

# APPENDIX 8 COMMUNITY AND STAKEHOLDER ENGAGEMENT PLAN

## 1.1 Introduction

The purpose of this document is to outline the community and stakeholder plan for Northumberland Park and show how this responds to the HDV strategy. HDV's approach to the regeneration of Northumberland Park is to put people at the heart of change; the community and stakeholder engagement strategy is essential to achieving this.



As the largest residential site in the current HDV programme, Northumberland Park provides the opportunity to accelerate housing delivery for the borough and will be home to significant community benefits; the new Northumberland Park Community School and The Vale School, Health and Wellbeing Centre and a green spine. Over the lifetime of the project, the political, economic and operational environment is likely to undergo periods of significant change. The Northumberland Park Community and Engagement plan needs to respond to these changes and align to the development phases over the next 20 years.

HDV recognises the Council has undertaken a significant amount of community engagement and any plan needs to complement and enhance the current work being undertaken. This document sets out a high-level plan for the first 12 months, HDV will work with the Council to agree a community and stakeholder engagement plan that sets out a detailed methodology, approach and initiatives, as well as clarity as to the roles and responsibilities of the HDV and the Council. Nothing in this plan is to be seen as replacing the Council's own engagement strategy and requirements, which are ongoing and pursuant to its statutory obligations .

## 1.2 Engagement strategy and principles

This plan will adopt the HDV community and stakeholder engagement strategic approach that is set out in the HDV's Strategic Business Plan; a truly collaborative approach to testing and developing the vision and masterplan with local people through a comprehensive engagement process that will enable them to help shape their new homes and neighbourhoods, and in doing so engender ownership and civic pride. Key to success is developing a transparent core narrative and messaging, and using an appropriate range of engagement methods that allow all members of the community to participate. This positions the HDV as a best-in-class example of inclusive urban regeneration.

The plan will operate to the following guiding principles:

- **Building relationships:** we act in an honest, open and respectful way at all times to build strong relationships, partnerships and trust with our many stakeholders, that include residents, businesses, Councillors, the wider local community and VCS sector;
- **Clarity of purpose:** we will be clear about why and how we are engaging and what the community can expect us to do with their involvement and feedback;
- **Proactive and Inclusive:** we will proactively use a range of engagement methods (including co-design) and opportunities to ensure the broadest range of stakeholders can participate; and
- **Coordinated and organised:** we will work with others to ensure our engagement activities are coordinated, well documented and any issues that arise are properly dealt with

- **Learning from practice:** we evaluate our engagement activities and learn from the feedback that has been provided.

### 1.3 Engagement objectives

Our **overall aim** is to achieve Community Pride: creating homes and neighborhoods where people can thrive as regeneration meets the needs of the community. Outlined below are the key engagement objectives centred around three themes to help us achieve this.

1. Decision making - increase understanding of estate regeneration issues, drivers and aspirations of the community to develop a targeted and meaningful work plan that compliments the efforts of the Council and existing community groups;
2. Relationship development - proactively and effectively engage with internal stakeholders and external stakeholders; and
3. Capacity building; increase community participation enabling residents to participate in the design and delivery of HDV projects and socio-economic programmes.

### 1.4 Understanding the context for Northumberland Park

The Northumberland Park Regeneration Area sits in the Northumberland Park Ward in North Tottenham, a ward with high levels of deprivation. The area covers approximately 32 hectares and is characterised by the Council owned Northumberland Park (1020 properties) and Stellar House, Altair Close, Lindales and Bennetts Close (317 properties) housing estates. There are a number of education assets within the area, the Northumberland Park Community School, The Vale School, Lea Valley Primary School, St. Paul's and All Hallow's Infants and Juniors School.

The Northumberland Park community have been involved in a number of consultation initiatives over the past few years led by the Council. However, there are no concrete plans for the Northumberland Park estate making it difficult for residents to be fully engaged as naturally, community members wish to know how they are going to be personally affected by any possible changes.

