January and August

2019. 1.347 people visited the

www.yourromford.co.uk website

4 90

The Your Romford poste



• Havering Council website

• 55,000 on mailing list for main e-newsletter

Local press e.g. Romford Recorder, Essex Live, Times

The close collaboration and coordination between

the consultant engagement team (make:good) and

of the success of this phase of public engagement.

Havering's Communications team has been a key driver

Council social media channels.

21.000+ followers

Your Romford has been

publicised in the Romford

Recorder and Essex Enquire

have a combined following of

Council's business briefing e-newsletter

 Council's social media channels • Twitter (12,000 followers) Facebook (6,000+ followers)

• Instagram (1,000 followers)

LinkedIn (2,000+ followers)

E-newsletters

107.5 FM

appeared on 90 billboards across the borough

Other





Your Romford was featured in the Living in Havering, which is sent out to 106,000 households across the borough



the Council's Business Briefing e-bulletin and business-focused Havering magazine (reach numbers TBC)



Your Romford has featured in editions of the Living in Havering email bulletin, sent out to 55.000 people.



Your Romford has also been disseminated among a number of Council team's mailing lists e.g. Havering Compact (over 1.000 recipients), schools and early years providers



## What we asked people

#### **Discover (November - January)**

During this phase our engagement was centred on local Councillors, to help set the tone for the conversations we would have with the wider public.

The core questions we based our lines of enquiry around were as follows:

- What works about Romford Town Centre at the moment?
- What isn't working so well and could be improved?
- If growth is coming to Romford (housing, • population, Crossrail, social infrastructure) what does good growth look like?
- Who should the key beneficiaries of growth • be?
- What are the key opportunities for change?
- What are people's main concerns about change?

The information gathered was then used to outline a number of thematic priority areas, which would feed into the next phase.

#### Develop (May - August)

Following the first exhibition in May 2019, we sought feedback on the emerging Masterplan. This was also an opportunity to share the feedback gathered and how it was shaping plans, so the public could tell us whether they felt they accurately captured their priorities.

As well as gathering further feedback at the exhibition, boards were displayed at Romford Library, published online and workshops undertaken to get more in-depth feedback on the proposals. The information collected was then fed back to MaccreanorLavington Architects to feed into their designs.

#### Discover / define (January - April)

We adapted the initial conversation framework for the wider public. This included the development of the feedback form used at pop-ups/online and engagement tools that formed part of subsequent pop-ups, tag-ons and workshops (such as a mapping, the Ideas Tree etc.)

By this stage we had also identified a number of thematic priority areas, which also helped people to understand the breadth of areas the Masterplan would cover and generate ideas. These were:

- Transport and connectivity
- Economy and growth
- Environment and sustainability
- Heritage and character
- Landscape and public spaces
- Culture and leisure
- Health and wellbeing
- Other ideas

These categories formed the basis of our Ideas Tree activity.

#### **Deliver (September**

The second and final public exhibition was held in September 2019 and aimed to show how feedback gathered over the course of public engagement had shaped the draft Masterplan. Core elements of the Masterplan were shared back to the public, painting a more detailed picture of the plans being put forward for the town centre.

Feedback on the plans was collected at the exhibition. The exhibition boards and an online feedback form were also published online. Information gathered will aid final refinements before the formal consultation phase.





SIGN UP LATEST HOME ABOUT CONTACT YOUR ROMFORD HAVE YOUR SAY ON ROMFORD Complete this short online survey to have your say on Your Romford What are your main reasons for visiting Romford? O Work here • Travelling through the are O Live here O Shopping O Eating / Drinking ou O Other social / leisur O Other Please des



Magnetic table map (likes / dislikes / opportunities)





Ideas tree



# 2.6

# **Engagement** activities

Our approach was developed to reach the following stakeholders:

- Local political representatives
- Local businesses
- Community stakeholders e.g.
- Faith and worship

#### **2.6.1** Activity summary

Date	Activity	Respondees*
25 Jan 2019	Pop-up 1, Market	75
12 Feb 2019	Havering Compact tag-on	23
12 Feb 2019	Inter-faith Forum meeting	5
15 Feb 2019	Pop-up 2, South Street	76
3 March 2019	Visit my mosque tag-on	24
8 March 2019	Pop-up 3, South Street	59
13 March 2019	Youth Council workshop	12
16 March 2019	Pop-up 4, Mercury Shopping Centre	64
19 March 2019	Carers' Forum tag-on	33
April 2019	Emails to local businesses	-
4 April 2019	HUBB workshop	29
4 May 2019	Exhibition #1	135
Jan-May 2019	1:1 Meetings	8
7-15 May 2019	Romford Library feedback box	16
10 May 2019	Workshop, St Edward's School	31
21 May 2019	Pop-up 5, Sapphire Ice & Leisure	36
11 June 2019	Cocoon workshop	17
June 2019	Business drop-ins	24
25 Jan - 31 July 2019	Online (Your Romford)	404
March & July 2019	Market trader chats	9
7 Sept 2019	Exhibition #2	129
	TOTAL	1,209*

\*New participants only – not including people who have participated on more than one occasion

- Schools and educations providers

- Community and voluntary
  Culture, leisure and arts
  Local residents and town centre visitors

make:good

#### **November - December 2018**

As part of the project team's more comprehensive conversations with local political representatives, make:good conducted a number of initial engagement activities with Havering Councillors.

#### 2.6.2 Councillor walkabout - Nov 2018



**D**Councillor walkabout

Following a two-hour walkabout and mapping exercise and a comparison of the thematic priorities. These priorities about what works well, what doesn't work as well and the opportunities in the town centre. On the basis of these initial conversations we started to develop a summary map of the thematic priorities. These priorities were later combined with feedback from subsequent engagement events to identify the key priority areas for the Masterplan.

