

# COMMUNITY ENGAGEMENT STRATEGY



**BUILDING SUSTAINABLE COMMUNITIES  
& CREATING REWARDING OPPORTUNITIES**



# INTRODUCTION

At Telford Homes we are changing the landscape of the Build to Rent sector in the UK.

We're channelling our experience and expertise into delivering exceptional rental developments. We build high-quality homes and sustainable communities, creating highly rewarding opportunities for our partners, stakeholders, residents and employees. Our expertise, sector knowledge and focus on sustainability is the combination that really sets us apart.

Our expert in-house teams of end-to-end development specialists across land acquisition, planning, design, construction and delivery are backed by Trammell Crow Company (TCC), one of the leading developers and investors in commercial real estate in the US. We form long-term partnerships, sourcing locations and opportunities that maximise investment returns and minimise risk. As a fully integrated specialist with an extensive pipeline and a proven track record, our partners choose us time and again.

Our homes are specifically designed to be places our residents can live in, stay in and enjoy for years to come. All of our homes are

built to a high-specification, with excellent amenities, in well-connected locations. We help to enhance communities by revitalising regeneration areas and creating new and exciting experiences.

Sustainability, longevity, passion and value are woven into every aspect of our business –into our practices, materials and processes.

Our focus on sustainable building and living is called Building a Living Legacy. We are continually investing in our people, providing rewarding opportunities to develop and grow.

Community engagement is a broad concept and therefore it is important that we clearly set out our approach through this Community Engagement Strategy (CES).



The strategic aims of this CES is to:

- Understand comprehensively the role the community should have in our developments and how we can enhance social value;
- Outline how we undergo community consultation throughout the project life cycle;
- Combine and integrate a single CES that can be used by all the teams at Telford Homes;
- Identify community impact and how the local community can shape our developments;
- Measure the CES against our Key Performance Indicators (KPIs), Social Return on Investment (SRoI) methodology, Building a Living Legacy (BLL) sustainability strategy and other objectives set for each project.

# COMMUNITY ENGAGEMENT WHO, WHAT AND WHY?

At Telford Homes community engagement starts as soon as we review development opportunities and full strategies are devised immediately following purchase of a site.

It is not considered as a 'tick box' for planning applications and neither is it discarded once a development is complete. At the outset of every project a framework is established 'in a Community Engagement Plan' to understand who it is we are working with and will need to engage with, what is it that we are trying to achieve and the challenges that may be encountered, and why we should collaborate with the community.

We produce a Social Value Dashboard that is circulated quarterly to ensure we are maximising positive community impact:

We track the percentage of Local employment, Apprentices, trainees, local training providers and community outreach opportunities.

This framework is outlined below:

WHO	WHAT	WHY
Development Partners including operators, investors, Housing Associations and institutions	Connection with the local community and their aspirations for the area	To become a trusted organisation known and supported by the local community
Local Planning Authorities and Greater London Authority	Understanding the needs of the local community and/or other key interest groups	Provide transparency through the development cycle and establish opportunities to enhance social value
Local MPs and Ward Councillors	Any significant history relating to a site (with positive or negative connotations)	To demonstrate how development can work alongside community planning and contribute to place making and place keeping
Local residents, Resident Associations and Neighbourhood Forums	Opportunities to help local people and/ or local projects	To galvanise support in relation to our proposed developments by incorporating community ideas
Local Community Interest Groups	Understand if there are amenities that are needed which could be provided on site or funded off-site	Promote quality, add value to an area and offer employment initiatives
Local businesses, schools/colleges and cultural and religious groups	Platform for regular dialogue on our proposed scheme and long-term relationship going forward	Stimulate diversity, equity and inclusivity
Charity organisations and Civic Trusts		Contribute to and fulfil our KPIs and sustainability targets, generate a positive SRoI, and build social capital
Transport for London, Network Rail and other infrastructure bodies		





## COMMUNITY ENGAGEMENT THE BENEFITS

Our CES provides a consistent framework and challenges us to provide the best possible outcomes for local communities.

Our evaluation illustrates the benefits for the existing community, new residents, users and visitors. Some outputs are grander in scale such as new community facilities, where as some are less apparent but just as important, such as providing trainee and apprentice opportunities. It is not possible to achieve this without community engagement and specifically interaction with the existing community.