In 2013, extensive consultation was carried out across the whole of Tottenham that identified potential for change in Northumberland Park. The consultation included residents, community groups, schools and key stakeholders to produce the 'Tottenham's Future' community consultation report that informed the creation of the Tottenham Strategic Regeneration Framework (SRF) and delivery plan, which committed to exploring options for regeneration and improvements in Northumberland Park. The SRF was approved by Cabinet in March 2014.

In 2014, further consultation was conducted in Northumberland Park with residents by the Council and Homes for Haringey. This was led by Fletcher Priest Architects and George Cochrane Associates to inform a Strategic Masterplan Framework document that would outline Key Principles for Change and parameters for any potential improvement or redevelopment. This informed the Tottenham Area Action Plan that the Council anticipates will be approved in summer 2016. These documents have been used by the HDV to inform our proposals at a particular point in time. Any future plans for regeneration will undergo comprehensive community consultation, including a formal S105 consultation.

Since 2015, the Council has focussed on setting up formal and informal channels for engagement to prepare residents for future consultation. It has employed two dedicated

engagement officers for the estate and helped establish three residents associations. 'Create Streets' (social enterprise and independent research institute focusing on the built environment) was also engaged to create and support 'Place Champions' who would learn more about the principles of regeneration so they can share their knowledge with friends and neighbours. An independent tenant and leasehold adviser (ITLA) was also appointed and is funded through the Tottenham Regeneration Team until January 2018. These changes have had a cumulative effect with a steady increase in the number of residents engaging.

In 2016, ITLA completed a survey through an extensive door knocking exercise of every property on the estate to ask for resident's views about regeneration. There was a response rate of 36% (496 respondents out of 1366 households) and the findings produced a baseline expectations document.

There is still more work to be done to increase resident involvement in a more focused and targeted way. This includes understanding the issues and working with specific estates to help inform the next stage of the masterplan process.

### **1.4.1 Key issues**

Through the consultation work that has been done to date, below is a summary of key issues as the HDV understand them:

- Crime (in particular prostitution and drug dealing), anti-social behaviour and gangs;
- Unemployment and the lack of employment or training opportunities;
- Environmental management, specifically rubbish and cleanliness across the area;
- Regeneration resulting in gentrification that will not improve the lives of existing residents;
- Perceived loss of council housing through the regeneration process;
- The physical separation between the different areas and communities;
- Loss of existing community spirit;
- Community disruption and displacement, concerns about the regeneration process, where and how they may be rehoused, and being priced out of the area (in particular from elderly residents);
- That certain hard-to-reach community groups may not be engaged with due to physical isolation, language barriers or cultural diversity;
- The quality of new homes including the size, range of building types and design styles; and
- Concern about the short-term and long-term management and maintenance of the site.

### **1.4.2 Key opportunities**

The community has shared their aspirations with the Council as reflected in the above aforementioned strategy documents. The HDV is committed to delivering change in partnership with key stakeholders to ensure we continue to educate, engage and empower the community so that Northumberland Park reflects the future aspiration and needs of the people. We have identified the following opportunities at Northumberland Park:

- Increase and broaden the range of people engaged to ensure it is representative of the community, using innovative engagement methods that focus on reaching out to young people and culturally diverse groups;
- Further develop and adopt a residents charter that outlines our 'key guarantees' for housing and regeneration;

- Participation in the design development of the physical regeneration including the Masterplan, School, Health and Wellbeing Centre, Public Realm and Housing;
- Meanwhile uses that support the social economic programme, such as pop up police shop and mobile doctors' surgeries;
- Support Third Sector organisations and wider initiatives that benefit the people of Haringey, such as safety programmes, cycling infrastructure or developing the broader HDV Healthy Food Strategy;
- Facilitate new ideas by supporting meanwhile uses and test projects that quickly create a sense of place and provide opportunities to observe and participate in Northumberland Park and wider HDV's events, activities and programmes;
- A meanwhile use programme of events will be created through engagement with local community groups and residents and raise awareness of HDV brand; and
- Facilitate a process to help residents address short term housing management issues. This could include establishing an 'estate management' stakeholder group with key authority organisations to tackle security and maintenance issues.

## 1.5 Stakeholder mapping and analysis

Due to the scale of change there will be key local, regional and national stakeholders who will need to be engaged at different stages of the project. The HDV is currently undertaking a full mapping exercise to understand the current needs of those identified.



