

## North Essex Garden Communities Stewardship Workstream

S38(1)

**17 August 2018 – 12.30-14.00**

Attendance:

Braintree DC:	S40(2)	(Chair/Minutes)
Tendring DC:	S40(2)	
Colchester BC:	S40(2)	
Essex CC:	S40(2)	
Amphora:	S40(2)	
NEGC:	S40(2)	
Homes England:	S40(2)	

Apologies: S40(2) (CBC), S40(2) (TDC), S40(2) (UDC), S40(2) (NEGC), S40(2) (ECC)

### NOTES & ACTIONS

No	Item	Owner
1	<p><b>Welcome &amp; Introductions</b></p> <p>S40(2) welcomed everyone and explained that the group had been brought together with a range of specialisms across the NEGC partners to consider how to take stewardship forward as part of the garden communities' proposals.</p>	
2	<p><b>Introduction and Context</b></p> <p>S40(2) noted the importance of developing the ideas for what stewardship could look like in the North Essex context and its critical importance to the consideration by government of a Locally-Led Development Corporation.</p> <p>S40(2) provided the group with an overview of the work that was carried by a previous working group and which had been reported to the Board in September 2017. This report included actions and key next steps, which were agreed by the Board.</p> <p>A question regarding direct community involvement in stewardship was raised and it was confirmed that this should be the aspiration.</p>	

	<p>It was clarified that the previous report and Board papers had not reached a firm conclusion as to whether this should be one stewardship body or three bodies.</p> <p>S4 commented that the previous working group had looked at the pros and cons of various different models for the stewardship body but a charity based model seemed to be the best fit.</p> <p>Local management was also preferred to a larger, more distant body.</p> <p>Questions that were considered by the previous working group but that needed further thought and consideration by this group included the type of facilities that a stewardship body might take on and the detailed financial modelling of particular options and variations. It was confirmed that the Board were open to endowment, estate charges and assets to contribute financially in the long term.</p>	
3	<p><b>Reviewing Key Objectives</b></p> <p>The group discussed the timetable for this workstream and S40(2) confirmed that a Board paper cSummer 2019 would need to be produced providing a recommendation on how stewardship should be reflected in the application for a Locally-Led Delivery Vehicle and prepare broad answers to the key objectives and questions set out in this document.</p> <p>However, it was made clear that this was not the end point and the stewardship conversation would need to continue for the lifetime of this project.</p> <p>The group considered whether the University could potentially become part of this work.</p> <p>Consultation with key stakeholders will be critical; the Places for People and Harlow examples were mentioned.</p> <p>It was agreed that key objective 2 around developing key objectives for legacy and long term stewardship needs further unpacking.</p> <p><b>[3.1]</b> Objective to be discussed at the next meeting.</p> <p>It was agreed by the group that key objective 3 around the establishment and operation of the stewardship moves up to number 2 on the key objective list.</p> <p>Key Objective 8: the group believed this should be opened out to include both internal and external stakeholders and to make sure that there is the necessary involvement with the innovation workstream.</p> <p><b>[3.2]</b> Document to be updated.</p>	<p>S40(2)</p> <p>S4</p>

	<p>The group recognised the need to make sure that the community and Parish Councils are involved in this process, albeit with a recognition that new Parish/Town Councils are likely to be formed at some point for the community.</p> <p>Agreed to add a new objective (number 10) around providing information to feed into the development corporation application.</p> <p>We will be looking at internal resources and maximising expertise as well as, where necessary, bringing in consultants and experts.</p>	
4	<p><b>Prioritising Actions &amp; Next Steps</b></p> <p>Group to see the latest masterplan to draw out the list of likely facilities and infrastructure that would need to be provided. This will help inform the debate as to what possible combination of uses and buildings would form part of the stewardship package. This would also help inform a list of stakeholders, which would need to be invited into the process.</p> <p><b>[4.1]</b> Masterplan to be circulated to the group.</p> <p>The Councils are conscious of how services can be delivered in the garden communities and how they might be delivered more efficiently or through the use of new technologies in the garden communities.</p> <p>It was agreed that the group would be working towards a more strategic overall plan for stewardship rather than any more detailed 'business type' plan which would need to follow much later.</p> <p>It was suggested and agreed that once work is progressed, financially robust modelling of the scheme is undertaken to see if what we assume to be the case, is actually proven by the evidence.</p> <p><b>[4.2]</b> Circulate of the outcomes of the work done to date for all to make themselves familiar with.</p>	<p>S4 0/2</p> <p>S4 0/2</p>
5	<p><b>AOB</b></p> <p>None.</p>	

## North Essex Garden Communities Stewardship Workstream

S38(1)

**17 August 2018 – 12.30-14.00**

Attendance:

Braintree DC: S40(2) (Chair)  
 Tendring DC: S40(2)  
 Colchester BC: S40(2)  
 Essex CC: S40(2)  
 Amphora: S40(2)  
 NEGC: S40(2)  
 Homes England: S40(2)

Apologies: S40(2) (CBC), S40(2) (TDC), S40(2) (UDC), S40(2) (NEGC)

### A G E N D A

1	Welcome & Introductions	S40(2)
2	Introduction & Context: Why is stewardship important?	S40(2) / S40(2)
3	Reviewing Key Objectives – <i>attached</i>	All
4	Prioritising Actions	All
5	Next Steps	S40(2)
6	AOB	All

Future Meetings at S38(1)

20 September 2018, 10am-12pm, S38(1)	10 January 2019, 10am-12pm, S38(1)
18 October 2018, 3pm-5pm, S38(1)	7 February 2019, 2.30-4.30pm, S38(1)
15 November 2018, 10am-12pm, S38(1)	7 March 2019, 10am-12pm, S38(1)
13 December 2018, 3pm-5pm, S38(1)	

**North Essex Garden Communities  
Stewardship Workstream**

S38(1)

**20 September 2018 – 11.30-13.00**

Attendance:

Braintree DC: S40(2) (Chair)  
 Tendring DC: S40(2)  
 Colchester BC: S40(2)  
 Essex CC: S40(2)  
 NEGC: S40(2), S40(2) (Minutes)

Apologies:

S40(2) (CBC), S40(2) (Amphora), S40(2)  
 S40(2) (Homes England), S40(2) (UDC), S40(2)  
 (TDC)

**NOTES & ACTIONS**

No	Item	Owner
1	<b>Welcome &amp; Introductions</b> No actions.	
2	<b>Actions from previous meeting (17 August)</b> <b>[2.1]</b> 4.1 carried over and also needs to include information on other similar sized communities for comparisons. All other actions covered by discussions to be had under the other agenda items.	S40(2)
3	<b>Consideration of Board Recommendations from September 2017</b> Regarding section 5.1 of the previous Board paper, it was agreed that the community aspects definition of stewardship still applies but one element that needs more emphasis is income generation and what role the overarching governance will have. Consider if the group could be involved in setting up / managing the income generating aspects. 5.2 relates to the masterplanning action from the last meeting. This current summary is too broad and other aspects will need to be identified (e.g. faith groups).	

Stewardship could be extended to S43(2)

[3.1] List of assets to be created and circulated for further population before the next meeting.

S4  
n(2) / All

Query raised regarding if the statement “the stewardship body should not be involved in the management of residential property or in shared residential parking areas” still applies.

[3.2] S40 to raise above with S40(2) or S4

S4  
n(2)

It is not possible yet to conclude whether one or 3 stewardship bodies will be required. This question needs to be looked at in the context of the Dev Corp world and the political dimensions of the different hierarchies being proposed.

5.4 overlaps with previous discussion. Further work to understand these implications would be required.

Setting up parish boundary areas would need to be defined early in the process but after formal establishment of the relevant garden community per se.

5.5 Cross over with commercial delivery work – how can S43(2)

Mixture of start-up and ongoing funding. Research if there are any limitations into where parish councils can obtain their funding from.

5.6 The lessons of the previous research were noted.

5.7 This was agreed. It is likely that this will form part of the Dev Corp Mandate.

5.8 Impact of delivery options – strategy is to look at stewardship in the context of Dev Corp. Stewardship model needs to be set up to exist beyond the life of the project vehicles/Dev Corp. Tax implications require further investigation.

[3.3] Research into whether there are examples (in UK and wider) of stewardship models that have gone bust. Need to learn lessons from this. Speak to S4 and S40(2).

S4  
n(2)

S40 mentioned that Bourneville would be interested in sharing their stewardship learning with us.

[3.4] Circulate the 5 principles agreed by the Board in September 2017.

S4  
n(2)

[3.5] Original survey research conducted by S4 to be circulated to the group before the next meeting.

S40(2)

	A further consideration is that there are Neighbourhood Plans that cover 2 of the 3 proposed garden communities.	
4	<p><b>Unpacking Key Objective 3</b></p> <p>This objective is to:</p> <p><i>“Develop key objectives for legacy and long-term stewardship arrangements for the North Essex Garden Communities including their purpose and functions, accountability, and the range of public assets and services they will manage and provide.”</i></p> <p>Discussion that this should be combined with objectives 4 and 6 rather than be a stand-alone objective.</p> <p>Add an additional objective around long-term management of the stewardship body.</p> <p>A further section on specific actions is required.</p> <p><b>[4.1]</b> Review objectives to make sure they are fit for purpose. Update and circulate for next meeting.</p>	S40(2)
5	<p><b>Agree a programme for considering each key objective and Board recommendation</b></p> <p>Focus of the next meeting will be to undertake some brainstorming to come up with a scope/action plan for the group, identifying key leads for work, and then to look at case studies, which will lead to targeted projects and a strategy after Christmas 2018. At this point the group will speak to NEGC about the resourcing required to take these projects forward.</p> <p><b>[5.1]</b> Group will need flipcharts, roll of brown paper and post-it notes for next meeting to assist with brainstorming process. S40(2) (new NEGC Programme Assistant) to take minutes.</p>	S40(2)
6	<p><b>AOB</b></p> <p>None.</p>	

Future Meetings at S38(1):

18 October 2018, 3pm-5pm, S38(1)	10 January 2019, 10am-12pm, S38(1)
15 November 2018, 10am-12pm, S38(1)	7 February 2019, 2.30-4.30pm, S38(1)
13 December 2018, 3pm-5pm, S38(1)	7 March 2019, 10am-12pm, S38(1)

## North Essex Garden Communities Stewardship Workstream

S38(1)

**20 September 2018 – 11.30-13.00**

Attendance:

Braintree DC: S40(2) (Chair)  
 Tendring DC: S40(2), S40(2)  
 Colchester BC: S40(2)  
 Essex CC: S40(2)  
 Uttlesford DC: S40(2)  
 NEGC: S40(2), S40(2) (Minutes)

Apologies: S40(2) (CBC), S40(2) (Amphora), S40(2) (Homes England)

