

APPENDIX 8: COMMUNITY AND STAKEHOLDER ENGAGEMENT PLAN

1.1 Introduction

This appendix outlines the community and stakeholder plan for HDV Wood Green Business Plan and show how this responds to the HDV strategy.



The HDV's approach to the regeneration of Wood Green is to put people at the heart of change; the community and stakeholder engagement strategy is essential to achieving this.

The redeveloped sites are the catalyst to the revitalisation of the Wood Green town centre, creating a civic centre, and public realm that encourages social cohesion and economic prosperity. It is here that HDV will seek to create momentum and to use creative tactics to engage the broadest audience of stakeholders, from residents to businesses, including hard-to-reach, disengaged groups.

There will be significant opportunity to engage and excite people about the revitalisation of Wood Green as a hub destination for retail, leisure, culture and civic services, supported by strengthened transport connections to the rest of London. The proactive calendar of HDV activity will spotlight innovative meanwhile uses, and a cultural offering that puts Haringey on the map as a destination for residents, non-residents and attracts inward investment. Wood Green will be positioned as the "heart" of the borough, central to the Council's ambitions to make it a living laboratory of low-carbon innovation.

The HDV recognises the Council has undertaken a significant amount of community engagement through the Wood Green Area Action plan. Any future engagement needs to compliment and enhance the current work being undertaken. Given the complexity of the regeneration programme, this document is a proposed plan for the first 12 months that will be reviewed once the HDV is fully operating.

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 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 tools 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:

Transparent and timely: HDV will operate in an open and transparent way and ensure timely delivery of project information and responses to feedback

Building relationships: HDV will invest in long-term relationships with key stakeholders and community partners

Clarity of purpose: HDV will be clear about why and how we are engaging and what the community can expect us to do with their feedback

Inclusive: HDV will proactively use a range of engagement methods and opportunities to ensure the broadest range of stakeholders can participate

1.3 Engagement Objectives

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

1. Decision Making - increase understanding of urban renewal and 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 Dvelopment - proactively and effectively engage with internal stakeholders, external stakeholders and all residents;

3. Capacity Building - increase community participation enabling residents to participate in the design and delivery of projects and programmes.

1.4 Understanding the Context for Wood Green

Wood Green has been targeted as a growth area due to its strategic location and excellent transport links. Wood Green is a diverse and vibrant town centre with thriving Chinese, Turkish and Polish specialty shops, restaurants combined with independent and high street retailers. The Mall shopping centre, dominates the high street and has its own ambitious development plans for the area. The key sites to be delivered by the HDV include, the LBH Civic Centre site, Station Road Office site, Wood Green Library site. The focus is on creating mixed-use sites that will bring more activity improving both the day and night-time economy and creating a welcoming public space that improve east west link and pedestrian and bicycle-friendly pathways.

The Wood Green community, including both residents and businesses are highly engaged. Since 2015, Haringey Council has been working towards a detailed Area Action Plan (AAP) that will transform Wood Green and unlock its potential to deliver new homes and jobs.

Early 2015, Haringey undertook extensive community consultation across the Borough to understand community insights, needs and aspirations. This information informed the Haringey Corporate Plan 2015-18 that responded by making regeneration a key objective for Wood Green. The Council commenced a formal consultation and engagement programme specifically for the Wood Green Action Plan in 2015. The programme is being delivered by consultancy firm Soundings and is in its last phase. The consultation period closed in April 2017, where a large number of people have been involved attending workshops, stakeholder meetings, online surveys and completing short-term project cards. The Draft Area Action Plan is expected to be finalized in late 2017 and will be presented for examination in public in 2018.

In 2016, the Council undertook a feasibility study for a potential business improvement district (BID) for the Wood Green Town Centre. Through this process, the Council was able to further understand some of the concerns specific to the business community and the future growth of the Town Centre.

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 understands them:

- Crime (in particular theft of goods, crime against person and property), anti-social behaviour and gangs;
- Environmental management, specifically rubbish and cleanliness across the area;
- Poor perception of the area based on high crime rates and uncleanness;
- Congestion, road traffic and air quality;
- Quality of retail outlets, the lack of variety and the closure of M&S and BHS on the High Road and the impact it has on local business growth;
- Consultation fatigue due to the large number of developments occurring in the area;
- No specific consultation has been done on key HDV sites that could be contentious due to current use or historical significance;
- The concern that regeneration could result in gentrification that will not improve the lives of existing residents;
- Perceived loss of council housing through the regeneration process;
- That certain hard-to-reach community groups may not be engaged with due to physical isolation, language barriers or cultural diversity;

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 the HDV sites in Wood Green reflect the future aspiration and needs of the people. The HDV has identified the following opportunities:

- Develop a shared community vision for each project;
- Streamline consultation activities with the Council to strengthen narrative and key messages;
- Support creative sector and vision of the Cultural Quarter;
- Support the market in The Mall during the development phases;
- Early engagement with community on selecting future architects for the Civic Centre site;
- Increased community participation and identifying opportunities to co-design the Masterplan, library and public realm;
- Support wider initiatives that benefit the people of Haringey, such as safety programmes, cycling infrastructure or developing the broader HDV Healthy Food Strategy;
- Use innovative engagement techniques that focus on reaching out to young people and culturally diverse groups; and
- Facilitate new ideas by supporting meanwhile uses and test projects that quickly create a sense of place and provide opportunities for people from wider areas to observe and participate in Wood Green and wider HDV's events, activities and programmes.