#### 2.6.3 Councillor 1:1s

Following the walkabout, make:good had 1:1 meetings with five Councillors to gather additional baseline information and feedback from political stakeholders.

#### January - September 2019

#### **2.6.4** Pop-ups x 5

Pop-ups were held at busy locations around the town centre to capitalise on passing footfall and capture face-to-face feedback. As the audiences that frequent different parts of the town centre vary (e.g. the Market is more popular among older residents), locations were selected to reach as wide a range of people as possible. Three out of five pop-ups were delivered using an engagement van, which was fitted with customdesigned engagement tools and reflected the overall Your Romford branding. The remaining two pop-ups were conducted using a scaled-back version of the popup, but utilising the core engagement tools.

#### Romford Market

Your Romford was launched with the first public pop-up in Romford Market on 25 January 2019. The engagement team spoke to 90 people on the day, 75 of which completed feedback forms.

#### South Street x 2

Two pop-ups were held on the town's main artery South Street, again using the engagement van. On 15 February the team received feedback from 76 people, while on 8 February the team completed feedback forms with 59 people.

#### Mercury Shopping Centre

A scaled-down version of the pop-up was held at the Mercury Shopping Centre on Saturday 16 March. The team received feedback from 64 people.

#### Sapphire Ice and Leisure Centre

The final pop-up was held outside the Sapphire Ice and Leisure Centre, with the intention of boosting reach among younger audiences. The team received feedback from 36 people.



#### 2.6.5 Tag-ons at community meetings and events

Tagging on to existing community events and meetings is an effective way of informing and involving people who might not otherwise take part in engagement activities – going where people are, rather than expecting



Workshop with Havering Youth Council

#### them to come to us.

Havering Compact – 12 February 2019 We had a slot at the Havering Compact Forum, a regular meeting between Havering charities and community organisations. We received feedback from 23 representatives from local voluntary and statutory organisations.

Havering Inter-Faith Forum – 12 February 2019 We joined this regular meeting of local faith group representatives to tell them about the Masterplan and generate feedback. Feedback was gathered from the five attendees present.

#### Carers' Forum – 19 March 2019

The engagement team had a slot at a Carers' Forum meeting, receiving feedback from 33 people on the day. As carers are often a particularly time-poor group and also support people with more complex needs, we were keen to hear from this group.

#### Havering Islamic Cultural Centre 'Visit my Mosque' Day – 3 March 2019

The engagement team had a stand at the HICC's #VisitMyMosque Day, which is part of a national annual campaign that sees mosques across the UK holding open days to "welcome in their neighbours from all faiths and none". The Your Romford engagement team had a stand at the event, spoke to 53 people on the day and completed feedback forms with 24 people.

#### 2.6.7 Workshops

Workshops provided an opportunity to conduct more detailed conversations and undertake more participatory activities to get people talking about their ideas and ambitions for Romford. We took a more targeted approach to workshops, using them as an opportunity to engage harder-to-reach groups or those who had so far participated in the consultation the least (such as younger age groups).

#### Youth Council - 16 March 2019

We joined a Havering Youth Council meeting and conducted a one-hour workshop with 12 attendees, the majority of whom were under-18. Activities were centred on understanding how they experienced the town centre presently and their aspirations for the future of Romford. *Havering Users Bounce Back - 4 April 2019* 

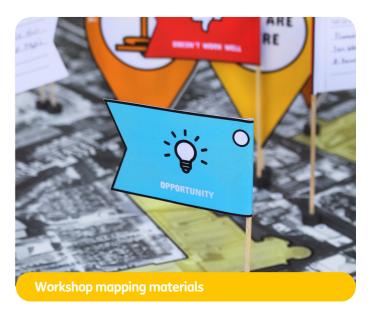
HUBB is a mental health support group for people living in Havering and Barking and Dagenham. We held a onehour workshop with 29 attendees, which also aimed to gain insight of how they experienced the town centre and what they wanted to see for the future.

#### St Edward's Academy – 10 May 2019

We held a one-hour workshop with 31 Year 10s and Year 12 students at St Edward's Academy. As this workshop took place after the first public exhibition, the primary intention was to get students' feedback on emerging Masterplan ideas, using the content shared at the public exhibition as a basis. On the back of this, one of the Year 12 students also joined make:good for a week of work experience during the summer holidays.

#### The Cocoon - 11 June 2019

The Cocoon is a support hub for children in care and care leavers. We held a workshop with 17 people, the majority of which were social workers but also included four young people supported by The Cocoon. As this workshop took place after the first public exhibition, the primary intention was to get people's feedback on emerging Masterplan ideas.



make:good

ABOUT

SIGN UP

#### **2.6.8** Business 1:1s and drop-ins

While Avison Young and MaccreanorLavington led conversations with landowners, developers and largerscale economic stakeholders, make:good focused efforts on engaging local business stakeholders.

Market traders – March/ July 2019 Being a key focal point of the town centre, it was particularly critical that we spoke to market traders. Market traders were informed about the Masterplan process through flyers and in their regular meetings with the Council's Market team. We conducted 1:1s with 9 market traders.

Business drop-ins – June/July 2019 We dropped into 53 shop-fronted, independent businesses around the town centre, receiving 24 written responses from business owners or store managers.

Local business email outreach – April 2019 To ensure we were also speaking to local businesses that were based in the town centre but didn't necessary have shopfronts, emails were sent out to 72 local businesses in the RM1 area and business owners invited to take part in the online questionnaire or request a phonecall with a member of the Engagement team to share their views. estimate that around 6-10 responses to the online every responses may have come from this group, but  $\mathbf{\overline{O}}$  phonecalls were requested.



#### 2.6.9 Exhibitions

Public exhibitions were held at key points of the timeline to show how feedback was helping to shape the draft Masterplan. Elements of the draft Masterplan were shared back to the public and feedback sought, which fed into the architects' refinements. The team from MaccreanorLavvington also attended the exhibitions, providing an opportunity for the public to speak directly to the Masterplanners.