### A G E N D A

1	Welcome & Introductions	S40(2)
2	Actions from previous meeting (17 August) – <i>attached</i>	S40(2)
3	Consideration of Board Recommendations from September 2017 – <i>attached</i>	All
4	Unpacking Key Objective 3 – <i>attached</i>	All
5	Agree a programme for considering each key objective and board recommendation	All
6	AOB	All

Future Meetings at S38(1):

18 October 2018, 3pm-5pm, S38(1)	10 January 2019, 10am-12pm, S38(1)
15 November 2018, 10am-12pm, S38(1)	7 February 2019, 2.30-4.30pm, S38(1)
13 December 2018, 3pm-5pm, S38(1)	7 March 2019, 10am-12pm, S38(1)



## North Essex Garden Communities Stewardship Workstream

S38(1)

**15 November 2018 – 10.00 to 12.00**

Attendance:

Braintree DC: S40(2) (Chair)  
 Tendring DC: S40(2), S40(2)  
 Colchester BC: S40(2), S40(2)  
 NEGC: S40(2), S40(2) (Minutes)  
 Amphora: S40(2)  
 Homes England: S40(2)

Apologies: S40(2) (ECC), S40(2) (NEGC), S40(2) (UDC)

### NOTES & ACTIONS

No	Item	Owner
1	<b>Welcome &amp; Introductions</b>	
2	<p><b>Actions from previous meeting (20 September)</b></p> <p>RE: Action 3.2, S40(2)'s comments were circulated and noted.</p> <p><b>[2.1]</b> S40(2) to circulate detailed questionnaires from previous task and finish work group.</p>	S40(2)
3	<p><b>Review of revised key actions</b></p> <p>Following discussions at the last meeting, the key objectives and tasks have been merged and slimmed down – updated version circulated; these will be reviewed as the work of the group progresses.</p>	
4	<p><b>Workshop session – key themes:</b></p> <p><u>Vision, key purposes and function</u></p> <p>Theme Leads to be S40(2) and S40(2).</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><b>Discussion Points</b></p> <ul style="list-style-type: none"> <li>“New Town” legacy – suspicion of imposed solutions.</li> <li>Need for clear objectives from the outset and not getting involved in local politics, where possible.</li> </ul> </div>	

<ul style="list-style-type: none"> <li>• Need to define what we mean by stewardship.</li> </ul>
<p><b>Questions</b></p> <ul style="list-style-type: none"> <li>• Who is responsible/takes ownership?</li> </ul>
<p><b>Actions</b></p> <p><b>[4.1]</b> The next meeting will concentrate on developing a vision statement and produce a set of bullet points on what the stewardship body will do.</p> <p><b>[4.2]</b> Dev Corp Guidance on stewardship to be shared with the group.</p>

All

S4  
02

Governance and Structure

Theme lead to be S40(2).

<p><b>Discussion Points</b></p> <ul style="list-style-type: none"> <li>• Links with Oversight Authority arrangements – the next meeting for this is scheduled for 29 November to develop thinking.</li> <li>• Role of the community – short and long term.</li> <li>• Immunity from political changes.</li> <li>• Genuine local accountability and transparency.</li> <li>• Overcoming cross-border aspects of the communities.</li> <li>• Future proofing and flexibility.</li> <li>• The way this is set up will have a significant impact on the outcomes.</li> </ul>
<p><b>Questions</b></p> <ul style="list-style-type: none"> <li>• Are we looking at one or three stewardship bodies?</li> <li>• What would the mechanism be? Parish or Town Councils etc or something completely different and in addition to the preferred stewardship body?</li> <li>• How many people does it need to employ and what skills will be required? – may need to outsource to get the right input.</li> <li>• Who sits on the Board? What other bodies would need to be involved?</li> </ul>
<p><b>Actions</b></p> <p><b>[4.3]</b> Link today’s discussions into Oversight Authority discussions and feedback at the next meeting.</p>

S40 S40  
(2) (2)

Assets and Financing

Theme leads to be S4(2), S40(2) and S40(2).

<p><b>Discussion Points</b></p> <ul style="list-style-type: none"> <li>• Not necessarily physical assets – e.g. Facebook page.</li> </ul>
---

- Tax raising body
- Financial sustainability
- The Oversight Body will determine what the Asset strategy will be.
- Managed globally (e.g. pension funds).
- Energy company / generation and storing on a local grid.
- Scale of opportunity – commercial vs community and everything in between.
- Endowment vs ongoing vs spread (or mix) – minimising long term exposure to councils.
- Cost of running a quality place.
- Protecting assets against commercial conditions.
- Avoid duplicating what is already provided / done to maximise efficiencies and price negotiation.
- Phased delivery and funding package – cash flow.
- Assets and rental income.

#### Questions

- What protection of the assets is required?
- National initiatives around shared services – what is the impetus for this model?
- Hybrid approach – efficiencies?
- Who would own the land the assets are on? Freehold or leasehold?
- What is the asset strategy?
- Are the bodies self-sustaining?
- What are the running costs of this type of undertaking?

#### Actions

**[4.4]** Discussion points and questions to be raised with Statutory Finance Group.

S40(2) / S40(2)

#### Public and Stakeholder engagement

Theme leads to be S40(2) and S40(2) in liaison with S40(2).

#### Discussion Points

- Understanding implications of decisions.
- People need to understand what they are getting for their money.
- Bring in other organisations (housing associations, charities etc) that have experience in running assets like this / doing things differently to learn from / bounce ideas off.
- Managing expectations – keep discussion general regarding operations.
- Community safety – links with masterplanning.

## North Essex Garden Communities Stewardship Workstream

S38(1)

**15 November 2018 – 10.00 am to 12.00 pm**

Attendance:

Braintree DC: S40(2) (Chair)  
 Essex CC: S40(2)  
 Tendring DC: S40(2), S40(2)  
 Colchester BC: S40(2), S40(2)  
 NEGC: S40(2), S40(2) (Minutes)  
 Uttlesford DC: S40(2)  
 Amphora: S40(2)  
 Homes England: S40(2)

Apologies: S40(2) (NEGC)

### A G E N D A

No	Item Description	Lead	Time
1	Welcome & Introductions	S40(2)	10.00
2	Actions from previous meeting (20 September) – <i>attached</i>	S40(2)	10.05
3	Review of revised key actions	S40(2)	10.10
4	Workshop session to be focussed around the following key themes - <ul style="list-style-type: none"> <li>• Vision, key purposes and function</li> <li>• Governance and Structure</li> <li>• Assets and Financing</li> <li>• Public and Stakeholder engagement</li> </ul>	All	10.20
5	Next steps	S40(2)	11.45
6	AOB	All	11.55

Future Meetings at S38(1):

18 October 2018, 3pm-5pm, S38(1)	17 January 2019, 10 am -12pm, S38(1)
15 November 2018, 10am-12pm, S38(1)	7 February 2019, 2.30-4.30pm, S38(1)
13 December 2018, 3pm-5pm, S38(1)	14 March 2019, 10am-12pm, S38(1)

## North Essex Garden Communities Stewardship Workstream

S38(1)

**13 December 2018 – 13.30 am to 15.30 pm**

Attendance:

Braintree DC: S40(2) [redacted] (Chair)  
 Tendring DC: S40(2) [redacted]  
 Colchester BC: S40(2) [redacted], S40(2) [redacted]  
 ECC: S40(2) [redacted]  
 NEGC: S40(2) [redacted], S40(2) [redacted], Paula Martin (Minutes)  
 Uttlesford DC: S40(2) [redacted]  
 Amphora: S40(2) [redacted]  
 Homes England: S40(2) [redacted]

Apologies: S40(2) [redacted] (UDC), S40(2) [redacted] (TDC)

### NOTES & ACTIONS

No	Item	Owner
1	<p><b>Welcome &amp; Introductions</b></p> <p><b>the group all introduced themselves</b></p> <p>S40(2) [redacted] from ECC introduced himself in the meeting. S40(2) [redacted] is covering for S40(2) [redacted].</p>	
2	<p><b>Actions from previous meeting (15 November)</b></p> <p><b>[2.1]</b> – S4 [redacted] to circulate detailed questionnaires from previous Task and Finish work group. Will discuss this in the next meeting. S4 [redacted] to go through the structure perspective.</p> <p><b>[2.2]</b> - group to advise if anything missing from the discussion notes.</p>	<p>S4 [redacted] / S4 [redacted]</p> <p>All</p>
3	<p><b>Oversight Body meeting feedback</b></p> <p>There was a meeting a few weeks ago which was steered by S4 [redacted]'s work at Dentons. Need to discuss what Dev Corp Oversight Authority would look like. Have a better understanding regarding the Oversight Authority itself as the MO's need to do more work.</p>	

	<p>Raised the prospect of a different Stewardship body.</p> <p>S4 will present a paper to the Steering Group in the next meeting.  <b>Action [3.1]</b> - S40 to ask S4 if the paper will be shown before this goes to the Steering Group.</p> <p>S4 advised there may be a potential for the overseeing body to monitor what's going on. If it is going to work well, will need to look at this regularly. What is the role for the oversight body? To be discussed at the next Steering Group meeting.</p> <p><b>Action [3.2]</b> – Discuss at the Steering Group meeting on 3 January the timescale of how to take oversight forward.</p> <p>Draft mandate to go through the Councils.</p> <p>Need a clear route map of how the decisions will be made. Would be working with existing communities.</p> <p>S40 will continue to pass on updates to the group.</p> <p><b>Action [3.3]</b> - Feedback from the Steering Group to be a standing agenda item in this meeting. S40 to add to the agenda for each meeting.</p>	<p>S40</p> <p>Steering Group</p> <p>All</p> <p>S40</p>
4	<p><b>Dev Corp Stewardship Guidance</b></p> <p>No further update as it was discussed in the above.</p>	
5	<p><b>Developing the Vision for Stewardship of the NEGCs</b></p> <p>The wording in the email from S4 was discussed. <b>Action [5.1]</b> to add in the wording that there will be an initial business plan. Add in the 'developed and established as part of the Dev Corp Business Plan for approval of' and ' residents and other stakeholders' to be put in the wording.</p> <p>Legal format wording - add in ' as appropriate assets'</p> <p>Community development line – add in new word 'representation'.</p> <p>Final 2 lines – regarding funding is worded ok. This will be tweaked and sent out to the group.</p> <p>S4 advised in Sequence 1, some concepts would be tested and in sequence 2 test different options.</p> <p>S4 has raised it would be good to set up a proxy group - this will be at the appropriate time in sequence one.</p> <p>S4 suggested contact could be made with people who have recently moved into new developments. Find out their views and concerns.</p> <p>Great Notley was built as a garden community which would be a good example to look at.</p> <p>S4 mentioned the Cabinet Office diagram - need to add in a strap line - maintain an enhancement. Think about the values to be</p>	<p>S4</p>