Figure 1-1 Preliminary stakeholder map for Northumberland Park

Key stakeholder groups have been summarised below to help us understand how we will reach and engage with them.

Table 1-1 Key stakeholder groups

Stakeholder type	Why they are important	What we want from them	How are we going to reach them
<p><b>Residents</b> – Council tenants, leaseholders Non-resident leaseholders Freeholders Private tenants, resident associations, ITLA</p>	<p>All residents will be impacted by the changes taking place. Current social tenants and leaseholders will be impacted the most.</p> <p>A full S105 Housing Act consultation is required.</p>	<p>We want all residents to feel a sense of ownership. We will ensure they are well informed and engaged in the process so that we create meaningful dialogue on the regeneration process</p>	<p>Working with both formal and informal networks. Such as RA's, engagement officers, community groups and developing specific methods that target BAME groups (eg. Turkish &amp; Polish speaking resources) &amp; special needs. This will include;</p> <ul style="list-style-type: none"> <li>Interactive digital tools</li> <li>Co-design workshops</li> <li>Outreach through face to-face, mobile and pop-up events</li> </ul>
<p><b>Community</b> - Bridge Renewal Trust Community services Local schools Faith Groups Ethnic support groups Ward Cllrs and Local MP</p>	<p>Cllrs, schools and faith groups play an integral role in the community. They have links with other groups and influence in accessing those impacted by the changes.</p>	<p>Strong working relationship with Northumberland Park Community School and The Vale School will be directly impacted by the regeneration and are key operational partners.</p> <p>Collaborate with Bridge Renewal Trust to support and build capacity of the third sector in Haringey.</p>	<p>Individual stakeholder meetings, workshops and forums</p>
<p><b>Business community</b> -Tottenham Hotspur FC, The 639 Enterprise Centre, local business groups, major employers</p>	<p>Large businesses such as Tottenham Hotspur are major employers and provide a number of services through the Hotspur Foundation.</p> <p>Organisations such as the 639 Enterprise Centre play an integral role in supporting local people get started in business and gain employment skills.</p>	<p>Work in coordination with key organisations in the area and to seek their input when further developing our Socio-Economic programmes.</p>	<p>Individual stakeholder meetings, workshops and forums</p>
<p><b>Developers</b> – including neighbouring landowners currently undertaking development</p>	<p>NP is part of a more extensive regeneration program and we need to ensure our activities are coordinated</p>	<p>Open dialogue and a strong working relationship to improve momentum, efficiencies of scale and coordinate communication to the community.</p>	<p>Establish formal partnerships and support the Landowners Forum that will bring together social and economic outcomes of the area.</p>

<p><b>Interest Groups</b>– representing special areas of interest or concern such as Homes for Haringey, Project 2020, Haringey Play Association, Bernie Grant Centre</p>	<p>There are numerous organizations that provide specific services to the community in NP and are subject matter experts in their field. The HDV needs to fully understand the different groups operating and they can be potential partners in the delivery of programmes.</p>	<p>Work in partnership with Homes for Haringey as a key operational partner providing services to NP tenants and leaseholders.</p> <p>Project 2020 provides youth services on the estate and a drop in centre. The HDV would see Project 2020 as a key partner in engaging young people.</p>	<p>Stakeholder meetings, potentially formal agreements when and if necessary.</p>
<p><b>Authorities</b> - TfL, Network Rail, Crossrail 2, GLA, Police, Haringey Council and other statutory bodies</p>	<p>HDV recognises there is Statutory consultation required for planning proposals, and compliance with Section 105 of the Housing Act 1985 associated with the rehousing of secure tenants.</p> <p>Appropriate authorities will also be involved in the design and development of regeneration plans at the right time.</p>	<p>Work in partnership with the Council to clarify roles and responsibilities.</p> <p>All statutory consultation will compliment any informal engagement to ensure residents are well informed.</p>	<p>Statutory requirements include communication tools such as formal site notices, notification letters and newspaper advertisement.</p> <p>Stakeholder meetings with key authorities by the project teams.</p>

## 1.6 Delivery plan and key messages

Creating a ‘culture of participation’ across all HDV activities means staff and the wider delivery teams are responsible for delivering effective and inclusive engagement for Northumberland Park. We will work closely with community engagement staff and key stakeholders and use a variety of communication methods to engage with the community, to gather information and to ensure penetration of key messages.

