

# Tottenham

High Road West Masterplan Framework

## Consultation and Communication Strategy

### Stage 3

January 2014 to December 2014

**Updated: May 2014**

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## 1.0 Introduction and context

1.1 On the 28 November 2013, the Council's Cabinet, granted approval for officers to develop a comprehensive masterplan for the High Road West area as a next stage in the High Road West regeneration process.

1.2 This strategy sets out the approach to consultation and engagement and timetable, for developing the masterplan with the local community and key stakeholders. The strategy will also outline how this process will integrate with the statutory consultation process, which will be taking place as part of the development of the North Tottenham Area Action Plan.

1.3 This engagement strategy follows from the *Stage 2, High Road West Strategy- Options for change Strategy* that was implemented in 2013. The objectives outlined in that strategy remain appropriate for the forthcoming consultation, namely:

- Inform residents about the regeneration and planning process
- Inform and consult the community on the masterplan scenarios for change
- Establish relationships for future consultation and the implementation of the regeneration of High Road West

1.4 Stage 3 of the masterplan process aims to build on the previous consultation and engagement activity to address issues identified in earlier stages and to fully involve the community in the regeneration process. Stage 3 has the following objectives:

1. Work with the local community to develop the masterplan framework;
2. Support local businesses through the regeneration process;
3. Further engage residents on the Love Lane Estate and develop the Residents Charter;
4. Hold a comprehensive consultation with the wider community on the Masterplan Framework
5. Inform the local community about the Area Action Plan Process for North Tottenham.

1.5 The High Road West masterplan area covers 11 hectares. The consultation area will extend 300 metres beyond the boundary of the defined area, in order to ensure that the process engages all those that have a direct and indirect interest in the regeneration proposals. The consultation area is detailed in Appendix 1.

1.6 The Stage 3 consultation has been broken down into four phases:

### **1. Inform the High Road West Community about the Area Action Plan**

#### **January- February 2014**

The Planning Policy Team are developing an Area Action Plan for North Tottenham, which includes High Road West. Initially, a series of meetings / briefings will be held with key stakeholder groups in the High Road West area to inform them of the purpose and process for the Area Action Plan.

## **2. Information Gathering and Capacity Building**

February - May 2014

The Council will be working with both internal and community stakeholders to develop their capacity to participate fully in the regeneration process. This will include CABI led workshops and study visits to similar regeneration schemes, to empower stakeholders; enabling them to have a greater understanding of the about the masterplan and regeneration process

## **3. Developing the Masterplan Framework**

June - July 2014

The Council and designers (Arup) will be holding a series of workshop sessions with key stakeholders to discuss specific elements of the masterplan. The information gathered at these workshops will be used to help develop the Masterplan Framework.

## **4. Masterplan Proposals Consultation**

September – October 2014

A six-week intensive community consultation exercise on the High Road West Masterplan Framework aimed at understanding the community's views on the preferred masterplan for High Road West and a statutory S105 Consultation with Love Lane residents to understand their views as council tenants to the emerging proposals. It is proposed that there will also be a community consultation exercise on the detailed proposals for the White Hart Lane Station and adjacent railway arches running concurrently with that of the Masterplan Framework.

1.7 The consultation strategy is based on the “ladder of engagement” that can best be summarised as:

- **INFORMATION** is required to gain understanding
- **UNDERSTANDING** brings opinion and confidence to enter into dialogue
- **DIALOGUE** is a two-way process; less controlled by one party, which can open up opportunities for long-term participation
- **PARTICIPATION** enables participants to influence the process and the outcome
- **OWNERSHIP** is the ultimate objective, that develops through the process



## 2.0 Summary of Previous Consultation

2.1 Consultation with the local community has played an integral part in the development of the High Road West Masterplan Framework. Consultation undertaken by the council and Homes for Haringey has been on-going since 2011 in North Tottenham, specifically in wards White Hart Lane and Northumberland Park, which are the wards directly affected by the High Road masterplan proposals. A summary of the consultation to date is provided below:

### 2.2 [Ward Consultation \(2011\)](#)

In Autumn 2011, the council carried out a consultation in the Northumberland Park and White Hart Lane areas to capture resident's priorities.

### 2.3 [Homes for Haringey Resident Consultation \(Spring 2012\)](#)

In April 2012, a survey entitled "We Would Like to Hear Your Views" was delivered to residents to ask them about their home, the area, and what improvements they would like to see in the area.

### 2.4 [Residents Meetings \(July 2012\)](#)

Transformative change is already happening in the High Homes for Haringey facilitated a meeting with residents from the Love Lane Estate to discuss the potential for change to the estate and to familiarise residents with the material discussed in the July design workshop.

### 2.5 [Design Workshop \(July 2012\)](#)

A design workshop was held in July 2012, the objectives of which were:

- To provide a forum for local residents and businesses alongside key stakeholders from the Council and Homes for Haringey
- To share experiences and insights with the design team
- To consider emerging design options.

### 2.6 [Tottenham TED Talk \(September – December 2012\)](#)

The approach to engagement with young people in North Tottenham took the form of a series of sessions with local youth groups, the Dandelion Project and Project 2020, to develop a presentation about the area's assets which was presented as a "TED"-style Talk to the Mayor of London's regeneration team at City Hall in November 2012.