	<p>added in - how to implement the vision.</p> <p><b>Action [5.2]</b> – S4 to circulate the principles to the group. These will be looked at in the next meeting.</p> <p>Place making should be across the range.</p> <p><b>Action [5.3]</b> - Circulate the revised working.</p>	<p>S4 S4</p>
6	<p><b>Board Paper (17 January)</b></p> <p>1st introduction to the Stewardship Group, put early vision in the Board paper. The Board need to know the work that is under way and the broad direction of travel for the group. <b>Action [6.1]</b> - S4 to work with S4 to prepare the paper for Board. S4 and S4 to prepare draft for next Friday, looking at 2 - 3 pages.</p>	<p>S4 / S4</p>
7	<p><b>2019 Work Plan</b></p> <p>Additional item discussed - Working group - additional plan</p> <p>Community and Engagement – S4 would like pick up again the piece of work on the third party advocate.</p> <p>Engagement - what is the purpose of this and who does this need to be done with?</p> <p>June/July -will be the time to engage. S40(2) to help with the engagement with the evidence base.</p> <p><b>Action [7.1]</b> - S4 will talk to Uttlesford to see what their plan is for the 2 other Garden Communities.</p> <p>The other side of engagement is stakeholder. There is a crossover with education, faith, health and early years/nursery.</p> <p><b>Action [7.2]</b> – work to be done with S40(2) regarding the Stakeholder engagement and communication.</p> <p>The Woodlands Trust - could be an important stakeholder to make contact with. <b>Action [7.3]</b> - S4 to forward details of CPRE contact to S4</p> <p>Look at ECC as a service provider for social care</p> <p>Essex Wildlife trust could be spoken to.</p> <p>S40(2) – Andrews’ Airfield - is an interesting asset to be considered.</p> <p><b>Action [7.4]</b> - it was recommended the group needed to consider the 3 Garden Communities in order to identify what existing assets there are and to start to identify what will need to be managed.</p> <p>Essex Partners Group – these are the people from the University, health groups, faith groups. They have an Essex assembly in March and workshops to take place. This might be the chance to use Stewardship as a theme.</p> <p>2019 work plan for the 1st 3 - 4 months for stakeholder chats, find</p>	<p>S4</p> <p>S4 S4 S4</p> <p>S4</p> <p>All</p>

	<p>out the correct partners, names.</p> <p>Up to July – is was queried what the group are going to present over the summer, consultation and engagement?</p> <p><b>Assets and financing</b></p> <p><b>Action [7.5]</b> - S4 / S4 to look at assets for the next meeting.</p> <p><b>Action [7.6]</b> – S4 to talk to S regarding assets/ financing.</p> <p>The next Stewardship meeting will look at assets.</p> <p>Put together work package for next year.</p> <p><b>Action [7.7]</b> - S40 to look at timescales.</p> <p>Vision statement – capture details of places that have done something similar. Draft copy of this as part of the Board paper so this can be checked by the Board.</p> <p><b>Action [7.8]</b> - S4 and S4 to work on 12 points and draft paper for the key vision to be ready for the next meeting.</p> <p>Managing existing and new communities - useful to link in with Sallyanne - to see what has been done. Based on the outskirts of Ashford.</p> <p>Look to see what lessons can be learnt from, Bourneville Trust could be looked at for this.</p> <p>Chat with Harlow to see what they are doing. S40(2) is a contact at Harlow. <b>Action [7.9]</b> - S4 to arrange for S4 to meet with S40(2).</p>	<p>S4 / S4 S4 / S4</p> <p>S40</p> <p>S4 / S4</p> <p>S4 / S4</p>
8	<p><b>AOB</b></p> <ul style="list-style-type: none"> <li><b>Learning from Ebbsfleet visit</b></li> </ul> <p><b>Action [8.1]</b> - S4 to find out the costs for Ebbsfleet for Stewardship.</p> <p>Regenerate neighbouring areas and consider funded upfront infrastructure</p> <p><b>Action [8.2]</b> – S4 advised S40(2) may be able to attend a meeting to give a presentation on Ebbsfleet. S4 to ask S40(2) what has gone well/ not gone so well in Ebbsfleet.</p>	<p>S4</p> <p>S4</p>

Future Meetings at S38(1) :

17 January 2019, 10.00-12.00, S38(1)	14 March 2019, 10.00-12.00, S38(1)
7 February 2019, 14.30-16.30, S38(1)	



## North Essex Garden Communities Stewardship Workstream

S38(1)

**13 December 2018 – 13.30 am to 15.30 pm**

Attendance:

Braintree DC: S40(2) (Chair)  
 Tendring DC: S40(2), S40(2)  
 Colchester BC: S40(2), S40(2)  
 ECC: S40(2)  
 NEGC: S40(2), S40(2), S40(2) (Minutes)  
 Uttlesford DC: S40(2)  
 Amphora: S40(2)  
 Homes England: S40(2)

Apologies:

### A G E N D A

No	Item Description	Lead	Time
1	Welcome & Introductions	S40(2)	13.30
2	Actions from previous meeting (15 November) – <i>attached</i>	S40(2)	13.35
3	Oversight Body meeting feedback		13.45
4	Dev Corp Stewardship Guidance		
5	Developing the Vision for Stewardship of the NEGCs		
6	Board Paper (17 January)		
7	2019 Work Plan		
8	AOB - Learning from Ebbsfleet visit	All	

Future Meetings at S38(1)

13 December 2018, 3pm-5pm, S38(1)	7 February 2019, 2.30-4.30pm, S38(1)
17 January 2019, 10 am -12pm, S38(1)	14 March 2019, 10am-12pm, S38(1)

## North Essex Garden Communities Stewardship Workstream

S38(1)

**17 January 2019 – 10.00 am to 12.00 pm**

Attendance:

Braintree DC: S40(2) (Chair)  
 Tendring DC: S40(2), S40(2)  
 Colchester BC: S40(2), S40(2)  
 ECC: S40(2)  
 NEGC: S40(2), S40(2), S40(2) (Minutes)  
 Uttlesford DC: S40(2)  
 Amphora: S40(2)  
 Homes England: S40(2)

Apologies: S40(2) (ECC)

### NOTES & ACTIONS

No	Item	Owner
1	<b>Welcome &amp; Introductions.</b>	
2	<p><b>Actions from previous meeting (13 December)</b></p> <p><b>Action [6.1]</b> - action for next meeting - discuss Board meeting taking place today at 2 pm.</p> <p><b>Action [7.1]</b> – S40(2) will talk to Uttlesford to see what their plan is for the other 2 Garden Communities.</p> <p><b>Action [7.2]</b> – work to be done with S40(2) regarding the Stakeholder engagement and communication. S40(2) / S40(2) will book in a meeting with S40(2) to discuss engagement, find out about youth groups.</p> <p><b>Action [7.7]</b> – S40(2) to look at timescales; to be re-looked at as initial S40(2) is incorrect.</p> <p><b>Action [8.1]</b> – S40(2) / S43(2) for Stewardship. S40(2) has a meeting booked in with S40(2) next week. S40(2) will circulate the details.</p> <p><b>Action [8.2]</b> – S40(2) advised S40(2) may be able to attend</p>	<p>All</p> <p>S40(2)</p> <p>S40(2) / S40(2) / S40(2)</p> <p>S40(2)</p> <p>S40(2)</p>



	meeting.	
4	<p><b>Assets &amp; Financing</b></p> <ul style="list-style-type: none"> <li>- <b>Case Study Themes</b></li> <li>- <b>Existing on site assets</b></li> </ul> <p>Case study themes – the document was segmented into 3 areas; suspect there will have to be specific objectives.</p> <p>Community assets will have to be locked down – return needs to be viable and longer term. Provide more thought for what might be relevant across the communities. Commercial areas – for example a garden centre could then become a factory.</p> <p>Event management – could be relevant to look at for these large scale areas.</p> <p>Add to commercial asset – should a reservoir/flood defences be considered.</p> <p>There is work to do on assets that Garden Communities will want to have control over. Is this for community purposes or asset feeding into the stewardship? May need to have more assets, can look at Highway.</p> <p><b>Action [4.1]</b> S4 or S40 to circulate the list of assets.</p> <p>Health – expand to include social care as well.</p> <p><b>Action [4.2]</b> – S4 to add in discussed additional asset details into the Asset &amp; Income opportunities document.</p> <p><b>Existing on site assets</b></p> <p>S4 has carried out some research on community value. The group looked at a map of the garden communities. On all sites there is substantial pockets of ancient woodland.</p> <p><b>Properties existing on site assets</b></p> <p>There are provisions in for purchasing buildings.</p> <p>For master planning, may want to keep some buildings to maintain the history of them</p> <p>Look at setting of the farmhouse in the future. Later on this year need to have an interactive session with the master planners. Think around place making, some buildings may be convertible. The airfield in WoB – will need to be looked at. This could be a potential business opportunity.</p> <p>Natural assets – to be looked at – can be a good community asset.</p>	<p>S4 S40</p> <p>S4</p>

	<p>Boxted Wood and its potential constraints to be understood more.</p> <p>Brick pits to be looked into</p> <p>There is a lot of water on all sites - lakes and rivers which may need managing. It was asked if there are any former land fill sites. Minerals under the ground to be looked at as an asset. Could these be extracted from under the ground and used?</p> <p>Archaeological sites may be found on site.</p> <p><b>Action [4.3]</b> – S4 to go back and look at the Aecom sheets.</p> <p>Find out about utilities, Bryte will have this information.</p>	S4
5	<p><b>Key Principles</b></p> <p>Last session looked at the vision – need underlying principle for the vision.</p> <p>Draft key principles has referred to the guidance from MHLC - have specific outcomes</p> <p>S4 has drafted 4 principles as noted below:</p> <ul style="list-style-type: none"> <li>• Stewardship and future legacy arrangements of the North Essex Garden Communities assets will be planned from the outset.</li> <li>• There will be active and accessible participation and meaningful engagement with existing and new communities in respect of the development and implementation of the NEGC stewardship strategy.</li> <li>• High quality and sustainable place making will be a central feature of the strategic masterplanning for the garden communities and accord with the ten NEGC Charter Principles.</li> <li>• Efficient asset and tax management of the NEGC will be explored and applied along with a full analysis of appropriate governance/accountability structure/s, cross-subsidy funding options and commercial income opportunities.</li> </ul> <p>S4 commented on the strategy – the communication needs to have an active role in what entities are established.</p> <p>Vision – part of Board papers that have gone out today. Chairman has advised the vision is quite processed driven. Suggested to add in some details which S4 read out.</p>	