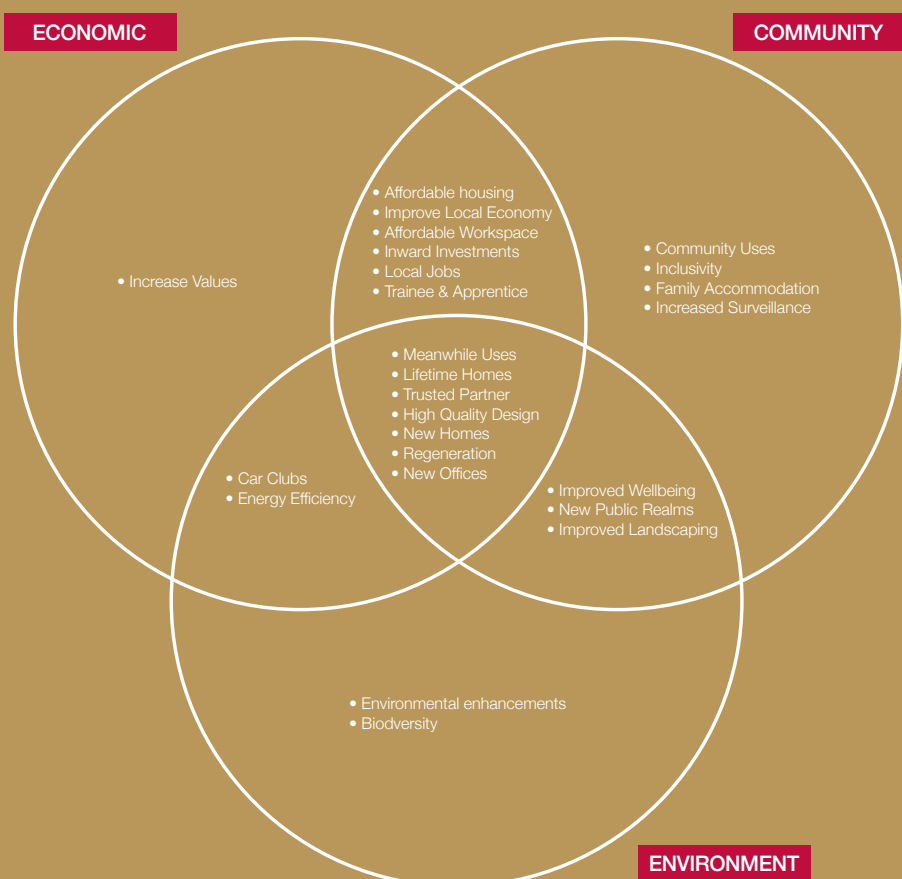
Below is an example of our activities, but is not an exhaustive list. Through listening to and engaging with local communities and stakeholders better outputs can be secured.

Our CES ensures that we enhance social value, which is implemented in parallel to our Social Return on Investment (SROI) Framework which provides a means of quantifying the impacts of each Telford Homes development, providing quantitative and qualitative evidence on how we can achieve our aspirations of 100% positive social value demonstrated within our developments as outlined in our 2030 roadmap.

Our vision is to ensure that our developments actively contribute to, and are at the heart of successful thriving communities. With

a focus on regenerating and developing exclusively brownfield sites that are near to desirable social infrastructure, we have a strong track record in delivering high quality mixed-use schemes with increasingly green-infrastructure led design. Good placemaking and place keeping maximise a local community's assets, provide inspiration, and potential, whilst well planned public spaces can promote people's health, happiness, and wellbeing. We have developed our Build to Rent Design Standards to define the underlying principles, approaches and considerations that should be applied to every project from the outset, with a strong focus on placemaking, social value and sustainable design.

### Economic, Community and Environment

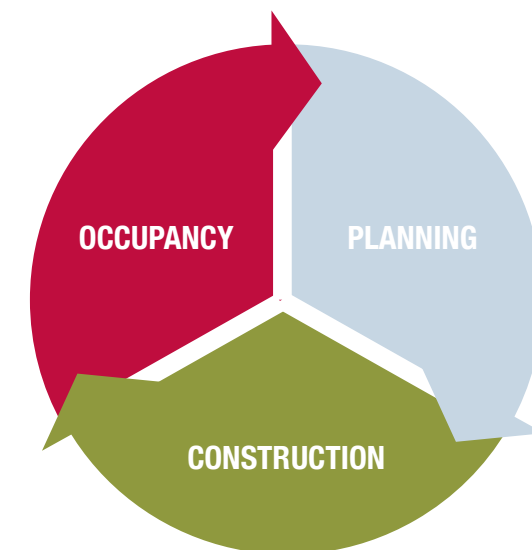


## COMMUNITY ENGAGEMENT HOW?

On the majority of sites that Telford Homes is involved with, community engagement starts at pre-planning, before moving through to construction and post development, customer service.

Through our 'Building a Living Legacy' strategy we strive to create a legacy of high quality sustainable homes and places for people to enjoy living in. This CES is therefore instrumental in ensuring the community is informed and engaged throughout these stages of development. Core areas of our business are in constant dialogue to ensure the community strategy is delivered and evaluated post completion.

The ways in which consultation is adopted is undertaken differently at each stage of development as the context is not the same. The level of involvement from the community and the role they play is described in the planning, construction and post occupancy stages below.



### Planning

At the planning stages the CES is initially 'fact finding' to understand community needs and the political context. Community audits and desktop studies are typically carried out to identify as many key interest groups as possible. This process is undertaken prior to purchase or tender stage to help inform the strategy going forward.

The next stage is to collaborate with these groups and mesh ideas with the key delivery objectives of a scheme. These relate to, but are not limited to, quantum and types of housing, provision for affordable housing and public realm. Community engagement can take many forms, but to cater for all of the community the use of social media and more traditional forms of consultation such as workshops and public exhibitions are normally employed.