### 2.7 [High Road West Options Consultation \(April - June 2013\)](#)

The High Road West Masterplan Options consultation took place between April and June 2013. The consultation sought the community's views on the council's proposal for the High Road West area. This included seeking views on the Council's proposal to move White Hart Lane Station south and create a new open space linking the High Road and three masterplan options which showed varying levels of change and development in the High Road West area. The consultation included extensive engagement with stakeholders through drop in sessions, one-to-one meetings, door knocking and briefing sessions. Both qualitative and quantitative feedback was received as part of the consultation. Over 435 feedback forms were received as part of this consultation.

### 2.8 [Tottenham's Future Consultation \(October 2013- February 2014\)](#)

Tottenham's Future consultation was a five-month consultation exercise to gather responses from a wide cross section of the community in Tottenham to inform and shape the Strategic Regeneration Framework for Tottenham, which will guide the regeneration of the area over the next 20 years.

During this consultation 3,762 people were engaged and over 939 feedback forms were received. In North Tottenham West many residents, businesses, community leaders and representatives attended three Community Liaison Meetings to discuss key issue in the North Tottenham West area - which includes High Road West.



### 3.0 What the Community told us

The consultation over the past three years has involved many different stakeholders, who have demonstrated many different views and priorities for the High Road West area. However throughout several key issues and aspirations have emerged, these include:

#### 3.1 Better quality housing and more housing choice

The community has made clear the need to provide better quality housing and more housing choice. There has been an emphasis on the need to provide more affordable housing, specifically for young people and first time buyers. However, residents have also recognised the need to provide a mix of housing types (including houses, flats and maisonettes) and tenures to meet people's needs at all stages in their lives and create mixed and balanced communities. There has been a strong desire to ensure that all homes have private gardens or some form of private amenity space and that new homes are not provided in taller buildings.

Residents of the Love Lane estate confirmed these priorities and the desire for new homes with gardens, in buildings of a maximum of 5 storeys and for larger family homes. There was also a desire for an increase in the amount of housing for the elderly and supported housing for more vulnerable residents. It is clear that many Love lane residents want the council to remain as their landlord, with security of tenure and rent levels protected in any new homes.

#### 3.2 More job and training opportunities for local people

It is clear that a priority for the community is that the regeneration should encourage new business to High Road West. And that this in turn will improve the economy of the area and improve employment opportunities, which is a priority for the community.

Many in the community want to see a thriving High Road with a broader retail offer. There is a desire to see a better mix of retail on the High Road with both independent and chain retailers. Many complained about the predominance of betting shops and takeaway outlets and wanted to see a broader mix of type and size of retailers in the High Road West area. There was also the desire to see more cafes and restaurants on the High Road and for existing businesses to be supported so that they can continue to thrive. It is felt that the character of the High Road, as a centre for independent retailers, should be retained.

There is strong support for increasing enterprise in the area and the masterplan should include space and facilities for start up businesses and supported incubation space. There is a fear that regeneration will see the displacement of many of the existing business, despite support for the overall aims of regeneration. It is felt that greater consideration needs to be given to the development of existing and new businesses.

There is support for more job and training opportunities for local people. During the High Road West masterplan options consultation the majority of the respondents were supportive of encouraging new jobs and businesses to the area and there was particular support for the concept of having new businesses surrounding the proposed new open space linking the new station entrance and the High Road.



### 3.3 A safer and more attractive place to live and work

The community want a safe and attractive environment in which to live and work. Many residents have mentioned that they do not feel safe in the area - especially at night and want better lighting, CCTV and better designed safe streets and open spaces.

### 3.4 More leisure facilities and activities for young people

A key issue raised throughout the consultation process has been the need for more leisure facilities and activities for particularly young people. Indeed, during the High Road West options consultation there was particular support for the proposed new sports centre and requests for a swimming pool, gym and football pitch in the area.

### 3.5 New community facilities

Along with new leisure facilities, the community gives a high priority to improved community facilities, such as new community and health facilities. The community is supportive of the new library, learning hub and community centre that are proposed. There is also an aspiration for:

- Improved health facilities
- Community facilities
- Community park
- Children's centres
- Youth facilities

### 3.6 Better quality and more open space

Better quality and more public and green open spaces should be provided; this should be fully accessible and provide for a range of uses including active and passive recreation as well as safe play areas for children. There was particular support for a large new community park during the High Road West options consultation and the new open space linking the High Road and the proposed new entrance to White Hart Lane Station.

### 3.7 Retain existing Character and maximise benefits for local people and businesses

The community want to retain the character and heritage that exists in the High Road West area and use any development to enhance existing assets. They want to ensure that local residents and businesses are not adversely affected but are the main beneficiaries of future change and transformation.