	<p>The group agreed to add in something more inspirational on the top of the vision document. <b>Action [5.1]</b> – S4 to action.</p> <p>It was questioned how to describe a Garden Community internationally. Add in the local people and maintaining beautiful surroundings. Use a more traditional matrix. Our vision needs to be more local inclusive. What works for the areas that are being worked in?</p> <p>If discussed at Board today – the group will look at more ambitious wording for the vision. S4 is attending Board today and can give some words that are mentioned above.</p> <p><b>Action [5.2]</b> - S4 to look at what's in the business plan – have this ready for the next business plan.</p> <p><b>Action [5.3]</b> - S4 to send the principles to the group to discuss at the next meeting.</p>	<p>S4</p> <p>S4</p> <p>S4</p> <p>S4</p>
6	<p><b>Oversight Authority progress</b></p> <p>The Oversight Authority was discussed in the C&amp;D meeting. Have a workshop in the future to discuss opportunities.</p> <p>Discuss how the Oversight Authority will work with Stewardship. Need to start to draw out this. At some point will connect Oversight with Stewardship.</p>	
7	<p><b>Feedback from the Steering Group</b></p> <p>No comments on the paper from the Board.</p>	
8	<p><b>Items for next meeting</b></p> <p>Vision and key principles</p> <p>Circulate the asset list.</p> <p>List of things to talk to S40(2) from Ebbsfleet about.</p> <p>Feedback from S40(2) – S4/S4 may be able to talk to S40 next week.</p> <p>Think about other people to invite to the meeting or go out to meet them. Discuss list of who to invite as guests.</p> <p>Refresh the tasks and timelines.</p> <p>Discuss about having a workshop session with the Master Planners – looking at the summer to have this.</p>	
9	<p><b>AOB</b></p> <p><b>Action [9.1]</b> - S4 to mention at Board today the group could use</p>	<p>S4</p>

	'shared sense of ownership and identity' for the vision.	
--	--	--

**Future Meetings at S38(1) [REDACTED]:**

7 February 2019, 14.30-16.30, S38(1) [REDACTED]	14 March 2019, 10.00-12.00, S38(1) [REDACTED]	
---	---	--

## North Essex Garden Communities Stewardship Workstream

S38(1)

**17 January 2019 – 10.00 am to 12.00 pm**

Attendance:

Braintree DC: S40(2) (Chair)  
 Tendring DC: S40(2), S40(2)  
 Colchester BC: S40(2), S40(2)  
 ECC: S40(2)  
 NEGC: S40(2), S40(2), S40(2) (Minutes)  
 Uttlesford DC: S40(2)  
 Amphora: S40(2)  
 Homes England: S40(2)

Apologies: S40(2) (ECC)

### A G E N D A

No	Item Description	Lead	Time
1	Welcome & Introductions	S40(2)	10.00
2	Actions from previous meeting (13 December) – <i>attached</i>	S40(2)	10.05
3	Review of Questionnaire Responses	S40(2)	10.15
4	Assets & Financing <ul style="list-style-type: none"> <li>- Case Study Themes</li> <li>- Existing on site assets</li> </ul>	S40(2) S40(2) /All	10:40 11.00
5	Key Principles	S40(2) S40(2), S40(2) S40(2)	11:15
6	Oversight Authority progress	S40(2)	11.30
7	Feedback from the Steering Group	S40(2)	11.45
8	Items for next meeting	All	11.50
9	AOB	All	11.55



Future Meetings at S38(1) [REDACTED]:

7 February 2019, 2.30 pm –4.30 pm, S38(1) [REDACTED]

14 March 2019, 10am-12pm, S38(1) [REDACTED]

## North Essex Garden Communities Stewardship Workstream

S38(1)

**7 February 2019 – 14.30 to 16.30**

Attendance:

Braintree DC: S40(2) [redacted] (Chair)  
 Tendring DC: S40(2) [redacted]  
 Colchester BC: S40(2) [redacted], S40(2) [redacted]  
 ECC: S40(2) [redacted]  
 NEGC: S40(2) [redacted], S40(2) [redacted] (Minutes)

Apologies:

S40(2) [redacted] (ECC), S40(2) [redacted] (NEGC), S40(2) [redacted]  
 (Amphora), S40(2) [redacted] (Homes England), S40(2) [redacted]  
 (TDC), S40(2) [redacted] (UDC)

### NOTES & ACTIONS

No	Item	Owner
1	<b>Welcome &amp; Introductions.</b>	
2	<p><b>Actions from previous meeting (17 January)</b></p> <p>New action – S4 [redacted] will speak to Uttlesford to see who can join the meeting as Adrian is not able to attend</p> <p><b>7.1</b> – S4 [redacted] to talk to Uttlesford to see what their plan is for the other 2 Garden Communities</p> <p><b>7.7</b> – S4 [redacted] to look at timescales.</p> <p>New action - S4 [redacted] would like to talk to Chilmington Green people.</p> <p><b>3.2</b> - Action to be clarified – S4 [redacted] to S43(2) [redacted]</p> <p><b>3.5</b> – Best practice guide – English Partnerships, S4 [redacted] to circulate to the group. Check if everyone has received this</p>	<p>S4 [redacted]</p> <p>S4 [redacted]</p> <p>S4 [redacted]</p> <p>S4 [redacted]</p> <p>S4 [redacted]</p> <p>S4 [redacted]</p>
3	<p><b>Feedback from Board meeting (17 January)</b></p> <p>The Board are very support of Stewardship.</p> <p>The feedback on vision is that the Board wanted a strong vision to be more visionary, showing that the sight gets better as it changes.</p>	

	<p>Would like to see a revised vision at the Board meeting in July.</p> <p>The ToR was approved but the group need to look into the comms strategy to incorporate the work that the group are doing.</p> <p>The Board are happy with the way the group is set out.</p>	
4	<p><b>Key Principles</b></p> <p>S4 has circulated the Key Principles document.</p> <p>There are a lot of nice words in lots of different documents – e.g. the Local Plan, the Business Plan and the Charter. Do not want to rewrite and have another set of principles.</p> <p>The Charter principles are a lot to do with what the group are doing. It was suggested to have a couple of lines about the Garden Communities will have outstanding .....</p> <p>Vision needs to be short and snappy. Put in role of the management. What should the Garden Communities look like when they are established?</p> <p>The group agreed there needs to be something at the top of the wording about the community – promote well-being.</p> <p>S40 mentioned the Oversight arrangements from the Legal &amp; Finance meeting this morning– Stewardship needs to have an agreement with the authorities.</p> <p>The vision is the same for every strand of work, add in detail but do not add in new strands. Enhance the natural assets that are already there.</p> <p>It was suggested there does not need to be more than 2 sides of A4.</p> <p>S40's words – Key Community Development – use this wording in the stewardship agenda.</p> <p>Time to work on the vision, will need papers for the end of June to work in the vision. The group have a meeting on 3<sup>rd</sup> June to finalise this.</p> <p><b>Action [4.1]</b> - S4 to send wording to group to look at. S4 has looked at Chelmsford plans.</p> <p>Comms may be able to help, look at vision written and get comms to read it.</p> <p>If the group go back to Board in July with a draft vision, this will not have been tested with the community. Need to let Board know the group will be testing the document with the community.</p>	S4

	<p><b>Action [4.2]</b> - Group to advise of any ideas they have for the vision.</p>	All
5	<p><b>Feedback from consultation sub group</b></p> <p>S4/S4 - vision to have a number of things going on. Looking to have a marquee event which Stewardship can have a stall at. Ask commuters at stations. The Engagement group will be like a focus group, look at the engagement strategy for each garden community.</p> <p>Keen to look at engagements with young people – University of Birmingham, S4 has a meeting with the University in April.</p> <p>There is a Youth group based at County Hall. <b>Action [5.1]</b> – S4 to find out the details.</p> <p>Could ask apprentices in the Council to become involved as community champions to get the message out there.</p> <p>Need to keep involved in what S40(2) is doing with comms. Need to engage with the Stewardship group.</p> <p>Potential assets to be ranked.</p> <p>Find any willing areas that have an active group that may be willing to answer questions S4 mentioned a good example is the development on Cox's Hill in Manningtree. They have a Facebook page about the community. Social media will be powerful going forward. Could have a Facebook page for Stewardship.</p> <p>Economic and Engagement group – it was agreed at the last meeting that they will meet monthly but flip it each time to see what will be discussed. Opportunity to use this group for stewardship. S4 can be the main connection into the E&amp;E meetings. May invite S4 (comms) to future meetings.</p>	S4
6	<p><b>Ebbsfleet visit questions</b></p> <p>S4 has a meeting with S40(2) and S40(2) from Ebbsfleet on Friday 8<sup>th</sup> Feb – focusing on Stewardship.</p> <p>S4 has potential questions from the visit yesterday. This is an opportunity to understand where they are at and understand the process they have been through.</p> <p>S4 has various questions to ask Ebbsfleet. S4 and S4 will be at the meeting with S4 tomorrow. They can get a general overview of</p>	

	<p>what Ebbsfleet are doing.</p> <p>The group would like to know how Ebbsfleet are persuading developers. How to work with existing communities.</p> <p>Interested in how Ebbsfleet are operating. Know the Dev Corp has a big budget, how incorporated, how it works, how to run some of the stuff?</p> <p>Mark deals with Stewardship at Ebbsfleet, could get together other people that are looking at stewardship.</p> <p>Ask Ebbsfleet about their relationship with Ashford, how this works with the Stewardship body.</p> <p>What has worked best, what has not worked so well.</p> <p><b>Action [6.1]</b> – S4 will circulate the findings from the meeting with Ebbsfleet with the group. S4 to circulate the questions she has.</p>	S4
7	<p><b>Update on existing assets work</b></p> <p>Andersfield Airfield café is an asset of community value.</p> <p><b>Action [7.1]</b> - S4 to talk to S4 about mapping.</p> <p>NEGC are looking into having access to the ordnance survey.</p> <p><b>Action [7.2]</b> - S4 will bring back details in the next meeting.</p> <p>Boxted Wood – S4 met the landowner. It has concrete roads and buildings in it. At some point may need to get the MOD involved.</p> <p>CPOs – S4 advised S4 that the CPO would not include existing buildings.</p> <p>Heritage/landscape work been sent to S4 from S40 <b>Action [7.3]</b> - The group are to look at the work and send anything else relevant to S40</p>	S4 S4 All
8	<p><b>Oversight Authority update</b></p> <p>As mentioned previously Stewardship needs to have an agreement with the authorities.</p> <p>S40(2) will be the Lead Director for the Oversight Authority.</p> <p>The workshop for Oversight has been booked in for 7 March.</p> <p>Voting to be clarified in the meeting.</p>	
9	<p><b>Items/visitors for future meetings and programme of meetings</b></p> <p>The next meeting is booked in for 14 March.</p> <p>2/3 people in the group may go out to talk to different people – this will be done outside of the meetings already booked in.</p>	