Exhibition boards were also published on **www.** yourromford.co.uk after each exhibition, so people could view them in their own time.

Exhibition 1 – Liberty Shopping Centre, 4 May 2019 The first Your Romford public exhibition was a chance to show summarise of the main priorities people had highlighted over the course of engagement to date and how it was shaping the emerging Masterplan. A total of **135 people** completed written feedback forms at the first Your Romford exhibition.

Romford Library display – 7-15 May 2019 Immediately following Exhibition 1, the library's entrance area was used to display some of the content. A feedback box and forms were also made available. While we can't be sure how many people would've perused through the content, we received 16 completed feedback forms.

Exhibition 2 - Liberty Shopping Centre, 7 Sept 2019 Key components of the draft Masterplan were shared at the second and final public exhibition. A total of **180 people** gave written feedback on the day, **129** of which hadn't previously taken part in any previous consultation activities.

As well as publishing the exhibition boards online, following Exhibition 2 people were also welcomed to complete an exhibition feedback form online.

#### 2.6.10 Online questionnaire Jan-July '19

**390 people** responded to the online survey in total (Jan-July 2019), while 14 responded to the Exhibition 2 online feedback form (9 Sept-. There were 404 online respondents in total.

YOUR ROMFORD				
HAVE YOUR SAY ON ROMFORD				
Complete this short online survey to have your say on Your Romford				
1. What are your main reasons for visiting Romford? (Tick all that apply)				
O Work here				
O Travelling through the area				
O Live here				
Shopping				
O Eating / Drinking out				
O Other social / leisure				
O Other Please describe				
2. What three changes would you do to improve the Town Centre?				
i. Write your thoughts here				
ii. Write your thoughts here				
iii. Write your thoughts here				

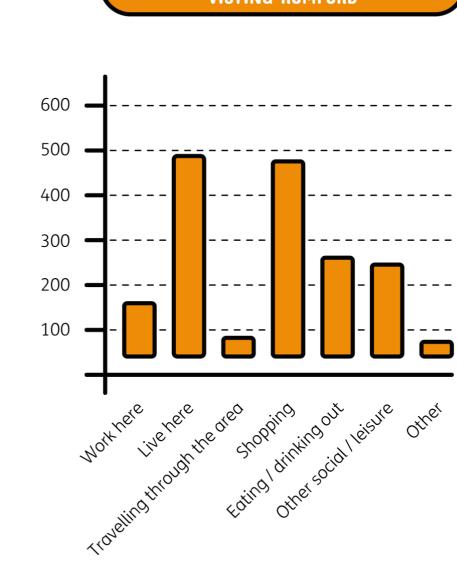
Your Romford | Engagement report



# **3.1** Demographics

To ensure the information we gathered was representative of the local population, we asked all respondents for demographic information to capture their **location**, age, gender, ethnicity, disability and employment status.

In response to the question 'what are your main reasons for visiting Romford?', the most popular reasons



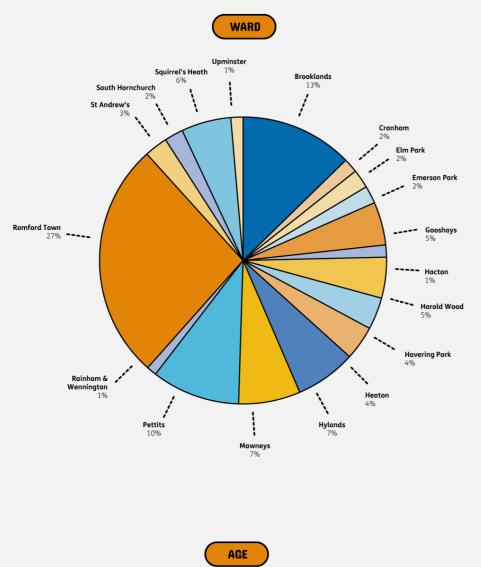
Page 49

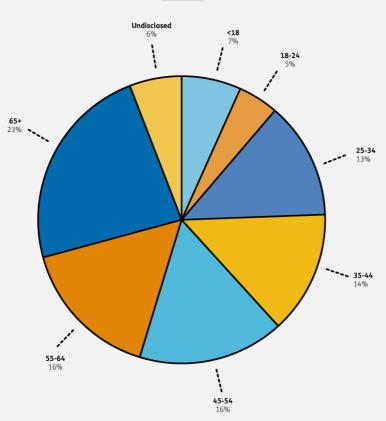
# Who we heard from

stated were 'live here' and 'shopping', which also reflects Romford's popularity as a local shopping destination when compared with the respondent location information (to follow).

## WHAT ARE YOUR MAIN REASONS FOR VISTING ROMFORD



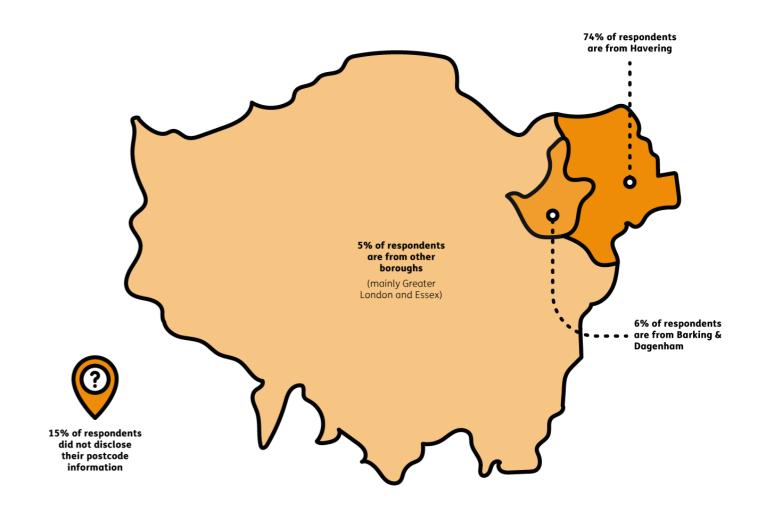




#### Location

Of those who disclosed their postcode information, the majority of respondents were from Havering (74%). 15% of all respondents chose not to disclose postcode information, 6% were from Barking and Dagenham and 5% from a wide range of boroughs both inside and outside London.