## 4.0 Lessons Learnt

- 4.1 There are a number of important lessons that can be learnt from previous consultation, which the Stage 3 consultation will aim to address.
- 4.2 The consultation was successful in engaging the residential community, in particular the residents from the Love Lane Estate. Each subsequent consultation activity has seen a significantly increased level of engagement. In the options consultation, over 60% of households on the Love Lane estate formally responded to the consultation. It is clear that the employment of an Independent Tenant and Leaseholder Adviser has been of considerable benefit in increasing the engagement of residents and this has been demonstrated with the recent production of the proposed Residents Charter produced by estate residents.
- 4.3 Direct engagement with residents, through activities such as door knocking, has also been important to increase awareness and the flow of information to residents and has, importantly allowed those that are less able to attend events to be involved and to give their views. It will be important to work closely with Homes for Haringey to ensure that this is continued throughout intensive 4-week consultation on the masterplan framework.
- 4.4 Residents of Love lane have shown their supportive of consultation and the masterplan process to date despite the vocal opposition that has been active in the borough. This is very positive and the active engagement of Love Lane residents within the process remains a priority with support through the ITLA and with the provision of premises and active involvement in all aspects of the regeneration process.
- 4.5 However, there has been a less positive outcome with the local business community, with lower involvement and greater opposition. Only 33 of the c. 82 affected businesses responded to the masterplan options consultation, despite a concentrated effort to engage with this important group of stakeholders. There are a number of local business leaders who have been vocal in their opposition.
- 4.6 Some local businesses feel that their needs are not being addressed and that regeneration will not be beneficial for them. There is a need to develop a strategic approach to local business and to develop long-term engagement in the regeneration process. It will be important to outline how business can benefit from the process. It is clear from the consultation to date that retention and development of the High Road is a priority and strategies and interventions need to be developed that will look to retain and enhance existing business as well as promoting new enterprise.
- 4.7 Local business is priority stakeholder and the future of the High Road and the development of a stronger business base are key objectives of the regeneration process. There continues to be direct engagement with local business leaders and this will continue throughout the engagement process. There will be greater consideration of the development of the economic strategy for High Road West and through masterplan framework and dedicated consultation events it is hoped to increase engagement in the process and support for the regeneration process.
- 4.8 There have been direct attempts to engage specific groups within the community that are traditionally excluded from the regeneration and consultation process. There has been limited involvement of, for example, young people in previous High Road West regeneration consultation and discussions have already started to create innovatory projects with the Youth Service to captivate young people's aspirations to develop their skills and to enable them to be actively engaged in the regeneration. Similar discussions will be had for other specific groups.



## 5.0 Guiding Principles

Throughout the consultation process outlined above, we are committed to developing a meaningful dialogue with local stakeholders. The guiding principles of the engagement and consultation process are:

### 5.1 Being Inclusive – engage all in the community

Too often consultation and engagement concentrates on creating a dialogue with the most vociferous and organised groups within the community. A regeneration project of the scale and duration, as will be implemented at High Road West, will impact on all in the community. The community of Tottenham is very mixed economically, socially and culturally. There are areas of great stability, with many residents having lived in the area for many years and yet the area is characterised by a high degree of transience.

A key principle of the masterplan consultation strategy is to engage with all sections of the community and maximise the opportunities for all in the community to understand and to participate. This will involve adopting a wide range of consultation and engagement methods and mechanisms to ensure that all material is accessible to all, jargon free and translated into the main community languages.

### 5.2 Being Transparent

A key principle of the masterplan consultation strategy is to deliver regular feedback to the community about how the plans have developed and how views and comments have been taken on board giving the community a sense of ownership of the process. At the end of each stage of the consultation process a report is to be produced and placed on the website. The report will outline the process undertaken, the feedback received and the issues raised

### 5.3 Create and Maintain Momentum

Engagement with the community has tended to be a stop-start affair. A key principle of the masterplan consultation strategy is to establish meaningful relationships with community stakeholders and to maintain and strengthen them throughout the regeneration process. The engagement process is a continuum that runs throughout the regeneration process establishing the framework for the future.

### 5.4 Honesty

The council is committed to being open and honest with the local community. The process to date has laid out clearly the council's plans and aspirations. It is important to be clear about the nature, level and type of decisions that the community will be able to influence in the masterplanning process. There will be regular reporting back to the community on the changes that they have been able to influence.

### 5.5 To listen and understand the communities

The ability to listen appears to be a rather old fashion value in an age of ever faster and varied communication tools. But it will be fundamental to achieving the aspirations of the council to engage the community in the regeneration process. The ability to listen is the key difference between meaningful engagement rather than just consulting the community on a set of proposals. The fact that the engagement process is now embarking on the third stage started demonstrates the council's commitment to listening and recording the community's hopes and aspirations for the future; this has set the tone for the process to date. It has also been important to gain a full understanding of the range of communities within the area and the impact of the regeneration process will have on them.

### 5.6. To be innovative and set new standards – creating best practice

The Council is committed to the regeneration of High Road West, setting new standards for large-scale regeneration projects. All aspects of the process should look to set a new benchmark for reach, quality and expertise. The engagement process is an integral part of that. There will be a wide range of consultation techniques and mechanisms adopted an innovative use of the internet, with the creation of an interactive website that is designed to generate community comment and conversation. It is hoped that in the future the website could become a wider community resource; providing a voice for residents as well as a valuable communications vehicle for the project as it moves forward.

## 6.0 Stakeholders

This consultation and engagement strategy will involve a wide range of community stakeholders.