	<p>Suggested for someone to talk to S40(2) at Letchworth. Bourneville to be contacted.</p> <p>Make contact with S40(2) from the Land Trust, see what they can offer. Get them to explain what they do, what they have to offer.</p> <p><b>Action [9.1]</b> – S4 to contact S40(2), Planning Manager at North Northamptonshire Joint Planning Unit.</p> <p><b>Action [9.2]</b> – S4 to make contact with Port Sunlight.</p> <p>S4 is attending the Freiburg visit – will take notes and bring back to the group.</p> <p>Camborne – wait until September to talk to them.</p> <p>Health theme meetings to be more health focused – can have a direction of travel at the end of the meetings, make better use of the groups’ time. Look at the areas that are not being covered.</p> <p>Consultation strategy to be looked at in May.</p> <p>S4 and S4 to programme some things in. <b>Action [9.3]</b> - S4 to start work at contacting some other people who have stewardship experience.</p> <p><b>Action [9.4]</b> - Group to advise if there are particular people they want to meet up with.</p> <p>Keep meetings in the diary each month but the group will be flexible with these.</p>	<p>S4</p> <p>S4</p> <p>S4</p> <p>S4</p> <p>All</p>
10	<p><b>AOB</b></p> <p>Plan to have Innovation at the S38(1) conference taking place on 29 march. Planning to invite various people.</p> <p>It was suggested to look at the main health issues in the community, for example diabetes, mental health. The group can look at the impact of peoples healthy lifestyles.</p>	

**Future Meetings at S38(1) :**

14 March 2019, 10.00-12.00, S38(1)	9 May 2019, 13.00 – 15.00, S38(1)
11 April 2019, 13.00 – 15.00, S38(1)	13 June 2019, 13.00 – 15.00, S38(1)

**North Essex Garden Communities  
Stewardship Workstream**

S38(1)

**7 February 2019 – 14.30 pm to 16.30 pm**

Attendance:

Braintree DC: S40(2) (Chair), S40(2)  
 Tendring DC: S40(2) S40(2)  
 Colchester BC: S40(2) S40(2)  
 ECC: S40(2)  
 NEGC: S40(2) S40(2) S40(2) (Minutes)  
 Uttlesford DC: S40(2)  
 Amphora: S40(2)  
 Homes England: S40(2)

Apologies: S40(2) (ECC)

**A G E N D A**

No	Item Description	Lead	Time
1	Welcome & Introductions	S40	14.30
2	Actions from previous meeting (17 January) – attached	S40	14.35
3	Feedback from Board meeting (17 January)	All	14.45
4	Key Principles	S40	15:00
5	Feedback from consultation sub group	S40(2)	15:15
6	Ebbsfleet visit questions	S4 All	15:30
7	Update on existing assets work	S4	15:45
8	Oversight Authority update	S40	16:00
9	Items/visitors for future meetings and programme of meetings	All	16:05
10	AOB	All	16.25

Future Meetings at S38(1)

14 March 2019, 10am-12pm, S38(1)	9 May 2019, 1pm to 3pm, S38(1)
11 April 2019, 1pm – 3 pm, S38(1)	13 June 2019, 1pm to 3pm, S38(1)

## North Essex Garden Communities Stewardship Workstream

S38(1)

**14 March 2019 – 10.00 to 12.00**

Attendance:

NEGC: S40(2) (Chair), S40(2) (Minutes)  
 Colchester BC: S40(2), S40(2)  
 ECC: S40(2)  
 Amphora: S40(2)  
 Homes England: S40(2)

Apologies: S40(2) (BDC), S40(2) & S40(2) (TDC),  
 S40(2) (UDC), S40(2) (NEGC)

### NOTES & ACTIONS

No	Item	Owner
1	<p><b>Actions from previous meeting (7 February)</b></p> <p>S4 will be Chairing the next meeting booked in for 11 April.</p> <p>[1.1] S4 will get in touch with S40(2) regarding the ECC youth group.</p> <p>S4 to talk to Uttlesford to see what their plan is for the other 2 Garden Communities – carry forward.</p> <p>S4 to talk to Uttlesford to identify an alternative rep as S4 is not able to attend – carry forward.</p> <p>S4 advised that the NEGC needed to consider how it will broaden its comms and engagement work to hard to reach groups and referenced the work of University of Birmingham, who the NEGC team have a meeting with next month. This discussion needs to be had by the Steering Group.</p> <p>[1.2] S4 to speak to S40(2) about hard to reach engagement.</p> <p>S4 to make contact with Port Sunlight – carry forward.</p> <p>All other actions are complete.</p>	<p>S4</p> <p>S4</p> <p>S4</p> <p>S4</p> <p>S4</p>



<p>2</p>	<p><b>Feedback from Ebbsfleet meeting</b></p> <p>S4 S4 and S4 met with S40(2) and S40(2) from Ebbsfleet Dev Corp and it was generally felt to be a very useful discussion. S40(2) works as a consultant for a number of projects across the UK so his experience is particularly valuable.</p> <p>Key point emphasised was to have ‘hooks’ in the overarching strategy from the outset, which become useful later on as necessary.</p> <p>Asset management was discussed in the meeting; need to have money set aside when an asset wears down. S43(2)</p> <p>Activities are encouraged to help with the community cohesion, e.g. they run walks on a Saturday morning that includes people from the existing community as well as from the new development.</p> <p>A healthy agenda is being developed at Ebbsfleet. They have influenced the schools by giving them money directly to help them promote a healthy eating agenda (e.g. growing and cooking their own food).</p> <p>Technology in the existing and new communities – looking into developing an app for people to download as a welcome pack.</p> <p>Stakeholder Board and Trustees were discussed; similar to the Letchworth model. Have a 2/3 tier system that will consist of the local residents and Board of Trustees. This will fall away after 20 years, wider stakeholders are to take part in this.</p> <p>S4 recommended that NEGC could look at health impact assessments as opposed to a health “charter mark” approach. ECC are doing this at present.</p> <p>The skills aspects were discussed for construction generally and the shortage of skills in project management construction. Could give talks in schools to encourage construction careers.</p> <p>[2.1] S4 to make contact with the Mobie Group (Ministry of Building Innovation &amp; Education) set up by George Clarke.</p> <p>S4 advised the group about the MHCLG meeting and the funding available for Dev Corps over the next three years.</p> <p>Important to have clear milestones. In terms of stewardship, it will take 3 – 4 years to set something in place. It was suggested that NEGC can use Mark as a critical friend.</p>	<p>S4</p>
<p>3</p>	<p><b>Feedback from Oversight Authority Arrangements workshop</b></p> <p>The workshop took place last week and focused on decision making powers. The Councils have a fundamental decision to make regarding whether there will be 1, 2 or 3 Dev Corps. Political steer is required to be able to make a decision. This will be after May.</p>	

	<p>The Councils raised an issue with the Ministry at the recent meeting regarding voting that needs to be legally resolved.</p> <p>If the Local Plan cannot be progressed, nothing else further can be done.</p> <p>At the Board meeting yesterday it was endorsed that the primary concern is around the Local Plan but it was also recognised that the work concerning development vehicles is something that needs to continue alongside this activity as the partners will need to be in a strong position with regard to the Dev Corp Mandate submission once the outcome of the EiP is known.</p> <p><b>[3.1]</b> In the next Legal &amp; Finance meeting on 4 April, Oversight Authority arrangements needs to be an agenda item.</p> <p><b>S4</b> confirmed that the Spring Statement would be on 13 March and that this would outline further steps in the ambition to build more homes in the right places and making housing more affordable.</p> <p>It was agreed that a topic paper to assist Member briefings would be useful. <b>[3.2]</b> To be discussed in the Legal &amp; Finance meeting on 4 April.</p>	<p><b>S4</b> 6/2</p> <p><b>S4</b> 6/2</p>
4	<p><b>Gap Analysis and Timescales</b></p> <p>Timescales – <b>S4</b> working on these at present, has prepared a proposal for the draft business plan and this is waiting formal approval by the Board. The 19/20 Business Plan is to go to Council Cabinets after the Elections; it will go back to board in June and to the respective Cabinets in June/July. NEGC have been looking at funding for the first two quarters of 19/20 and the Councils are to give a statement of commitment in order for NEGC to be able to operate from April to July 2019.</p> <p><b>[4.1]</b> <b>S4</b> to produce timescales by the next meeting.</p> <p>Gap Analysis – since the meeting in February, NEGC have met with critical friends, <b>S40(2)</b> and <b>S40(2)</b> who have shared their thoughts and experience on Stewardship. This has led to the proposal to undertake a gap analysis so the workstream can identify what areas of the strategy require further information and understanding – <b>S4</b> and <b>S4</b> will progress this. Will need to have a Stewardship strategy by September.</p> <p><b>[4.2]</b> <b>S4</b> to provide examples of other Stewardship Strategies.</p>	<p><b>S4</b> 6/2</p> <p><b>S4</b> 6/2</p>
5	<p><b>Vision and Key Principles</b></p> <p>The Board suggested that the proposed vision needed to be more visionary. However, it is also important not to over-complicate the programme when a vision for the NEGC already exists and the primary concern is to understand how the different workstreams / strategies required feed into the overall achievement of this.</p>	

	<p>S4 has sent ideas for the wording to S4/S4. Can use this to start the strategy. [5.1] S4/S4/S4 to bring back to the next meeting.</p>	S4/S4/S4
6	<p><b>Assets and Income</b></p> <p>S4 circulated a document to the group that includes the information on potential assets that S4 has added.</p> <p>Asset register – S4 is liaising with S40(2) regarding identifying existing assets using the AECOM Concept Feasibility work so these can be comprehensively mapped and an Asset Register produced.</p>	
7	<p><b>NEGC “Sequence 1” Public Engagement</b></p> <p>Sequence 1 Engagement needs to happen when the Sustainability Appraisal work has been completed.</p> <p>Faith groups have been supportive of what NEGC are doing. They could help to facilitate conversations with the public; the faith groups are happy to help with this.</p> <p>It was suggested to have 3-4 asset examples for each of the garden sites to assist with conversations about how stewardship would work in practice.</p> <p>[7.1] S40(2) to attend the next meeting to talk the group through the Sequence 1 engagement proposals. S4 to send S4 meeting invite.</p> <p>The Polling results were presented at Board yesterday. Need to understand what assets people value.</p>	S4
8	<p><b>AOB</b></p> <p>Engagement – CBC’s Leader has requested that more consultation/ engagement around the Local Plan be undertaken so CBC have commissioned Fluid to implement a programme of activity both before and after the Elections.</p> <p>Going forward, each meeting needs to have a particular purpose. S4/S4 will consider how this will be structured, including arranging visits to other organisations that we can learn from.</p>	

**Future Meetings:**

11 April 2019, 13.00 – 15.00, S38(1)	24 October 2019, 13.00 – 15.00, S38(1)
9 May 2019, 13.00 – 15.00, S38(1)	21 November 2019, 14.00 – 16.00, S38(1)
13 June 2019, 14.30 – 16.30, S38(1)	12 December 2019, 13.00 – 15.00, S38(1)
4 July 2019, 13.00 – 15.00, S38(1)	30 January 2020, 13.00 – 15.00, S38(1)
1 August 2019, 13.00 – 15.00, S38(1)	27 February 2020, 12.30 – 14.30, S38(1)
29 August 2019, 13.00 – 15.00, S38(1)	26 March 2020, 14.30 – 16.30, S38(1)
26 September 2019, 13.00 – 15.00, S38(1)	