Of those who disclosed their postcode and were based in Havering, the highest number of respondents came from the Romford Town ward (27%). Neighbouring wards (Brooklands, Pettits, Hylands and Squirrel's Heath) also show higher response rates.



Page 50

#### Age

Of those who disclosed their age (6% of respondents didn't share this information), here is a summary of how reach figures compare to borough averages:

Age group	Havering av*	Our reach
0-24	30% (11% 15-24)	12%
25-34	14%	14%
35-44	13%	15%
45-64	25%	34%
65+	18%	25%

\* Based on latest population data available for Havering from the ONS 2017 Mid Year Estimates www.haveringdata.net/population-demographics/



#### Gender

Of those who disclosed their gender, there were a higher number of female respondents than male. Borough averages are **48% male**, **52% female**.

#### Ethnicity

Havering is one of the most ethnically homogenous places in London, although it's worth noting that Romford Town is one of the more diverse parts of the borough. 64% of respondents were White British, while 5% were from non-British White backgrounds. 18% were from Black, Asian and Minority Ethnic backgrounds. 13% of people chose not to disclose their ethnic background.

According to Havering's latest Demographic and Diversity Profile, the composition of the Havering population is 83% White British and 17% BME, including Non-British White.

#### Disability or long-term illness

15% of respondents have a disability or long-term illness. This is slightly short of the borough average of 18%, but does not take into account the 9% of respondents who ctose not to disclose this information.

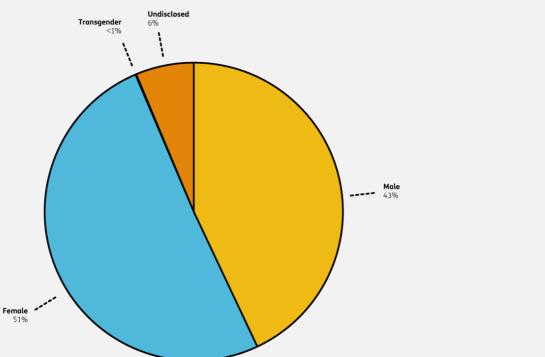


**្រា** E**m**ployment

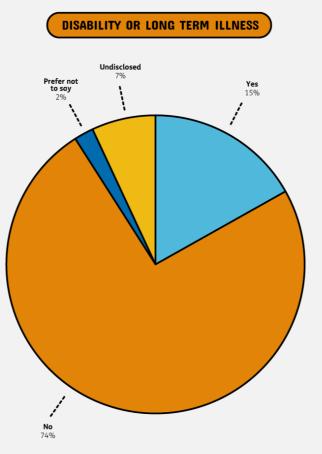
Borough averages, according to the latest available data

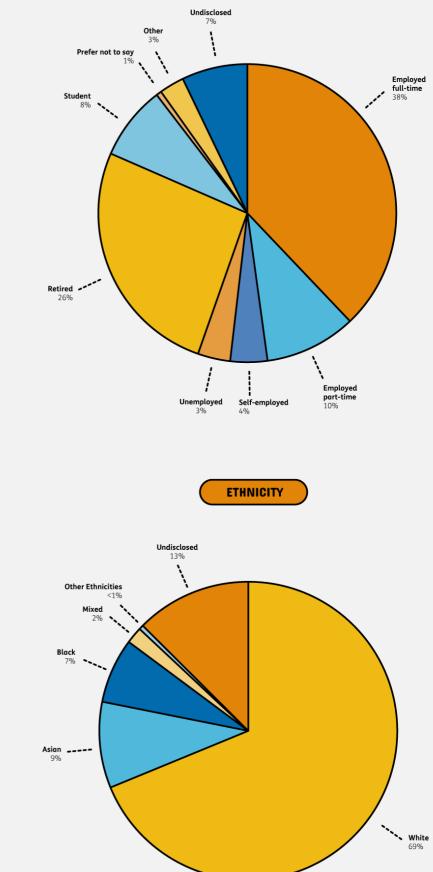
Full-time employee	40%
Part-time employee	14%
Full-time student	3%
Self-employed	11%
Unemployed	5%
Retired	14%

The percentage of retired respondents echoes the slight skew in the age of respondents.



GENDER

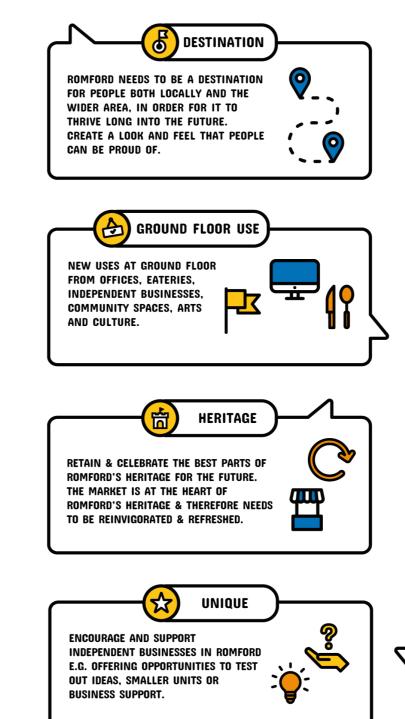






# **4.1** Feedback summary

Over the course of conversations, a very clear picture emerged of the vision that would guide the Masterplan's direction. The overarching priorities can be summarised as follows:



Your Romford | Engagement report



# Feedback



make:good

# 4.1.1 Gathering insight and identifying problems

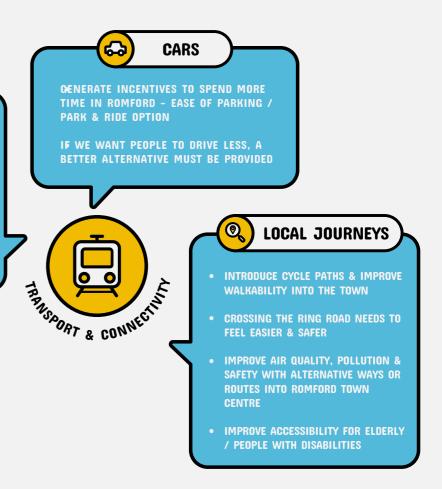
Given the heavily qualitative nature of the data gathered, the information was summarised and categorised around the thematic priority areas identified in the inception stages of engagement.

The following feedback summaries encapsulates the key priorities highlighted at pop-ups, tag-ons, through the online feedback form and other engagement activities undertaken during the Discover and Define stages of the engagement timeline.

- Transport and connectivity
- Economy and growth
- Environment and sustainability
- Heritage and character
- Landscape and public spaces
- Culture and leisure
- Health and wellbeing
- Other ideas

- 🚓 MAJOR ROUTES

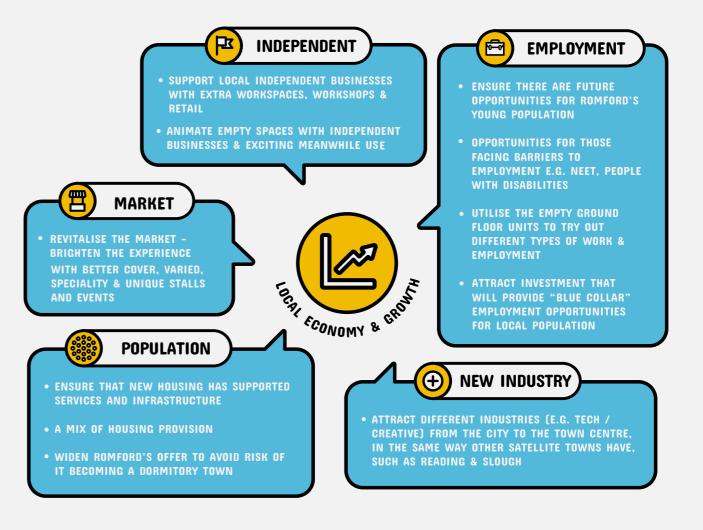
- TRANSPORT LINKS ARE GOOD, AND THERE IS POSITIVITY AROUND NEW TRANSPORT LINKS
- BETTER CONNECT ROMFORD TO THE REST OF HAVERING
- INCREASE FREQUENCY / WIDEN Some of the BUS Routes into Town