### 6.1 The Residential community

- Love Lane council tenants
- Love Lane resident leaseholders
- Love Lane non-resident leaseholders
- Love Lane private tenants
- Love Lane ITLA
- Private residents living above shops in the masterplan area
- RSL (London and Quadrant; Newlon Housing Trust) tenants / leaseholders in the masterplan area
- Headcorn and Tenterden Estate
- Residents in the community surrounding the regeneration area

### 6.2 The Business community

- Local businesses and landlords:
  - High Road properties
  - Peacock and Nesta Industrial Estates
  - Chapel Place Businesses
  - Carberry Enterprise)
- High Road West Business Steering Group
- Tottenham Traders Partnership
- Tottenham Hotspur Football Club

### 6.3 Community Infrastructure

- Amenity Societies
- HAVCO
- Community facilities and community services
- Local schools
- Faith Groups
- Ethnic support groups

### 6.4 Formal consultation will be undertaken throughout the masterplan process with:

- The Greater London Authority
- Transport for London
- London Fire Brigade
- National Health Service – GPs and Care Commissioning Body
- Metropolitan Police
- Ward Councillors
- A range of internal stakeholders, including:
  - Homes for Haringey
  - Planning
  - Highways
  - Adult and Young People Services
  - Community Services

## **7.0 A Phased Approach to Consultation**

As identified, there are four phases to this stage in the consultation process; each phase will involve a different focus and range of activities. Throughout there will be continued engagement with the major stakeholders in order to maintain momentum.

### **7.1 Phase 1 - Inform the High Road West community about the Area Action Plan**

7.1.1 The Planning Policy Team is developing an Area Action Plan for North Tottenham. The Area Action plan will provide the necessary planning policy and supporting evidence for future development in the defined area. As part of the process of developing the Area Action Plan, two statutory consultation processes are required to be undertaken. The first (Regulation 18 consultation) ran from 17 January to 7 March 2014. The second round of consultation, (Regulation 19) will take place in the Autumn / Winter 2014.

7.1.2 The Area Action Plan has its own consultation and engagement strategy, which sets out how the statutory consultation will be implemented. However, as the Area Action Plan will contain key elements of the High Road West masterplan, it is important that residents and businesses in the High Road West area understand the Area Action Plan process and have the opportunity to give their views about regeneration in the area.

7.1.3 To initiate the consultation, a series of meetings were held in January 2014, led by the Planning Policy Team, with key stakeholder groups, namely:

- The Love Lane Residents Association
- The Headcorn and Tenterden Residents Association
- The High Road West Business Steering Group

These meetings provided information about the purpose and potential content of the Area Action Plan and how the local community can input into the process.

### **7.2 Phase 2 - Information Gathering and Capacity Building**

7.2.1 The Council will be working with both internal and community stakeholders to develop their capacity to participate fully in the regeneration process. This will include commissioning The Design Council (Commission for the Built Environment) to lead a series of workshops with the key stakeholders of Love Lane Residents Association, Headcorn and Tenterden Residents Association and the High Road West Business Group.

7.2.2 The consultation designed to build the capacity of the key stakeholder groups to enable them to participate fully in the regeneration process. In order to empower stakeholders they may need assistance to enable them to have a greater understanding about the masterplan and regeneration process. The workshops will be complimented by a series of study visits to similar regeneration schemes.

### **7.3 Phase 3 - Developing a comprehensive masterplan**

7.3.1 The council and Arup will be holding 3 workshops with three key stakeholder groups to look at various aspects of the master plan. This will include:

- The masterplan area
- Land Uses, including:
  - Housing
  - Business / commercial activity
  - Open space
  - Community Infrastructure
- Design, including
  - Height
  - Massing
  - Density

- Layout
- Transport

The topic and remit of each workshop will be focused on the specific interests of each particular stakeholder groups. The information gathered at these workshops will be used to help develop the masterplan framework.

- 7.3.2 The workshops will be advertised through letters to the key organisations and through flyers / newsletters and posters on the Love Lane and Headcorn and Tenterden estates.

#### **7.4 Phase 4 - Public consultation on the Masterplan Framework**

- 7.4.1 The Council will undertake an intensive 6-week public consultation process on the Masterplan Framework for High Road West. There will be three elements of the consultation:

- The Masterplan Framework, which will set the principles that will guide change in the High Road West area;
- The White Hart Lane Station and Arches Project, which will include detailed design concepts for relocating g White Hart Lane Station and redeveloping the arches along the railway embankment;
- A formal consultation under s105 of the 1985 Housing Act, which requires the council to consult with council tenants on their views regarding any proposals, which will affect their tenancy. This consultation will be limited to council (secure) tenants on the Love Lane estate. It is likely that the regeneration of High Road West could affect effect the tenancies of current council tenants on the Love Lane Estate. The Council will make clear the s105 requirement on all consultation documentation. It is not proposed to have a separate consultation feedback form for council tenants.