## North Essex Garden Communities Stewardship Workstream

S38(1)

**14 March 2019 – 10.00 am to 12.00 pm**

Attendance:

Braintree DC: S40(2) [redacted]  
 Tendring DC: S40(2) [redacted], S40(2) [redacted]  
 Colchester BC: S40(2) [redacted], S40(2) [redacted]  
 ECC: S40(2) [redacted]  
 NEGC: S40(2) [redacted], S40(2) [redacted] (Chair), S40(2) [redacted] (Minutes)  
 Uttlesford DC: S40(2) [redacted]  
 Amphora: S40(2) [redacted]  
 Homes England: S40(2) [redacted]

Apologies: S40(2) [redacted] (BDC), S40(2) [redacted] (ECC)

### A G E N D A

No	Item Description	Lead	Time
1	Actions from previous meeting (7 February) – <i>attached</i>	S4 [redacted]	10.00
2	Feedback from Ebbsfleet meeting	S4 [redacted]	10.10
3	Feedback from Oversight Authority Arrangements workshop	S40 [redacted]	10.25
4	Gap Analysis and Timescales	S4 [redacted]	10.40
5	Vision and Key Principles	All	11.00
6	Assets and Income	S4 [redacted] / S4 [redacted] / S4 [redacted]	11.20
7	NEGC “Sequence 1” Public Engagement	All	11.40
8	AOB	All	11.55

Future Meetings at S38(1) [redacted]

11 April 2019, 1pm – 3 pm, S38(1) [redacted]	13 June 2019, 1pm to 3pm, S38(1) [redacted]
9 May 2019, 1pm to 3pm, S38(1) [redacted]	4 July 2019, 1pm to 3pm, S38(1) [redacted]

## North Essex Garden Communities Stewardship Workstream

S38(1)

**9 May 2019 – 13.00 to 15.00**

Attendance:

NEGC: S40(2) [redacted], S40(2) [redacted] (Chair/Minutes)  
 Tendring DC: S40(2) [redacted]  
 Colchester BC: S40(2) [redacted]  
 Braintree DC: S40(2) [redacted]  
 Homes England: S40(2) [redacted] (by phone)

Apologies: S40(2) [redacted] (BDC), S40(2) [redacted] (CBC), S40(2) [redacted]  
 S40(2) [redacted] (Amphora), S40(2) [redacted] (TDC), S40(2) [redacted] (ECC)

### NOTES & ACTIONS

No	Item	Owner
1	<p><b>Actions from previous meeting (14 March)</b></p> <p>[1.1] S4 [redacted] and S4 [redacted] to provide an update on their actions before the next meeting (13 June).</p> <p>S40(2) [redacted] has been invited to attend a future workstream meeting (June/July) and will share information on the comms approach for hard to reach audiences.</p> <p>Action for Legal &amp; Finance group to discuss stewardship and Oversight Authority arrangements remains pending as their meeting in April was cancelled.</p> <p>S4 [redacted] mentioned that she has examples of strategies that feed into stewardship but nothing that closely resembles what we are looking to achieve. However, this learning will be fed in where relevant.</p>	S4 [redacted] / S4 [redacted]
2	<p><b>Stewardship Strategy</b></p> <p>S4 [redacted] had circulated a document that outlined the key timescales of relevance to this workstream. Particular milestones include the Board meetings in September and November. The key decision for the group is what papers need to be presented at these meetings.</p> <p>S4 [redacted] suggested that the group needed a focused approach for the future workstream meetings. The following programme of activity (presentation of topic papers) was agreed in order to understand the</p>	

	<p>scope of what is required in terms of developing the strategy for the Board in the Autumn (and beyond):</p> <ul style="list-style-type: none"> <li>• 13 June – assets and finance topic paper + revisit vision/legacy</li> <li>• 4 July – place making and engagement topic paper</li> <li>• 1 August – revisit vision/legacy + governance</li> <li>• 29 August – preparation for Board regarding scope of Stewardship work</li> <li>• 26 September – review Board outcomes</li> </ul> <p><b>S4</b> queried what was meant by references to community engagement and suggested that this should also include community development, which involves approaches to establishing and building communities and the communities' role in the governance arrangements going forward – question: what are the mechanisms for establishing the framework needed?</p> <p>Vision &amp; Legacy needs to include scope/definition of what we assume stewardship needs to be. Also need to set out how stewardship will be phased and is likely to change over time.</p> <p>Asset management – needs to include how assets will be acquired. This will be covered by the workshop on the 22 May.</p> <p>Action Plan section in Strategy needs to include short, medium and long-term priorities for stewardship.</p> <p><b>[2.1]</b> Need a latest position on Oversight Authority arrangements for meeting on 1 August – <b>S4</b> to action.</p> <p>Asset &amp; Financing options – need to consider cost implications</p> <p>It was agreed that, following the topic paper discussion during the summer, the Stewardship Strategy options will be presented to the Board in September with proposed Dev Corp Mandate wording submitted to the Board in November.</p> <p><b>[2.2]</b> <b>S4</b> to provide contact details for bodies that are good examples of developing shared community facilities.</p> <p><b>[2.3]</b> <b>S4</b> to provide contact details for Bournville.</p> <p><b>[2.4]</b> <b>S4</b> to speak to colleagues about Whitehill &amp; Bordon.</p> <p><b>[2.5]</b> <b>S4</b> to extend invite to the Faith reps meeting in July to <b>S4</b> and <b>S40</b></p>	<p><b>S4</b></p> <p><b>S4</b></p> <p><b>S4</b></p> <p><b>S4</b></p> <p><b>S4</b></p> <p><b>S4</b></p> <p><b>S4</b></p> <p><b>S4</b></p>
3	<p><b>Stewardship Workshop</b></p> <p><b>S4</b> updated the group on an internal workshop that has been planned for 22 May involving him, <b>S40</b> <b>S4</b> and <b>S40(2)</b> and <b>S40(2)</b>, who are advising the NEGC programme in a stewardship capacity. The outcomes of this workshop will form the basis of the topic paper to be presented at the June meeting. This will be circulated to the group at the earliest opportunity.</p>	

4	<b>AOB</b>	
	S4 mentioned a “think piece” on Land Values by Nicholas Falk on behalf of the UK2070 Commission, which is an author frequently referenced by CAUSE.	

**Future Meetings:**

13 June 2019, 14.30 – 16.30, S38(1)	21 November 2019, 14.00 – 16.00, S38(1)
4 July 2019, 13.00 – 15.00, S38(1)	12 December 2019, 13.00 – 15.00, S38(1)
1 August 2019, 13.00 – 15.00, S38(1)	30 January 2020, 13.00 – 15.00, S38(1)
29 August 2019, 13.00 – 15.00, S38(1)	27 February 2020, 12.30 – 14.30, S38(1)
26 September 2019, 13.00 – 15.00, S38(1)	26 March 2020, 14.30 – 16.30, S38(1)
24 October 2019, 13.00 – 15.00, S38(1)	

## North Essex Garden Communities Stewardship Workstream

S38(1)

**9 May 2019 – 13.00 to 15.00**

Attendance:

NEGC: S40(2) (Chair), S40(2) (Minutes)  
 Tendring DC: S40(2), S40(2)  
 Colchester BC: S40(2), S40(2)  
 ECC: S40(2)  
 Uttlesford DC: S40(2)  
 Homes England: S40(2)

Apologies: S40(2) (BDC), S40(2) (Amphora)

### A G E N D A

No	Item Description	Lead	Time
1	Actions from previous meeting (14 March) – <i>attached</i>	S40(2)	13.00
2	Stewardship Strategy – <i>attached</i> <ul style="list-style-type: none"> <li>• Programme Timescales</li> <li>• Content for Dev Corp Mandate</li> <li>• Draft Outline &amp; Gap Analysis</li> <li>• Key Questions</li> <li>• Learning Programme</li> <li>• Action Plan and agreed way forward</li> </ul>	All	13.10
3	Stewardship Workshop	S40(2)	14.40
4	AOB	All	14.55

Future Meetings at S38(1):

13 June 2019, 14.30 – 16.30, S38(1)	12 December 2019, 13.00 – 15.00, S38(1)
4 July 2019, 13.00 – 15.00, S38(1)	30 January 2020, 13.00 – 15.00, S38(1)
1 August 2019, 13.00 – 15.00, S38(1)	27 February 2020, 12.30 – 14.30, S38(1)
24 October 2019, 13.00 – 15.00, S38(1)	26 March 2020, 14.30 – 16.30, S38(1)
21 November 2019, 14.00 – 16.00, S38(1)	



## North Essex Garden Communities Stewardship Workstream

S38(1)

**13 June 2019 – 14.30 to 16.30**

Attendance:

Braintree DC: S40(2) [redacted] (Chair)  
 Tendring DC: S40(2) [redacted]  
 Colchester BC: S40(2) [redacted] S40(2) [redacted]  
 Essex CC: S40(2) [redacted]  
 Amphora: S40(2) [redacted]  
 NEGC: S40(2) [redacted] (Minutes), S40(2) [redacted] (by phone)  
 Homes England: S40(2) [redacted]

Apologies: S40(2) [redacted] (TDC), S40(2) [redacted] (NEGC)

### NOTES & ACTIONS

No	Item	Owner
1	<p><b>Actions from previous meeting (9 May)</b></p> <p>S4 [redacted] has spoken to S40(2) [redacted] regarding the Youth Parliament.            S4 [redacted] has spoken to UDC – they are forming a new GC team so she will go back to them to identify a suitable rep for this workstream. [1.1]</p> <p>NEGC Interim Business Plan report going to council Cabinets in September, which it was agreed at the Legal &amp; Finance meeting today that it will include reference to Stewardship and Oversight Authority arrangements ahead of the Board discussions in September and November.</p> <p>Bourneville contacts details are on their <a href="#">website</a>. Whitehill &amp; Bordon also have a new <a href="#">website</a>, which colleagues are encouraged to look at – S4 [redacted] trying to ascertain how this development is being funded. Multi-use facility in Clay Farm Cambridge (near Trumpington); Northstowe and others as good examples. [1.2] S4 [redacted] will circulate full details of examples cited.</p> <p>NEGC Faith reps meeting on 23 July – S40(2) [redacted] and S40(2) [redacted] will be able to attend.</p>	<p>S4 [redacted]</p> <p>S4 [redacted]</p>

2

## Assets & Finance Topic Paper

Charter Principles sit above the Stewardship vision, which then sets the tone for this “chapter” of the strategy.

How will we measure outcomes and successes? Need criteria for evaluating models against objectives and capture this in an overarching form. This paper can facilitate that process.

Community Value Asset Register needs to be retitled so as not to be confused with Assets of Community Value – suggested “Community Resource Development”. Re-look at explanatory text for table 2.

Question over whether country parks should appear under open space.

Meanwhile uses could be further enhanced.