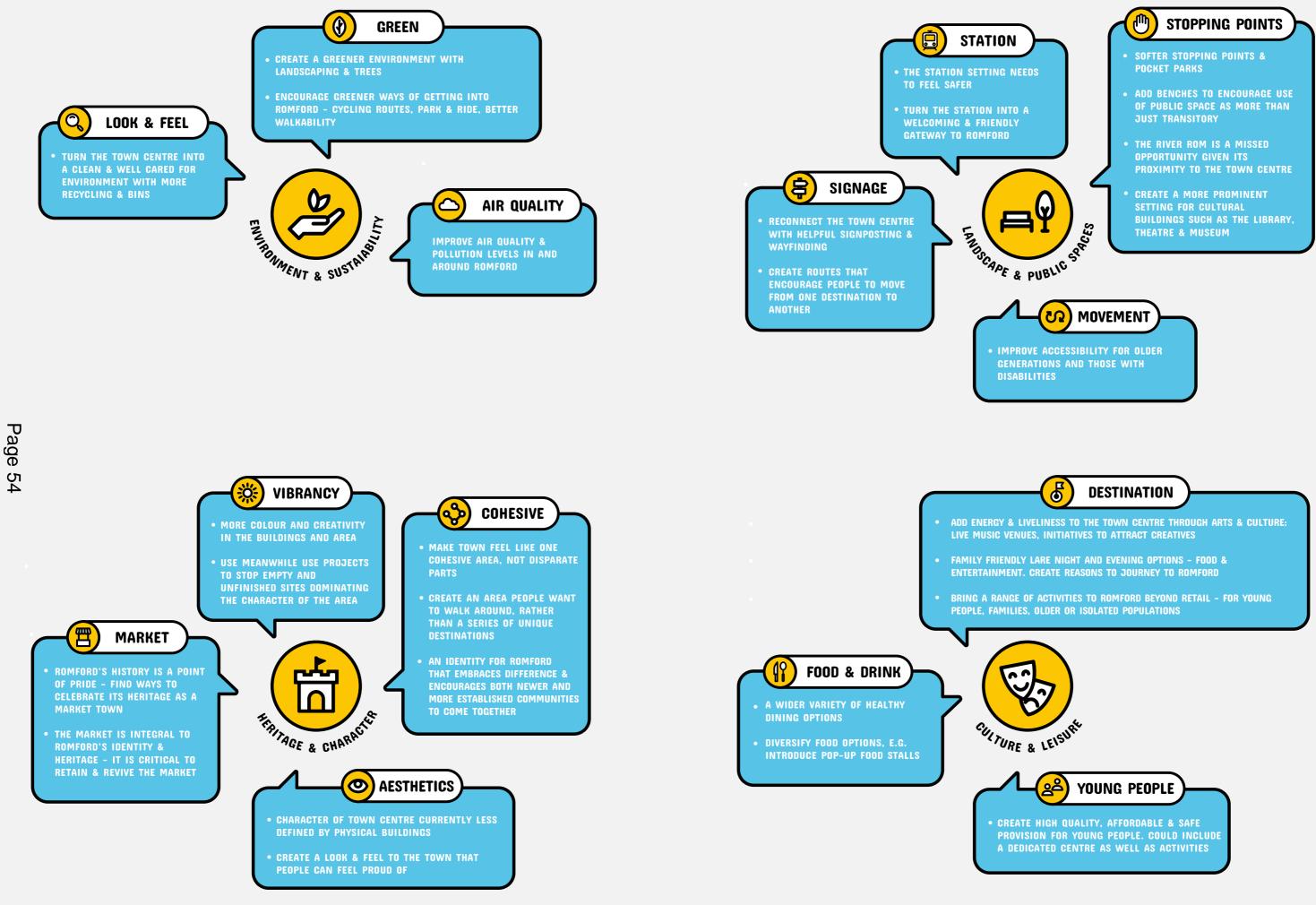


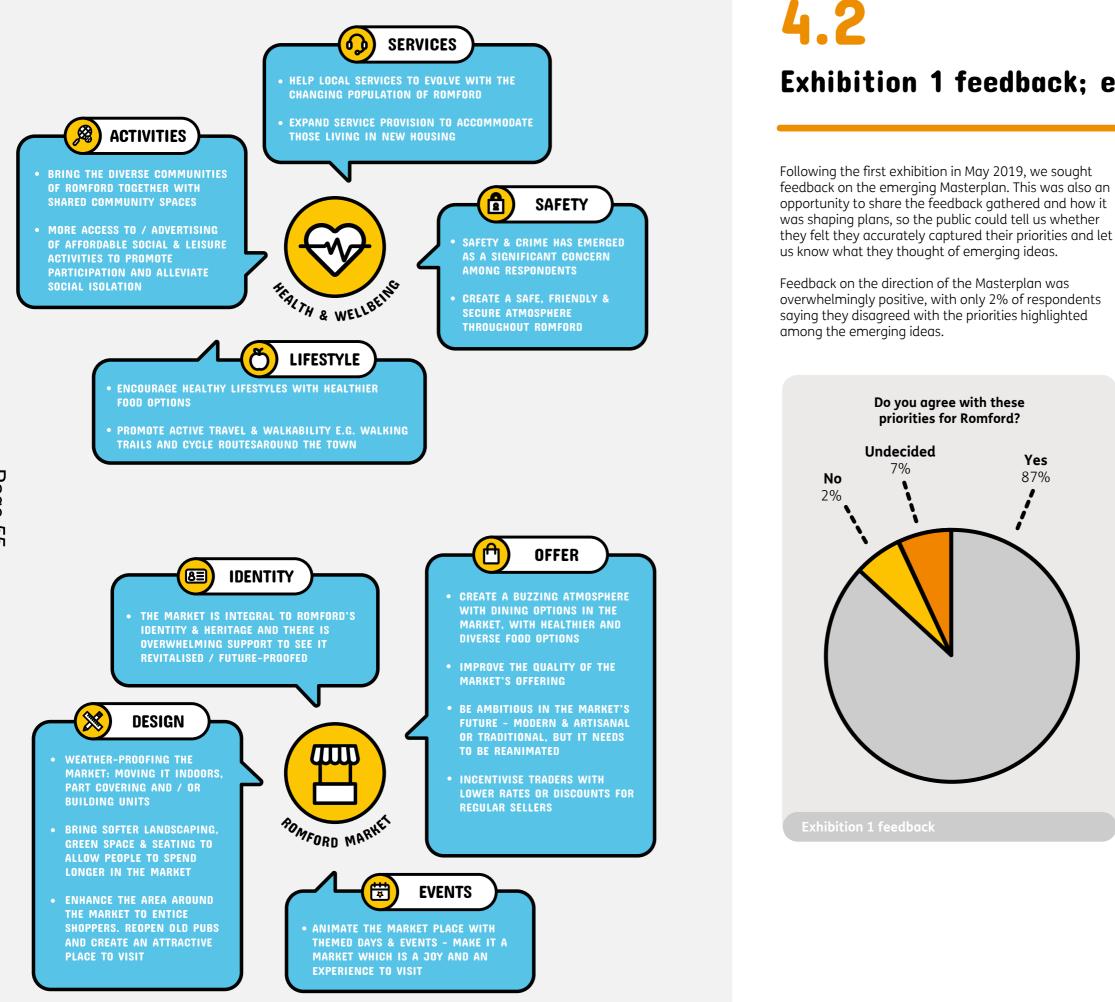


Your Romford exhibition 2









Your Romford | Engagement report

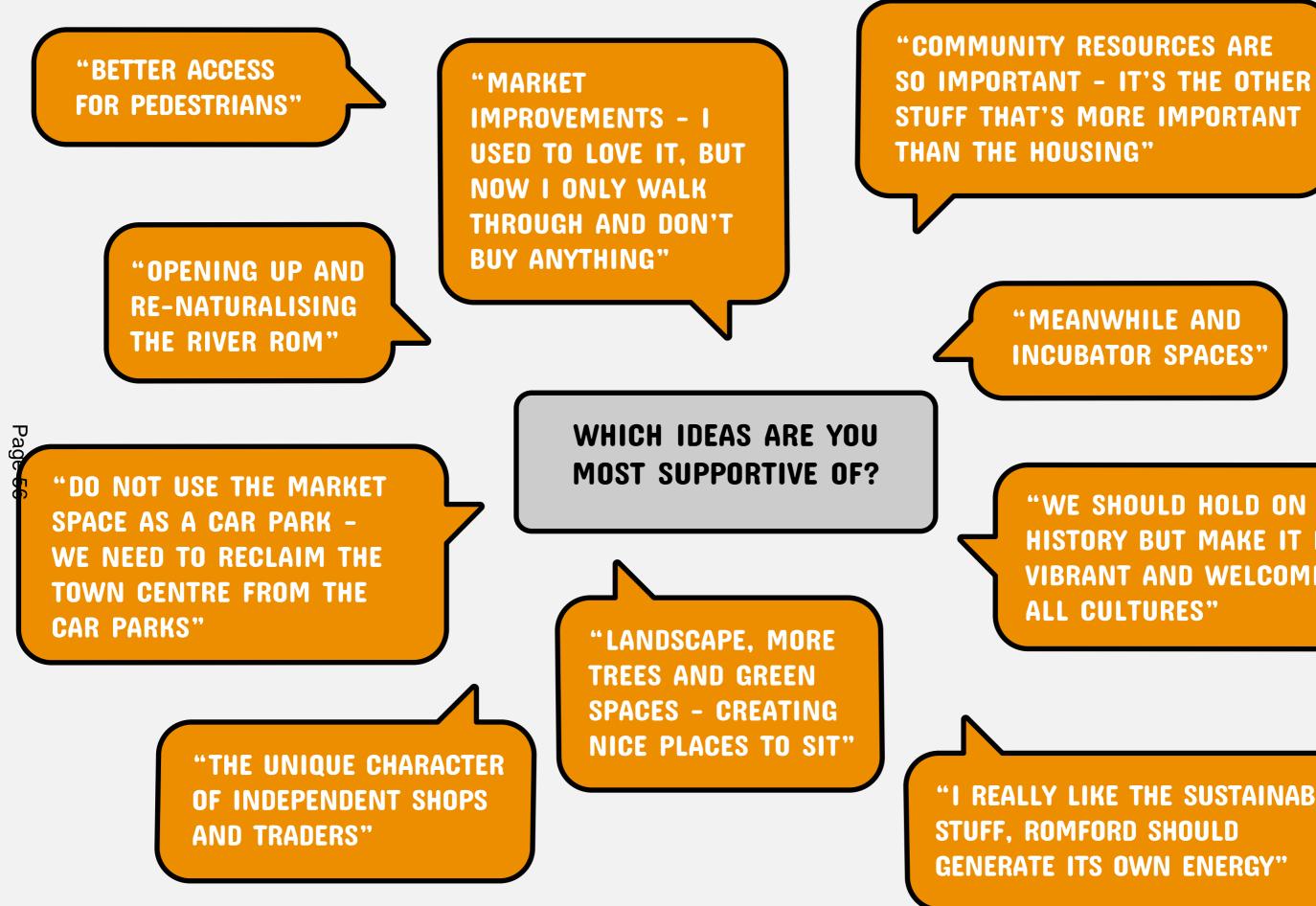
Yes

87%

## Exhibition 1 feedback; emerging ideas



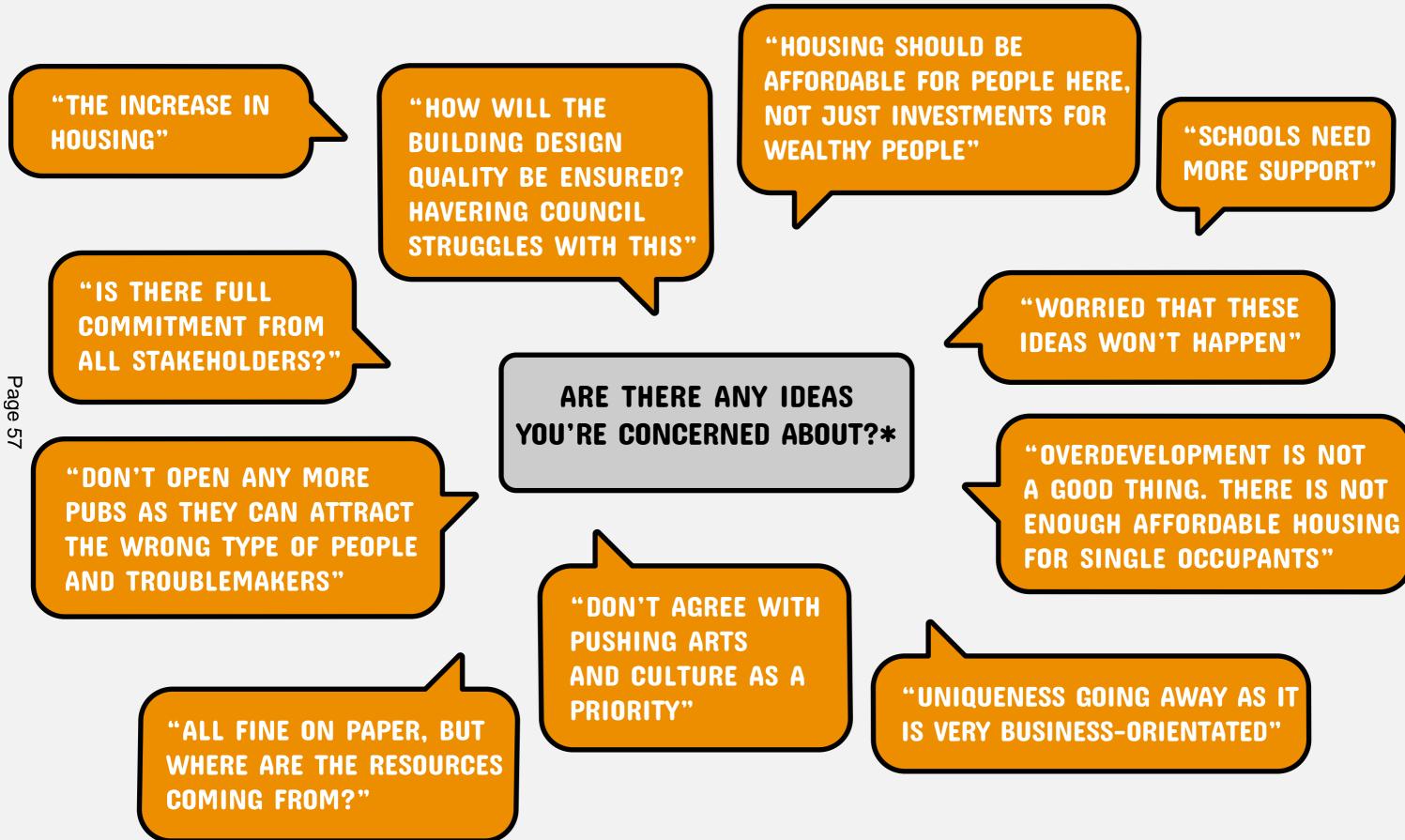




**"MEANWHILE AND INCUBATOR SPACES**"

**"WE SHOULD HOLD ON TO THE HISTORY BUT MAKE IT MORE VIBRANT AND WELCOMING FOR ALL CULTURES**"

**"I REALLY LIKE THE SUSTAINABLE** 



\* Responses were overwhelmingly positive, so these concerns have been taken from a small data set.



# **"YOGA FESTIVALS AND FITNESS**"

# **Exhibition 2 feedback**

#### **Draft Masterplan - preferred** option & detailed design

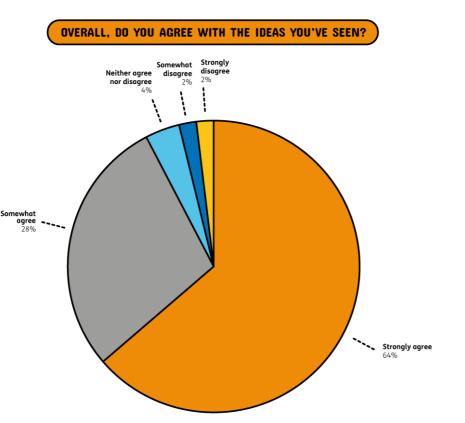
At the second and final public exhibition core components of the draft Masterplan were shared with the public alongside feedback summaries, so we could provideclear evidence that what people said had influenced the outcome.

As was the case following Exhibition 1, feedback was overwhelmingly positive and the support for change strong. People seemed reassured that, on the whole, local priorities were reflected in the plans outlined and that the vision was an inclusive Re. Of those who answered the estion 'Overall, do you agree with the ideas you've seen?' 30% said they either strongly or somewhat agreed.