#### **7.5 Capturing Community Feedback**

- 7.5.1 As the primary focus of this consultation is to seek residents' views on the Masterplan Framework, the key consultation document will be the Feedback Form which stakeholders will be encouraged to complete at the drop-in sessions and engagement events. Council officers will undertake homes visits to help particularly vulnerable residents complete their forms if required. Individuals will also be able to complete a Feedback Form online. The Feedback Form will be available in a the major languages in the area and also in large print.
- 7.5.2 It is important that this consultation is clearly explained and understood as an exercise to seek residents' views on the Masterplan Framework. Stakeholders will be asked to complete the Feedback Forms



## 8.0 Consultation Activities / Techniques

The consultation will utilise a wide range of consultation channels and activities and by working closely with local residents, businesses and the wider community interested in the regeneration of the High Road West area. The following communications methods will be utilised during this stage of the consultation.

Communication Chanel	Method/purpose
Dedicated Officers	The Council will ensure that dedicated Officers are accessible in order that residents have a point of contact if they would like to discuss any regeneration proposals. It is proposed to work closely with community organisations and bodies, for example the Love Lane ITLA, to assist in the process and encourage residents to engage in the process.
Haringey Council Website	<p>The council's website will be used throughout the consultation process to advertise events and activities and also to direct people to the consultation. This will be accessible through the Council's <i>Have your Say</i> section, which will in turn direct visitors to a dedicated 'High Road West masterplan' section.</p> <p>The section will also be promoted on the Homes for Haringey website home page and through all communications activities</p> <p>The dedicated section will include:</p> <ul style="list-style-type: none"> <li>• information about the masterplan consultation</li> <li>• frequently asked questions and answers</li> <li>• images</li> <li>• key facts of the Framework</li> <li>• an explanation on how High Road West fits with the wider Tottenham regeneration plans</li> <li>• a feedback questionnaire</li> <li>• news of events taking place over the consultation period.</li> </ul> <p>The section will be regularly updated.</p>
Newsletters	<p>A key tool for explaining and advertising the masterplan consultation. An initial newsletter will be sent to all addresses in the wider consultation area.</p> <p>The initial newsletter will cover:</p> <ul style="list-style-type: none"> <li>• How have we got to where we are now</li> <li>• The vision for High Road West</li> <li>• What sort of place do we want HRW to become for residents, business and the community</li> <li>• Outline the consultation process</li> <li>• Details of the key consultation activities</li> <li>• Promote the website</li> </ul> <p>Other newsletters will follow to remind residents about follow up events and to report back on key responses to the masterplan Framework.</p>
Advertising materials	<p>The consultation process and events will be advertised in a number of different ways:</p> <ul style="list-style-type: none"> <li>• Posters, which will be displayed in appropriate locations to</li> <li>• Advertisements in the local press</li> <li>• Community noticeboards / websites, such as Haringey People Extra online newsletter etc.</li> <li>• the council's website</li> <li>• Homes for Haringey website</li> <li>• Letter to key stakeholders</li> </ul>

	<ul style="list-style-type: none"> <li>• Social media</li> <li>• Community leaders</li> </ul>
Drop-In Events	<p>The Council will hold a series of drop-in events at different times and dates during the consultation period. These will include:</p> <ul style="list-style-type: none"> <li>• The temporary consultation centre / pop up shop</li> <li>• The Coombes Croft Library</li> <li>• The Whitehall and Tenterden Centre</li> <li>• 639 High Road</li> <li>• The Irish Centre.</li> </ul> <p>The drop-in events are designed to allow residents and local stakeholders to drop-in, at their convenience during the allocated days, to talk to Council Officers about the master plan.</p> <p>The focus of each drop-in will be an exhibition on the Masterplan Framework. This will include:</p> <p><i>Understanding Tottenham &amp; High Road West</i></p> <ul style="list-style-type: none"> <li>• Summary of drivers, dynamics and opportunities</li> <li>• Key statistics – underline the current mix of development / uses</li> <li>• The value of change</li> </ul> <p><i>Summary of the masterplan process</i></p> <ul style="list-style-type: none"> <li>• How have we got to where we are now - reinforce momentum</li> <li>• The vision for High Road West</li> </ul> <p><i>Defining the Future – The Masterplan Framework</i></p> <ul style="list-style-type: none"> <li>• What sort of place do we want HRW to become</li> <li>• Summary of the proposed land uses, including <ul style="list-style-type: none"> <li>○ Description of different uses</li> <li>○ Open space</li> <li>○ Activity</li> <li>○ Scale - massing / heights – what will it look / feel like</li> </ul> </li> </ul> <p>Include a range of images CGIs / sketches / drawings</p> <p>Details about what this means for:</p> <p><i>Local Business - creating a dynamic place for business</i></p> <ul style="list-style-type: none"> <li>• Vision for a thriving mixed economy in HRW</li> <li>• A 21<sup>st</sup> century High Street?</li> <li>• Opportunities for business – existing and new</li> <li>• How to cater for their needs</li> </ul> <p><i>Local Residents - creating a special place to live</i></p> <ul style="list-style-type: none"> <li>• The range of different housing types</li> <li>• Sizes</li> <li>• Affordable – quantum, location, affordability</li> <li>• Specific issues regarding Love Lane residents</li> </ul> <p><i>The Community - the Community Strategy for HRW</i></p> <ul style="list-style-type: none"> <li>• New spaces for all in the community</li> <li>• Education</li> <li>• Health / well being</li> <li>• Amenity / play</li> <li>• Young people</li> </ul> <p><i>Next Steps</i></p> <ul style="list-style-type: none"> <li>• Key activities going forward – planning and development</li> <li>• Decision making process</li> <li>• What people will see next</li> </ul>