Equally, our company DE&I objectives have three core pillars, Company, Community, and Industry. This works hand in hand with our Health & Wellbeing strategy which consists of seven Core Domains: health, work, values, social, personal, lifestyle and financial, each will help provide the foundation to improve our people's wellbeing. We believe our integrated approach is helping to support the Just-Transition.

In undertaking the consultation, it is envisaged that there may well be community needs that Telford Homes could pledge to deliver either on or off site. This could take the form of improved public realm areas, installation of public art or provision of new public amenities such as a community centre, as well as programmes for site tours and volunteering.

In order to implement community contributions a Stakeholder Group is typically set up with relevant groups and individuals to ensure that as the scheme progresses from planning to construction there is continuity going forward with agreed community outputs.





## Construction

Our construction team will have been in constant dialogue with the planning team from an early stage in the development process, but a formal hand over is undertaken to ensure they understand the site and the proposal comprehensively, and fully comprehend the commitments agreed at planning.

The construction programme can last for a significant period with a minimum of three years for most Telford Homes' developments. This often brings with it noise and air quality issues, temporary road closures and general disruption, which is typical of any construction site. Coupled with agreements put in place at planning for community enhancements, it is important to ensure there is a dedicated contact for the community on site to address all these issues. This is a key stage in the CES which realises the commitment made during planning and could involve temporary relocation of residents and/or amenities.

Our Community Engagement Manager will liaise with Construction teams to ensure we implement the project specific Community Engagement Plans. This ensures that day-to-day matters are addressed, but also keeps the community involved and informed about how the project is progressing via personal contact as well as websites, social media and newsletters. In addition, it could involve site visits by the local community, schools and resident groups to learn about construction and the project in particular.

All employees also have access to two days of volunteering which we receive through our parent company volunteering programme. Employees are encouraged to utilise these days for outreach opportunities within the local of our developments.

The community is therefore involved throughout the course of construction and is also invited back to the site on completion and to help open any community led buildings or outputs.



## Occupancy

Following completion of a development, Telford Homes will look to maximise opportunities to connect new residents with the existing community. The CES ensures that there is integration at this stage and that the community becomes self-sustaining. Telford Homes ensures that there is continued outreach that can develop and support the community by hosting events, such as street parties, competitions and fund raising initiatives.

Telford Homes has a Customer Services team who not only help new residents settle into their new home, but assess whether the community outputs were achieved and how the process can be improved on future developments.

We also closely monitor our end user feedback through Homeviews, the UK's only review site dedicated to residential property, providing feedback through verified resident ratings and recommended developer percentages. We are committed to the long-term investment in communities, consequently we are carrying-out a Post Occupancy Legacy Review of schemes completed in the last 5 years. This SROI review will help us understand and share the impacts our schemes with partners, and thereafter in partnership, better shape new communities.



# COMMUNITY ENGAGEMENT OUR PLEDGE

Community engagement undoubtedly shapes the legacy our developments create. From planning through to post completion the community is constantly involved and there is continuity to ensure key commitments are delivered. Our pledge in this CES is to commit to the highest standards of community engagement. Our goal is continuous improvement.

## CES OBJECTIVES

## KPIS / SROL / BLL OBJECTIVES

### AT PLANNING

- Research site and existing community profile via audits at pre-planning stage
- Engage with the community via workshops and events
- Identify Community needs and opportunities
- Optimise planning application with community provisions
- Create Community Steering Group
- Identify and propose art and cultural projects for commissioning
- Ensure effective handover to construction team

- ✓ Research site history
- ✓ Develop stakeholder plan
- ✓ Enable community networks
- ✓ Engage with neighbours
- ✓ Commissioning of public art

### DURING CONSTRUCTION

- Implement Community Engagement Plan
- Continue to liaise with Community Steering Group
- Manage community concerns regarding construction/disruption
- Advertise job opportunities/Apprenticeships to local community
- Organise events on site for local community participation
- Invite local community to opening of development
- Ensure effective handover to post occupancy/customer services
- Extra bullet point - Social Value Dashboard

- ✓ Consider meanwhile uses
- ✓ Considerate Constructors Scheme
  - ✓ Local Jobs
- ✓ Apprentices and Trainees

### POST OCCUPANCY AND CUSTOMER SERVICES

- Maintain Community Steering Group (if required)
- Promote community events on-site for new and existing residents
- Endorse Estates Management Strategy for maintenance
- Provide support to residents and the local community
- Undertake customer satisfaction survey

- ✓ Community ownership
- ✓ Community space
- ✓ Resident Management Board
  - ✓ Shared amenities
- ✓ Management company engagement
  - ✓ Customer satisfaction

### REVIEW

- ✓ Obtain Feedback from the community
  - ✓ CES objectives achieved
- ✓ Assessment against KPIs/SROI/BLL
- ✓ Undertake internal review/assessment
- ✓ Ensure feedback is reviewed on next project



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