Respondents were generally very positive towards the plans, but there were some stand-out favourites among them. On the day of the exhibition 51% of people highlighted ideas around the market among their favourites, while 44% of respondents listed the River Rom among their favourite ideas.

Other particularly popular ideas were around public realm improvements and creation of social spaces, increasing and connecting areen spaces and improving the general connectivity of the town centre.

In regards to reservations voiced, the main questions were whether the provision of social infrastructure would be adequate, whether the plans would be delivered and the extent to which safety concerns would be addressed through the interventions. These points were fed back to the project team and will help with final refinements.







"Market - bringing different cultures and food together to make people closer / less fearful"

"Rom! But can we open it as well where it goes

> "Community focus - more things for people to interact with"

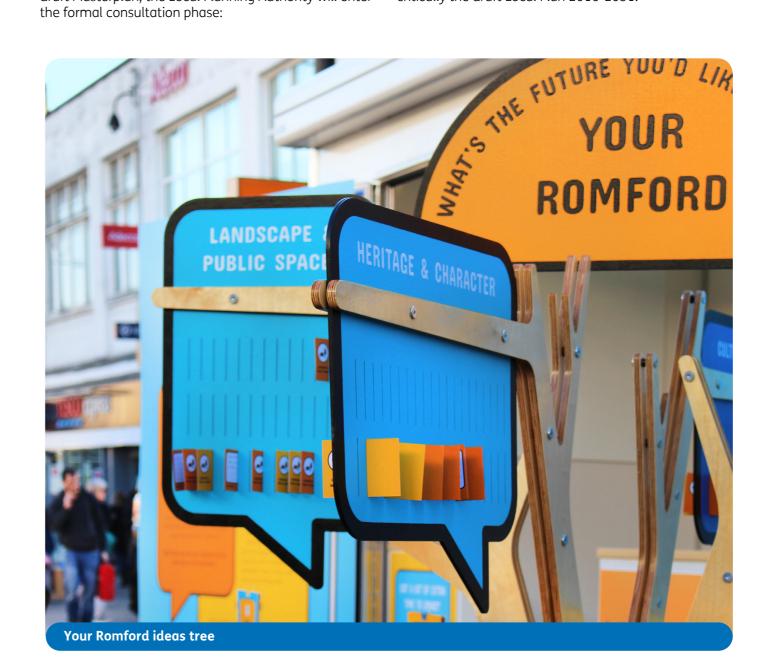
"Safety is a big issue can we strengthen the response to safety?"

> "Need actual actions / funding to make it a reality"

# 5.1 Next steps

By developing a far-reaching and thorough programme of engagement starting early on, maximising the use of the Council's communication channels and establishing a clear feedback loop throughout the process, we have been able to meet the Council's desire for early involvement, ample local buy-in and participation in the Romford Town Centre Masterplan.

Following the initial phase of engagement to develop the draft Masterplan, the Local Planning Authority will enter the formal consultation phase:



# Next steps

Page 60

- 1. Carry out a formal six-week consultation on a draft Masterplan Supplementary Planning Document (SPD)
- 2. Prepare a Consultation Statement in accordance with its Statement of Community Involvement and legislative requirements.

The timing of these activities are subject to other parallel consultations the Council will be undertaking – most critically the draft Local Plan 2016-2031.





make:good





This page is intentionally left blank