Table 2 to be given more context. Also, other stewardship bodies manage small grants as well as the stewardship body itself applying for funding. Links with economic growth and supporting SMEs, entrepreneurship and training/apprenticeship opportunities.

Stewardship body as *enabling* community groups / activities rather than necessarily running them. Acting as a catalyst and facilitating capacity building.

Section 4 – need to clarify that Table 3 recognises there are a range of other organisations that are likely to be better placed to manage certain assets – the stewardship body is likely to coordinate this. Review oversight body inclusion. Private companies may run car parks, care homes etc.

Essential services – also need to look at the new models of delivery that are emerging, e.g. Academies.

Local Authorities – do we need to split into county and borough/district?

What questions do we need to be posing to the other workstreams (e.g. planning and infrastructure)?

Section 5 – type D to be opened up and consider wording. Explain what is being proposed. Possibly need to merge this with section 6.

Section 6 – needs to relate back to vision and role of NEGCS. What do the councils want the stewardship body to do and the potential available?

Section 7 – introduction to be expanded. Parish/town councils to be added. Making the case for a stewardship body. How are services paid for and where is there overlapping? Opinion on whether there should be more than one body.

Table 4 to include how roles are funded.

	<p>Section 8 – issues need to be handled sensitively. What is the most appropriate model and when does this decision need to be made?</p> <p>Suggestion that an options appraisal should be undertaken to help the councils form a preferred outcome, but may need to test political appetite first. This needs to take all topic papers into account so will be completed later in the Summer.</p> <p>Key questions need to be framed to enable the councils to answer them. The group needs to agree what decisions are required and develop these options.</p> <p>Include “do nothing” as an option.</p> <p>Financial risks will need to be included and guidance around funding scale and comparative costs of each option (i.e. setting up an entity). Hard to quantify at this stage. Suggestion to approach Hyas around this. Running costs from other Trusts etc would be useful, e.g. Milton Keynes. What financial information do we need to include for the councils to make a decision?</p> <p><b>[2.1]</b> Speak to S40(2) about financing stewardship.</p> <p><b>[2.2]</b> S4 and S4 to catch up to discuss the next iteration of topic paper.</p> <p><b>[2.3]</b> S4 to update topic paper based on comments.</p>	<p>S4 0/2</p> <p>S4 S4 0/2 0/2</p> <p>S4 0/2</p>
3	<p><b>Workstream Updates:</b></p> <ul style="list-style-type: none"> <li>• Vision &amp; Key Principles – covered earlier in the discussion.</li> <li>• Governance – as above.</li> <li>• Community Engagement – S4 and S4 have met to progress this. S4 unable to attend on 4 July so the meeting will have an outline conversation about community engagement and place making ahead of the topic paper being ready for 1 August.</li> <li>• S4 suggested designing a template for consultation with other organisations so that the information captured is consistent. <b>[3.1]</b> S4 to design template based on discussions with Ebbsfleet.</li> <li>• <b>[3.2]</b> S4 to circulate slide pack from recent TCPA event that included presentation from Letchworth.</li> </ul>	<p>S4 0/2</p> <p>S4 0/2</p>
4	<p><b>Key Questions for Councils</b></p> <p>S4 and S40 to raise at CBC GC Coordination Group. S4 and S4 to work on and bring back to the next meeting. Suggestion that we need to feed into council groups etc that are looking at green issues.</p>	

5	<b>AOB</b>  None.	
---	-------------------------	--

**Future Meetings:**

4 July 2019, 13.00 – 15.00, S38(1)		21 November 2019, 14.00 – 16.00, S38(1)	
1 August 2019, 13.00 – 15.00, S38(1)		12 December 2019, 13.00 – 15.00, S38(1)	
29 August 2019, 13.00 – 15.00, S38(1)		30 January 2020, 13.00 – 15.00, S38(1)	
26 September 2019, 13.00 – 15.00, S38(1)		27 February 2020, 12.30 – 14.30, S38(1)	
24 October 2019, 13.00 – 15.00, S38(1)		26 March 2020, 14.30 – 16.30, S38(1)	

## North Essex Garden Communities Stewardship Workstream

S38(1)

**13 June 2019 – 14.30 to 16.30**

Attendance:

Braintree DC: S40(2) [redacted] (Chair)  
 Tendring DC: S40(2) [redacted], S40(2) [redacted]  
 Colchester BC: S40(2) [redacted], S40(2) [redacted]  
 Essex CC: S40(2) [redacted]  
 Uttlesford DC: S40(2) [redacted]  
 Amphora: S40(2) [redacted]  
 NEGC: S40(2) [redacted], S40(2) [redacted] (Minutes)  
 Homes England: S40(2) [redacted]

Apologies: None

### A G E N D A

No	Item Description	Lead	Time
1	Actions from previous meeting (9 May) – <i>attached</i>	S40(2) [redacted]	14.30
2	Assets & Finance Topic Paper – <i>attached</i>	S40(2) [redacted]	14.40
3	Workstream Updates: <ul style="list-style-type: none"> <li>• Vision &amp; Key Principles</li> <li>• Governance</li> <li>• Community Engagement</li> </ul>	All	15.45
4	Key Questions for Councils	S40(2) [redacted]	16.00
5	AOB	All	16.25

Future Meetings at S38(1) [redacted]

4 July 2019, 13.00 – 15.00, S38(1) [redacted]	12 December 2019, 13.00 – 15.00, S38(1) [redacted]
1 August 2019, 13.00 – 15.00, S38(1) [redacted]	30 January 2020, 13.00 – 15.00, S38(1) [redacted]
24 October 2019, 13.00 – 15.00, S38(1) [redacted]	27 February 2020, 12.30 – 14.30, S38(1) [redacted]
21 November 2019, 14.00 – 16.00, S38(1) [redacted]	26 March 2020, 14.30 – 16.30, Box 20/21

## North Essex Garden Communities Stewardship Workstream

S38(1)

**1 August 2019 – 14.00 to 16.30**

Attendance:

Braintree DC: S40(2) (Chair)  
 Tendring DC: S40(2), S40(2)  
 Colchester BC: S40(2), S40(2)  
 Essex CC: S40(2)  
 NEGC: S40(2) (Minutes), S40(2)  
 Homes England: S40(2)

Apologies: S40(2) (ECC), S40(2) (NEGC), S40(2) (UDC)

### A G E N D A

No	Item Description	Lead	Time
1	Actions from previous meeting (13 June) – <i>attached</i>	S40(2)	14.00
2	Steering Group update	S40(2)	14.05
3	Assets & Finance topic paper update – <i>attached</i>	S40(2) / S40(2)	14.15
4	Governance topic paper – <i>attached</i>	S40(2)	14.45
5	Agendas for 29 August & 26 September	S40(2) S40(2)	16.05
6	AOB	All	16.20

Future Meetings at S38(1)

24 October 2019, 13.00 – 15.00, S38(1)	30 January 2020, 13.00 – 15.00, S38(1)
21 November 2019, 14.00 – 16.00, S38(1)	27 February 2020, 12.30 – 14.30, S38(1)
12 December 2019, 13.00 – 15.00, S38(1)	26 March 2020, 14.30 – 16.30, S38(1)

## North Essex Garden Communities Stewardship Workstream

S38(1)

**1 August 2019 – 14.00 to 16.30**

Attendance:

Braintree DC: S40(2) (Chair)  
 Colchester BC: S40(2), S40(2)  
 Essex CC: S40(2)  
 NEGC: S40(2) (Minutes)

Apologies: S40(2) (ECC), S40(2) (NEGC), S40(2) (UDC), S40(2) & S40(2) (TDC), S40(2) S40(2) (Homes England)

### NOTES & ACTIONS

No	Item	Owner
1	<p><b>Actions from previous meeting (13 June)</b></p> <p>Carried over – S40(2) to design template based on discussions with Ebbsfleet; S40(2) to action new Uttlesford rep and speaking to S40(2) about stewardship financing.</p> <p>[1.1] S40(2) to speak to S40(2) regarding a financial rep for the group.</p>	S40(2)
2	<p><b>Steering Group update</b></p> <p>S40(2) recently updated the Steering Group on the proposed approach regarding the Stewardship Board paper in September and preparations for the draft Mandate content, which will be shared with the Board in November.</p> <p>She also highlighted that an opportunity needs to be created for the councils to start discussing and clarifying their position on stewardship, providing a clearer steer for the Mandate wording. It was agreed that the way to frame this is to emphasise the content needed for the Mandate and the options appraisal that the councils will need to undertake.</p> <p>Therefore, it is proposed that the Stewardship meeting on 29 August focuses on the Mandate requirements in order to identify any outstanding gaps in information, which would then become the focus of the workstream’s activities during September and</p>	

	<p>October.</p> <p><b>[2.1]</b> To assist the NEGC Board, workstream officers to consider how the stewardship information needs to be initially “socialised” with their respective councils between the Board meetings in September and November, ahead of the Mandate being finalised for the 16 January Board meeting, and posing the key questions identified.</p>	All
3	<p><b>Assets &amp; Finance topic paper update</b></p> <p>Following the workstream meeting in June, this report has been updated to reflect the comments made. However, it is difficult for it to focus solely on Assets and Finance in the absence of any steer from the councils on a preferred way forward or detailed financial assessment. Principally, the report summarises previous research and highlights that the questions posed to the NEGC Board in 2017 remain unanswered; the structure of the last version of this report has been revised to make it clearer and direct questions of the workstream have been posed, highlighting gaps in information; finally, the report has attempted to undertake an initial options appraisal, which the group were invited to comment on.</p> <p>S4 has provided some useful comments by email that will be taken into account by S4 when finalising the paper.</p> <p><b>[3.1]</b> Remove 2.4.2 through to 2.5.3 to as this is covered in more detail by the Governance topic paper.</p> <p>Need to consider/include what the stewardship body will be doing at different phases to inform decisions about what will be required. Similar to the AECOM phasing work undertaken for WoB.</p> <p>Queried text in options appraisal regarding estimated start-up costs regarding the councils picking up the costs initially in the absence of a formal stewardship body. Suggested that this be removed.</p> <p>It was felt that it was not necessary to explain how the weaknesses could be addressed.</p> <p>Reference to the scrutiny role of parish councils was also queried and it was agreed that this should be removed.</p> <p><b>[3.2]</b> All to provide any further detailed comments to S40 cc'ing S40 by 16 August.</p> <p>In terms of the questions that were posed on the separate document, these will be used to help frame the Mandate content.</p>	<p>S4</p> <p>S4</p> <p>All</p>