	<ul style="list-style-type: none"> <li>• On-going communication</li> </ul> <p>Relevant documentation and the Feedback Forms will accompany the display.</p>
Consultation documents and Feedback form	<p>A number of key documents will be produced:</p> <ul style="list-style-type: none"> <li>• A Masterplan Framework summary document, which will be available at all drop-ins and consultation events and will summarise the exhibition</li> <li>• A housing offer document for Love Lane Residents</li> <li>• A Business Offer for affected businesses</li> <li>• Feedback form</li> </ul> <p>The Feedback Form will be included in the masterplan Framework summary and a pre-paid envelope.</p>
Pop-up events / mini displays	<p>A number of pop-up events / mini displays will be held in key areas of North Tottenham, such as Sainsbury's and outside Coombes Croft library to engage with the local community.</p> <p>There will also be mini displays located at the entrances of blocks on the Love Lane estate.</p> <p>This will involve a summary of the Masterplan Framework exhibition and accompanying materials.</p>
Information available at Coombes Croft Library and other council and community venues	<p>Key information (visual and text) about the master plan and the consultation process will be available at the library throughout the consultation period.</p>
Social Media- Twitter	<p>The council has a Twitter feed, which will be used to promote and draw attention to the consultation – including links to online consultation where people can have their say.</p> <p>The Council's Corporate Communications Team is currently developing a Facebook site, which would also be used to advertise the consultation.</p>

## 9.0 Priority Audiences – focused engagement

Over the 6-week consultation period, the council will be utilising a wide range of techniques and approaches to ensure that they engage with all in the wider community.

The consultation area has extended the masterplan area by 300 metres beyond the defined boundary. The purpose of this will be to ensure that the process engages all those that have a direct and indirect interest in the regeneration proposals.

The consultation with the wider community will focus the Masterplan Framework and the White Hart Lane Station and Arches Project.

The activities will include:

- Information through Tottenham News and the website
- Displays and drop-in events at specific venues, such as the Grange, 639 The High Road and The Irish Centre
- Pop-up temporary displays for example at Sainsbury's and outside Coombes Croft library
- Information available at libraries and at other council and community venues

In addition, the Council will have a targeted engagement approach to those stakeholders who are most affected by the redevelopment proposals. There are three specific audiences to whom there will be focused engagement:

- Love Lane Estate residents
- Local businesses
- Headcorn and Tenterden residents
- Traditionally excluded groups

### 9.1 Love Lane Residents

9.1.1 The largest and most affected group of stakeholders within the High Road West Masterplan area is the Love Lane Estate residents. There are 297 Council tenant and 78 leaseholder properties on the Love Lane Estate.

9.1.2 In April 2014 Strategic Urban Futures (StuF) were appointed as the Independent Tenant and Leaseholder Advisor (ITLA) for the Love Lane Estate funded by the council. Since their appointment they have been working to support Love Lane Residents through the regeneration and development of the masterplan process giving independent and impartial advice, capacity building as well as creating a Residents Charter.

9.1.3 Newsletter and Information Sheets

Newsletters have been a valuable means of communication with Love Lane residents. The aim is to keep them informed of the progress of the regeneration process. Residents will produce the newsletter quarterly, with support from the ITLA, with a minimum of four issues a year. The first newsletter in 2014 was distributed in March and outlined the next steps for the High Road West masterplan process as well as advertising consultation activities

9.1.4 Capacity Building and support for the Love Lane residents

Throughout the regeneration process, the ITLA will support and work with the residents of the Love Lane Estate to enable them to engage more effectively with the process. To assist in this a series of capacity building activities were organised to ensure that residents were fully equipped to be able to fully participate in the masterplan process. The capacity building activities included:

- Facilitated workshops, designed to build residents' understanding and knowledge on the masterplan process. The ITLA (StUF) and CABE/Design Council will jointly deliver the workshops
- Briefing notes on specific regeneration issues – provided by the ITLA

- Individual mentoring support throughout the consultation process – provided by the ITLA
- Residents’ Website. It is planned that this will be operational by the summer 2014 – on-going support will be provided by the ITLA
- Visits to other similar regeneration schemes. As part of capacity building programme and to assist in the development a Resident’s Charter, the ITLA has organised a series of visits, in April and May 2014, to regeneration schemes in London to witness and discuss the different approaches adopted to regeneration and specific design solutions to help inform the approach the residents would want to see at High Road West. Currently visits have been planned to:
  - Woodberry Down in Hackney
  - Kidbrook in Greenwich
  - Packington Estate in Islington
- ITLA and Resident Association office. The Council is aiming to secure a permanent office base for the residents and the ITLA. This office will provide a base for the ITLA and will be fully accessible to Love Lane residents. The centre will enable regular surgeries for residents, drop-ins and the opportunity to undertake briefings an mini displays / temporary events on the regeneration proposals. The office will also act as a meeting space for the Residents Association.