1.5 Stakeholder 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: Preliminary stakeholder map for Wood Green

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

Stakeholder type	Why they are important	What we want from them	How are we going to reach them
Business community – The Wood Green Business Forum The Landowners Forum Retailers SME's Workplace Social enterprises eg. The Mill Co, Green Rooms	<p>Business community is a highly engaged group that want to positively contribute to the growth of Wood Green.</p> <p>Opportunity to support the establishment of a Wood Green BID</p>	<p>Work in coordination with key groups such as the Business Forum and Landowners Forum to seek their input when further developing the HDV program.</p>	<p>Individual stakeholder meetings, become members of both Forums.</p> <p>Use of specific methods such as: Interactive digital tools Co-design workshops Outreach through face to-face, mobile and pop-up events</p>
Community - Bridge Renewal Trust Community facilities and community services Nursery, Primary & Secondary Schools Faith Groups Ethnic support groups Youth Groups Community Hub Mosque	<p>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>Establish a strong working relationship with Community Hub & Mosque that will be directly impacted by the changes.</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>
Residents – Council tenants, resident associations, older people, African Caribbean, Turkish & Polish community and residents on sites adjacent to development e.g. the Gypsy and Traveller community next the the Civic Centre site, who are a protected group.	<p>All residents will be impacted by the overarching changes taking place in Wood Green.</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, Council engagement officers, community groups and developing specific methods that target BAME groups & special needs. This will include; Interactive digital tools Co-design workshops Outreach through face to-face, mobile and pop-up events</p>
Interest Group– representing special areas of interest or concern such as Homes for Haringey Metropolitan Housing	<p>There are numerous organizations that provide specific services to the community in WG and are subject matter experts. The HDV needs to fully understand the different groups operating and the impact on HDV sites</p>	<p>Work in partnership with Homes for Haringey as a key operational partner providing services to WG tenants and leaseholders</p>	<p>Stakeholder meetings, potentially formal agreements when and if necessary.</p>
Landowners - Arriva bus company Wood Green Bus Garage (GLA) Capital & Regional	<p>WG AAP plan identifies numerous sites undergoing change as part of a broader regeneration program. The HDV recognises the need to ensure our program is coordinated</p>	<p>Open dialogue and a strong working relationship to improve momentum, efficiencies of scale and coordinate communication to the community</p>	<p>Join Landowners Business Forum, key stakeholder meetings, workshops with project teams</p>

	with other key developments		
Authorities – Such as TfL, Crossrail, Mayor of London, GLA, MET Police, NHS London Integrated Transport Council Highways England	HDV recognises there is Statutory consultation required for planning proposals, and compliance with Section 105 of the Housing Act 1985 associated with the decant of secure tenants. Appropriate authorities will be involved in the design and development of regeneration plans at the right time.	Work in partnership with the Council to clarify roles and responsibilities Explore opportunities to leverage specific funding grants available Any statutory consultation will complement the proactive engagement activities	Statutory requirements include communication tools such as formal site notices, notification letters and newspaper advertisement Stakeholder meetings with key authorities by the project teams

1.6 Implementation 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 Wood Green. We will work closely with key staff and stakeholders and use a variety of communication methods to engage with the community, to gather information and to ensure penetration of key messages.

Stage 1: First 100 Days

Key messages will be developed as part of the 100-day plan established during the operational period prior to the launch of the HDV.

Objective	Activity	Outcome
Relationship development	Key stakeholder briefings with Wood Green Business Forum, Landowner Forum, Mosque, Community Hub, Capital and Regional and Metropolitan Housing, G&T community (refer to EqIA)	Nurture long-term support and advocacy
	Central website providing a one-stop-shop for everything the community and stakeholders will need to know about the HDV and Wood Green, 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

	Launch design competition to get community involved in appointing design team for Civic Centre	Community appointed design team
	Testing and defining 'Skills and Employment Hub' and programmes through internal and external stakeholder briefings	Agree on programme
Capacity Building	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.	Promoting community pride, creating neighborhood's where people can thrive as regeneration meets the needs of the community.

Stage 2: 1000 days

Wood Green regeneration programme includes numerous stages, phases and milestones over the next 10 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. The 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 refer to the HDV Strategic Business Plan.