### 1.6.1 Stage 1: First 100 Days

#### 1.6.1.1 Key messages

- The first 100 day plan will be established during the operational period prior to the launch of the HDV.

Table 1-2 100 Day Plan

Objective	Activity	Outcome
Relationship development	Key stakeholder briefings with	Nurture long-term support and advocacy

	Resident Associations, ITLA, Education Working Group, community groups, individual schools & faith groups to understand key concerns and opportunities	
	Central website providing a one-stop-shop for everything the community and stakeholders will need to know about the HDV and Northumberland Park, providing fact sheets, and frequently asked questions.	Keeping community informed and being transparent and open
Decision making	Conduct Place Score surveys with all community members using online tools and outreach events.	Capture community values to provide a benchmark for guiding change  Measure place experience today in order to inform the future
	Meetings and workshops with Northumberland Park and The Vale School	Inform project briefs
	Identify opportunities for a co-design approach for each stage of the required plans	Inform plans for regeneration
	Testing and defining 'Skills and Employment Hub' and programmes through internal and external stakeholder briefings	Agree on programme
Capacity building	Establishing a temporary Community Hub with community groups to ensure they can access information, support and services.	HDV physical presence on site so that it's visible and accessible.
	Place Champions Supporting the work carried out by Create Streets and working collaboratively with this group to establish a new work plan.	Supporting existing place champions and building knowledge on estate regeneration in the community to inform and influence future plans
	Launch local enterprise support programme to include mentoring, reduced rents, capital incentives towards fit-out, rent free etc)	Better prospects, enabling education, training and employment by providing opportunities for local business
	Develop a Meanwhile use strategy with the community for temporary uses and programmes. We will partner with key organisations to assist delivery. Some examples could include:  <b>Pop-up social impact uses</b> , such as pop-up police shops and temporary or mobile doctors' surgeries offering services such as health MOT checks,	Promoting Haringey as a healthy place to live and empowering people to improve their own health.

	<p>sexual health advice, immunisations, advice on healthy living and stopping smoking.</p> <p><b>Skate Park:</b> Create a free-to-use temporary skate park with a programme of competitions. It will be replaced by a permanent facility in Paxton Square during the third phase of the regeneration.</p> <p><b>Community Gardening:</b> Vacant areas of the site have the potential to be a temporary home to a community gardening enterprise, which can provide education, grow food and run a programme of activities.</p>	
--	--	--

In summary:

	September 2017	October 2017	November 2017	December 2017
STEP 1	Developing baseline: Place Score Survey			
STEP 2	Relationship development: HDV Information, listening, collaborating			
STEP 3	Decision making: NP vision, preparing briefs, appointing consultants, testing and defining socio-economic programmes, developing meanwhile use strategy			
STEP 4		Capacity building: establish community hub & launch local enterprise support programme		

## 1.6.2 Stage 2: 1000 days

Northumberland Park is made up of many unique neighbourhoods and places and each will comprise numerous stages, phases and milestones over the next 20 years. Individual engagement and communication plans will be developed that take into account the different characteristics, external considerations and stakeholders for each stage of the project.

## **1.7 Monitoring and feedback**

Monitoring is required to ensure engagement activities are relevant, effective and achieve the project objectives. HDV will prepare regular reports to track feedback and progress and identify any emerging issues.

The use of Place Score and Commonplace, is proposed to capture data throughout consultation processes. Both tools will enable the HDV to understand who we are reaching and identify any gaps.

Outputs from all engagement will be recorded and played back to the community in easily digestible formats including 'You said, we did summaries' which will demonstrate how HDV have changed plans and strategies to adopt feedback from the community. This will be communicated through our website, newsletters, reports, and presentations.

Full details on the range of tools that will be deployed can be found in the HDV Strategic Business Plan.