#### 9.1.5 The Residents Charter

A key strand of the support and engagement with Love Lane residents has focused on developing a Love Lane Resident Charter. The Residents Charter will:

- Express the aspirations of residents for the future
- Establish the community priorities for the regeneration and the principles of how it will be undertaken
- Set out tenant and leaseholder housing options and resident aspirations for future housing ownership and management arrangements
- Set out how the Council and the Love Lane residents will engage and communicate with each other

The process of developing the Residents’ Charter was initiated in June 2013 with a successful *Resident Charter Day* attended by over 30 residents. Throughout the first half of 2014, the Council and the ITLA have worked closely with residents to develop the Charter. The first draft was issued to the Council in April 2014.

The next steps will be for the Council to respond to residents with a view to finalising the Charter over the summer, in order that the final version can be presented to Cabinet with the Masterplan Framework.

#### 9.1.6 the People Programme

The Council is currently developing a pilot project for the Love Lane Estate that seeks to tackle the key social and economic issues on the estate and provide better opportunities for residents. In May 2014, the Council will initiate the project by establishing, with the Love Lane Residents Association and the ITLA, their priorities for tackling social and economic deprivation on the Love Lane Estate. Once established a task force would be set up to address specific issues to ensure residents’ priorities are met.

#### 9.1.7 A range of different engagement and communication techniques and activities will be undertaken on the Love Lane estate.

Method of engagement	Purpose
Council Newsletter	Regular newsletters will be sent to residents to keep them updated with any new information on the regeneration and masterplan process and to

	advertise events.
Love Lane Resident Association Newsletter	The Love Lane Resident Association will produce regular updates to provide residents with community information and to keep residents updated on the masterplan process.
One to one meetings	The Council will offer Love Lane Estate residents one-to-one meetings, so that the Officers can gain an understanding of residents' key concerns and individual needs where appropriate
Briefing sessions	Briefing sessions will be offered to key stakeholders/different services.
Meetings / workshops	The Council will work with the ITLA to organise a series of meetings to focus on key issues and priorities for residents
Pop-up displays / events	Officers and the ITLA will organise pop-up temporary displays on the Masterplan Framework in the entrances of the blocks. These will be timed in order to ensure maximum contact with residents in the late afternoon and early evening.
Specific Language Forums	Officers will organise specific language forums for estate residents
Attendance at the Resident Association Public Meetings	Officers will attend Residents Association meetings to update residents on the regeneration process.
Summer Fun Day	The Council will help support a Love Lane Resident fun day to promote community cohesion. Information on the masterplan and the regeneration process will be available at the fun day.

## 9.2 Local Business

- 9.2.1 The second largest group of stakeholders within the High Road West masterplan area are the local business owners along Tottenham High Road and White Hart Lane and the businesses within the Peacock and Nesta Industrial Estates.
- 9.2.2 Only 33 of the c. 82<sup>1</sup> businesses affected by the regeneration proposals responded to the High Road West Masterplan consultation. In Stage 3 of the masterplan consultation local business is being made a priority group with the aim of increasing the numbers engaged in the process. The strategy will ensure that local businesses are provided with clear, accurate information in order to increase their involvement in the development of the Masterplan Framework.
- 9.2.3 High Road West Business Steering Group  
During the previous consultation on the High Road West masterplan options, the Council worked to with businesses within the masterplan area to establish the High Road West Business Steering Group. The intention is that the Group acts as a forum for the exchange of ideas and information as well as discussion on the regeneration proposals.
- 9.2.4 Throughout future engagement, the Council will work closely with the High Road West Business Steering Group. A meeting with the Steering Group look place in January 2014 to

<sup>1</sup> This is based on current information held by the Council. However the exact number of affected businesses will be determined through further engagement with the business owners.

explain the Area Action Plan and planning process and further meetings are planned to explore key masterplanning principles and priorities for local business.

#### 9.2.5 One-to-one Meetings

A key tool for engaging with local businesses will be through one-to-one meetings with individual business owners. At these meetings the Council will be able to establish each business owner's aspirations for the area and aspirations for their business.

#### 9.2.6 Heritage Lottery Funding

The Council made a successful stage 1 bid for funding from the Heritage Lottery Fund (HLF) to carry out a heritage led regeneration project at the north end of Tottenham High Road to improve shop fronts.

As a result, the Council was awarded £50,000 from the HLF to contribute towards the development of a stage 2 bid. The Council match funded this with £47,700 to give a total budget of £97,700.

The Council has identified potential High Street properties/businesses that could benefit from this funding and will be initiating a consultation with local businesses in the summer.

#### 9.2.7 Engagement Methods

A range of different engagement and communication techniques and activities will be undertaken with local businesses. The information and feedback at these activities will be used to develop the Masterplan Framework and to develop an offer document for affected businesses.