4	<p><b>Governance topic paper</b></p> <p>The group discussed the papers prepared by S40(2) and S40(2) welcomed the simplification of a complex process, which will be helpful when presenting this to the Board and socialising with the councils to enable them to make decisions regarding stewardship.</p> <p>[4.1] S40(2) to source examples of parish councils operating within the area of a larger stewardship-type organisation.</p> <p>[4.2] S40(2) to update the documents following conversations and will recirculate ahead of the next meeting (29 August).</p>	<p>S40(2)</p> <p>S40(2)</p>
5	<p><b>Agendas for 29 August, 26 September &amp; 24 October</b></p> <p>It was agreed that the next three meetings would cover the following items:</p> <p>August – i) Community Engagement; ii) drafting Board paper, which will summarise the main points of each of the topics we have developed in the last few months and pose the key questions the councils need to start considering as part of the decisions around delivery vehicle options.</p> <p>September – i) Consideration of Board feedback; ii) Mandate drafting &amp; gap analysis.</p> <p>October – Review of any additional research undertaken and refinement of Mandate wording.</p>	
6	<p><b>AOB</b></p> <p>None.</p>	

**Future Meetings:**

29 August 2019, 13.00 – 15.00, S38(1)	12 December 2019, 13.00 – 15.00, S38(1)
26 September 2019, 13.00 – 15.00, S38(1)	30 January 2020, 13.00 – 15.00, S38(1)
24 October 2019, 13.00 – 15.00, S38(1)	27 February 2020, 12.30 – 14.30, S38(1)
21 November 2019, 14.00 – 16.00, S38(1)	26 March 2020, 14.30 – 16.30, S38(1)

## North Essex Garden Communities Stewardship Workstream

S38(1)

**29 August 2019 – 12.00 to 14.00**

Attendance:

NEGC: S40(2) (Chair), S40(2) (Minutes), S40(2) (by phone)

Tendring DC: S40(2), S40(2)

Colchester BC: S40(2), S40(2)

Essex CC: S40(2)

Uttlesford DC: S40(2)

Homes England: S40(2)

Apologies: S40(2) (BDC)

### A G E N D A

No	Item Description	Lead	Time
1	Actions from previous meeting (1 August) – <i>attached</i>	S40(2)	12.00
2	Community Engagement	S40(2) / S40(2)	12.05
3	September Board Paper: <ul style="list-style-type: none"> <li>• Updated version of “Towards a Stewardship Strategy” – <i>attached</i></li> <li>• Board Paper &amp; Appendices, including Key Questions – <i>to follow</i></li> </ul>	S40(2) / S40(2)	12.35
4	Stewardship “Strawman” – <i>attached</i>	S40(2)	13.05
5	Mandate Requirements – <i>attached</i>	S40(2) / S40(2)	13.25
6	AOB <ul style="list-style-type: none"> <li>• Meeting with S40(2), Letchworth</li> </ul>	All S40(2)	13.55

Future Meetings at S38(1):

26 September 2019, 13.00 – 15.00, S38(1)	30 January 2020, 13.00 – 15.00, S38(1)
24 October 2019, 13.00 – 15.00, S38(1)	27 February 2020, 12.30 – 14.30, S38(1)

21 November 2019, 14.00 – 16.00, S38(1)		26 March 2020, 14.30 – 16.30, S38(1)	
12 December 2019, 13.00 – 15.00, S38(1)			

## North Essex Garden Communities Stewardship Workstream

S38(1)

**29 August 2019 – 12.00 to 14.0**

Attendance:

NEGC: S40(2) (Chair), S40(2) (Minutes), S40(2) (by phone)

Colchester BC: S40(2), S40(2)

Tending: S40(2)

Essex CC: S40(2)

Homes England: S40(2)

Apologies: S40(2) (BDC), S40(2) (TDC), S40(2) (UDC)

### NOTES & ACTIONS

No	Item	Owner
1	<p><b>Actions from previous meeting (1 August)</b></p> <p>Carried over – S40(2) to design template based on discussions with Ebbsfleet; S40(2) to action new Uttlesford rep and speaking to S40(2) about stewardship financing.</p> <p>S40(2) has identified that Milton Keynes is parished and there is a representative on the Board. S40(2) will undertake some mapping of the CBC parishes affected.</p> <p><b>[1.1]</b> S40(2) will locate list of parishes covered by each of the three sites and circulate.</p> <p><b>[1.2]</b> S40(2) to send contact details to S40(2) regarding the call that S40(2) received about S40(2) learning.</p>	<p>S40(2)</p> <p>S40(2)</p>
2	<p><b>Community Engagement</b></p> <p>S40(2) / S40(2) have circulated a paper, which is a useful starting point and will be used by NEGC as part of their sequence 1 engagement commencing in late October.</p> <p><b>[2.1]</b> S40(2) to circulate info on proxy communities.</p> <p>This topic concerns generally engaging people on garden communities as well as involving new residents and surrounding</p>	<p>S40(2)</p>

	<p>settlements as part of ongoing community development and stewardship evolution. Further work to scope the community forums is required.</p> <p>It was suggested that the involvement of the proxy body in place shaping would be useful. Final paragraph of paper needs to be expanded, reflecting this point.</p> <p><b>[2.2]</b> S4/S4 to work with S4 and S40(2) in preparation for the next meeting on 26 September to develop proxy body and to unpack how stewardship is covered in the three sequences of public engagement over the next 18 months.</p> <p>First sequence will involve open questions – the session with Prior &amp; Partners on 10 September will help to inform the style of this.</p>	<p>S4/S4/S4 0/2/0/2/0/2</p>
<p>3</p>	<p><b>September Board Paper:</b></p> <p>Set out when decisions need to be made. Stewardship as the mechanism for achieving a legacy.</p> <p>Agreed that the main sections should be: an exec summary, testing current thinking with Board, vision and key purpose – reference content in strawman, governance and structure, questions – strawman and what the councils need to tease out, using examples – e.g. affordable housing, health, service delivery, options appraisal – clear labelling required and bring to front of paper ahead of strawman, key decisions and timescales – flow diagram (starting from Mandate submission) next to programme diagram, risks.</p> <p><b>[3.1]</b> Board paper to be updated using above structure.</p>	<p>S4/S4/S4 0/2/0/2/0/2</p>
<p>4</p>	<p><b>Stewardship “Strawman”</b></p> <p>The aim of this is to give the councils information on what the stewardship model could look like and to inform the discussions with Letchworth.</p> <p>Discussion focused on identifying elements to include in September Board paper. Need to make “community” more prominent ahead of “ownership and identity” reference.</p> <p>Add to questions in Board paper – are there services currently being delivered by the councils that could be moved to the stewardship body?</p> <p>Clarity over the difference between 1 and 3 is required. Split is useful, for example, for differences in service delivery between councils (i.e. in-house and outsourced services). What is included in 1 and 3 may be driven by the communities’ priorities. Service delivery may in fact be a subset of both 1 and 2 or viewed as a separate activity like affordable housing.</p>	

	<p>It was identified that further work around a suitable Affordable Housing model is required.</p> <p><b>[4.1]</b> S4 (b)(2) to update document in light of comments received. The USP needs to be reflected in the overarching purpose.</p> <p>Stewardship funding model – a lever for service charge needs to be in place from the outset to create this possibility.</p> <p>Structures – will need a wide range of expertise involved in the umbrella body.</p> <p>Phases – it was recognised that there should be a decision phase before the start-up phase. The existing Stage 1 also needs to feature community development, although this will be a theme that runs through all the stages.</p> <p>Costs – S43(2) [redacted]. Also need to look at more recent models in addition to Letchworth, which was set up in a different era.</p>	S4 (b)(2)
5	<p><b>Mandate Requirements</b></p> <p>In preparation for the November Board paper on the draft Mandate, the group started to look at what information gaps exist against the Mandate requirements. This included debate about what is exactly meant by a strategy at this stage. S4 (b)(2) recently met with MHCLG and this conversation will be followed up in October.</p> <p><b>[5.1]</b> S4 (b)(2) to add more “flesh” to the draft Mandate structure and bring to the next meeting.</p>	S4 (b)(2)
6	<p><b>AOB</b></p> <ul style="list-style-type: none"> <li>S4 (b)(2) / S4 (b)(2) / S4 (b)(2) are meeting with S40(2) [redacted] from Letchworth on Monday 2 September to explore Dev Corp and non-Dev Corp stewardship arrangements (income contributions for maintaining assets). S4 (b)(2) work to date has focused on Dev Corp world so more info on how the councils would ordinarily operate is needed. TDC have an Open Space SPD (S40(2) [redacted]) and CBC are also reviewing their policy. ECC guidance is currently being updated.</li> </ul> <p><b>[6.1]</b> TDC/CBC/BDC to send formula used in policies to S4 (b)(2) next week.</p> <p><b>[6.2]</b> S4 (b)(2) to send S4 (b)(2) ECC guidance next week.</p> <p><b>[6.3]</b> S4 (b)(2) to look at current system whereby developers build community facilities and then give it to the parish council to maintain. He will also look at the old English Partnerships info S4 (b)(2) has previously provided with S40(2) [redacted]</p>	S4 (b)(2) / S4 (b)(2) / S4 (b)(2) S4 (b)(2) S4 (b)(2)

	<p>Generally, the councils (with NEGC assistance) need to review pros and cons of Dev Corp and non-Dev Corp stewardship arrangements to inform council decision making. Also relates to what success of the garden communities looks like – it was agreed that this should feed into the public engagement to determine priorities.</p>	
--	---	--

**Future Meetings:**

26 September 2019, 13.00 – 15.00, S38(1)	30 January 2020, 13.00 – 15.00, S38(1)
24 October 2019, 13.00 – 15.00, S38(1)	27 February 2020, 12.30 – 14.30, S38(1)
21 November 2019, 14.00 – 16.00, S38(1)	26 March 2020, 14.30 – 16.30, S38(1)
12 December 2019, 13.00 – 15.00, S38(1)	

## North Essex Garden Communities Stewardship Workstream

S38(1)

**26 September 2019 – 13.00 to 15.00**

Attendance:

Braintree DC: S40(2) (Chair)  
 Colchester BC: S40(2), S40(2)  
 Essex CC: S40(2), S40(2)  
 Uttlesford DC: S40(2)  
 NEGC: S40(2) (Minutes)

Apologies:

S40(2) (NEGC), S40(2) (TDC), S40(2)  
 (Homes England)

### A G E N D A

No	Item Description	Lead	Time
1	Actions from previous meeting (29 August) – <i>attached</i>	S40(2)	13.00
2	NEGC Board Feedback – <i>attached</i>	S40(2)	13.10
3	Prioritisation of Questions and supporting Local Authority discussions	S40(2)	13.25
4	Community Development – <i>attached</i>	S40(2)	13.55
5	Sequence 1 Public Engagement – stewardship content for events	S40(2)	14.35
6	AOB <ul style="list-style-type: none"> <li>• Asset-Based Community Development Training</li> </ul>	All S40(2)	14.50

Future Meetings at S38(1):

24 October 2019, 13.00 – 15.00, S38(1)	30 January 2020, 13.00 – 15.00, S38(1)
21 November 2019, 14.00 – 16.00, S38(1)	27 February 2020, 12.30 – 14.30, S38(1)
12 December 2019, 13.00 – 15.00, S38(1)	26 March 2020, 14.30 – 16.30, S38(1)