Method of engagement	Purpose
Council Newsletter	Regular newsletters will be sent to businesses to keep them updated with any new information on the masterplan process and to advertise events.
Meetings / work shops with the High Road West Business Steering Group	The Council will work with the High Road West Business Steering Group to organise a series of meetings/workshops with businesses, to focus on key regeneration issues and priorities
Briefing sessions	Briefing sessions will be offered to key stakeholders/different services.
One-to-one meetings on request	The Council will offer to meet local businesses for a one- to-one meeting on the regeneration proposals. The aim is to ensure that businesses are informed and fully engaged with the masterplan process, to explain the impacts of the regeneration and to discuss the circumstances and requirements of their individual business. One-to-one meetings will be offered to all businesses
Briefing with the Tottenham Traders Partnership	The Council will give briefings as and when required with the Tottenham Traders Partnership.

### 9.3 Headcorn and Tenterden residents

- 9.3.1 There are many residents within the wider community that may be affected by the regeneration of High Road West, however a priority group remains the residents of Headcorn and Tenterden estate. The Council will ensure that all residents are fully aware of the regeneration proposals and their potential impact on the estate. Residents will also be given every opportunity to feed into the consultation process.
- 9.3.2 A range of different engagement and communication techniques and activities will be undertaken with Headcorn and Tenterden residents. The information and feedback at these activities will be used to develop the Masterplan Framework.

Method of engagement	Purpose
Council Newsletter	Regular newsletters will be sent to businesses to keep them updated with any new information on the masterplan process and to advertise events
Briefing sessions	Briefing sessions will be offered to key stakeholders/different services.
Drop-in sessions	Drop-in sessions will be held for residents on the estate
One-to-one meetings on request	As part of the consultation, the council will offer to meet the Residents Association and individual residents at drop-in surgeries to discuss the regeneration and potential impacts for the estate and to discuss their individual circumstances and requirements.

### 9.4 Traditionally excluded groups

- 9.4.1 There have been a range of sections within the community that have traditionally been excluded from consultation activities. The regeneration of High Road West will affect all in the community and therefore it is a key principle of the consultation that there will be a specific targeting of activity to increase the participation from sections of the community that are often excluded. The council will aim to ensure that all engagement activities are inclusive and allow for effective engagement with those communities and groups who are often defined as being *hard to reach*, in particular those whose first language is not English and therefore face obvious barriers in accessing information.
- 9.4.2 Voluntary and community sector  
The council will work with the Haringey Association of Voluntary and Community Organisations (HAVCO) to identify and engage with those organisations who have a presence in the north Tottenham. HAVCO has considerable knowledge and experience of the community sector and their communications networks will prove valuable in accessing a range of community organisations
- 9.4.3 Disabled people, vulnerable adults and older people  
The council will look to identify people who may have difficulty accessing the consultation activities to ensure that they have the opportunity to participate in the regeneration process. The council will identify those who may need additional support and assistance through a combination of working with the Council's Adult and Housing Services department to identify specific individuals and door-to-door canvassing. As a result the a range of activities will be developed, including:
- Individual meetings
  - The involvement of advocates



- The involvement of interpreters where appropriate translations are necessary

#### 9.4.4 Black and Minority Ethnic groups

There are concentrations of the Turkish and Somali communities within the masterplan area. Throughout the consultation, materials will be translated appropriately, translators will be present at key events and there will be specific events held for particular communities.

#### 9.4.5 Children and Young People

Too often young people have been excluded from consultation activity, despite the fact that they, more than anyone, will live to experience the future created by the regeneration process. The consultation on the Masterplan Framework will seek to actively engage with children and young people both in and outside the formal education setting.

It is proposed to build on work already undertaken through previous consultations and youth work to work develop a number of initiatives, including:

- Schools Projects. It is proposed to develop a project with, initially, local primary schools. This will have the designed to engage children in the regeneration process and to gauge their views on priorities for them for the regeneration of their local area, whilst playing a positive role in the development of the curriculum. It is intended that the project would start in autumn 2014.
- Summer activities. It is proposed to develop a range of activities, in conjunction with relevant council departments, to add an additional strand of activity that will look at the future of the High Road West area and to define the priorities for young people for the future.
- Youth Champions. A number of youth champions have been identified through previous consultation on the future of the area and facilities and services for young people. It is intended to work with the champions to explore how best to engage young people in the regeneration process and to develop future projects that have relevance and interest. This will particularly involve members of the Youth Parliament
- The Council will seek to engage young people through an innovatory project that looks at young people learning new skills, understanding the regeneration process and the range of professions that are involved within it and to be able through the process to input directly their expertise and aspirations to shape the future of Tottenham and in particular High Road West.

## 10.0 Consultation Timetable

The following table give an indicative timetable of consultation activities from June – December 2014.

Month	Activity
June	<ul style="list-style-type: none"><li>• CABE workshop</li><li>• Love Lane RA meeting</li></ul>
July	<ul style="list-style-type: none"><li>• High Road West Masterplan workshops</li><li>• One to one meetings with businesses</li><li>• Community Liasion Group Meeting</li><li>• Love Lane RA meeting regarding Residents' Charter</li><li>• Headcorn and Tenterden RA Meeting</li><li>• Meetings with key community stakeholder groups</li></ul>
August	<ul style="list-style-type: none"><li>• One to one meetings with businesses</li></ul>
September	<ul style="list-style-type: none"><li>• 6 week masterplan consultation</li><li>• Launch consultation website</li><li>• Dedicated events</li></ul>

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