



Liveable Crouch End

Engagement Plan

London Borough of Haringey

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1. INTRODUCTION

1.1 Background

Transport for London's (TfL) Liveable Neighbourhoods programme looks to transform neighbourhoods across the capital into greener, healthier, more attractive public spaces and Crouch End is one of seven areas chosen for funding following Haringey's successful bid.

The proposals for Crouch End are at an early stage and pre-engagement with the local community is the next step to help inform and develop plans for the area. The main objective from the pre-engagement is to understand key issues in the area and the required changes from the point of view of the residents, businesses and visitors.

Under the proposals, pedestrian and cycling conditions in Crouch End town centre will be improved to encourage more active travel in the area, which in turn will tackle congestion and improve air quality and residents' wellbeing.

1.2 Aims of the project

The Liveable Crouch End project will be designed to support the key aims of the Liveable Neighbourhoods programme. The objective is to deliver the Mayor's standard of 'Healthy Streets' which will encourage modal change to walking, cycling and public transport.

The Liveable Crouch End bid contains four main work streams, including improvements to:

- Crouch End town centre
- The five main routes into the town centre
- The surrounding residential area
- Complementary measures that encourage active modes of travel

2. OBJECTIVES OF THE ENGAGEMENT PLAN

The Council is keen to carry out pre-engagement with key stakeholders to define the scope of the project by understanding what they think the issues are in the area and any potential solutions to these issues.

The following plan sets out who we want to engage with, the manner in which we will achieve this, and the timescales.

Following discussions with Haringey Council it was agreed that this Engagement Plan should cover the following:

- Identifying the clear objectives of the scheme that will be communicated
- Branding of the Liveable Neighbourhoods project, Leaflet and online design criteria
- Identifying any promotional items that can be used
- Linkages with other campaigns and objectives e.g. road safety
- Identification of all stakeholder groups and forums (not necessarily within the Crouch End area) to ensure we reach out to the right audience, and clarification of how these groups can be involved
- Clarity and confirmation of the pre-engagement schedule and planned events to reach these stakeholder groups and forums.

Pre-engagement activities will be designed to involve as many people as possible in the Crouch End area, and will focus on stakeholders being involved, feeling informed and their awareness of the scheme throughout the engagement process. The targets for this first phase of engagement will need to be agreed with the Council but should be close to the following:

- 40% number of businesses/residents aware of the scheme w/c 26 November 2018 (following leaflet drop).
- 60% number of businesses/residents feel informed about the scheme by end of December 2018.
- 60% number of businesses/residents involved in the scheme by end of January 2019.

Monitoring will be carried out regularly throughout the engagement period to establish whether we are reaching the relevant stakeholder groups effectively, and are on track to meet these targets.

Adjustments can be made to the engagement methods throughout the process if required.

Behaviour change objectives will be developed later in the scheme, likely focusing on the usage of active travel modes following implementation of improvements in the Crouch End area.

3. ENGAGEMENT AND COMMUNICATION

A robust but flexible engagement and communications plan is required to ensure that all stakeholders feel involved in the decisions that will be made to improve their local area throughout the lifetime of the project. Early buy-in from all stakeholders is crucial to the success of the scheme to reduce objections at a later stage.

We will work with the Haringey communications team to develop this engagement plan so it identifies the key stakeholders and how to contact them, sets clear objectives, uses best practice, sets out a strategy for stakeholder involvement and delivers a detailed and timely plan which supports the programme plan.

3.1 Identity

An identity for such a large scheme is important. A relatable, relevant and timely identity, or brand, helps stakeholders to recognise the scheme, its objectives and outcomes. It also helps to monitor perception and the success of a scheme.

The Liveable Crouch End brand has been developed and will be used throughout the scheme to create its own identity for the local community.

3.2 Strategy

A crucial element to the success of this project will be engagement/involvement with the programme and regular communication of the scheme detail.

3.3 Pre-engagement

Pre-engagement should be carried out to get some key stakeholders' (such as the HCC and Crouch End Neighbourhood Forum) buy-in early on, who hopefully in time will become advocates of the programme. Getting stakeholders involved in developing a brand is an effective way to get them to start thinking about the scheme and what they want it to achieve.

Similarly, we should start to have conversations (this may be digital or face-to-face) with a wider range of stakeholders to hear about the changes/improvements they want to see. The key message at this stage is that "nothing is fixed or defined", we will listen to concerns and ideas from the community to reach our objectives. In particular, face-to-face meetings or workshops will be held with (but not exclusive to):

- Councillors
- Neighbourhood and residents' forums
- Cycling and disability groups
- Emergency services
- Schools

We will also take this opportunity to start collecting names and email addresses of those who would like to be kept updated on the programme and opportunities to get involved, for a regular email update.

3.4 Early engagement

In line with the programme plan, we will carry out the next stage of early engagement which will provide anyone; residents, businesses and interested groups to provide their comments on the early feasibility, some of the key principals of the design and inform us of the ideas they may have, issues they face and the areas they want to see changed.

The early engagement period will include:

- Events that tie in with the work, for example putting in place a temporary road closure or a pocket park. Temporary statements like this will generate interest and we can use the opportunity to provide information and talk to residents, businesses and visitors (two four-hour days, one weekday and one Saturday).
- A web-based consultation system, which will enable residents, businesses and interested groups to plot their concerns and issues in relation to cycling/walking and their environment on a map. This can be seen in action on our consultation portal, for example <https://www.pclconsult.co.uk/projects/isle-of-dogs/> In addition, respondents will also be able to fill in an online survey.
- Leaflets delivered to all households and businesses in an agreed area, informing them of the scheme and asking for their involvement via the interactive map and/or survey.
- Liaison with key community forums and visits to them (allowance for three meetings including evenings).
- Door knocking in key business locations within the borough (two days) as well as a business forum to discuss their concerns / issues (allowance for two meetings)
- School visits to discuss with local children their concerns and wishes (allowance for three visits).
- Emails and phone number response line for queries during this time as well as information updates for councillors.
- Content for council communications channels such as social media, press, web and newsletters.
- Regular email update informing stakeholders of the latest programme details, opportunities and timescales.
- Social media and outdoor advertising (or signage) will direct local residents and businesses to get involved and provide information about the public stalls/sessions.

As part of this proposal we will help to run and deliver these groups, although it is anticipated that a representative from Haringey Council will also be present.

3.5 Consultation

An informal consultation will then take place utilising similar channels to the pre and early engagement to help finalise designs and iron out any other queries:

- Online web page and survey.
- Leaflets
- Information stalls located in key areas to talk to residents, businesses and visitors (two four-hour days, one weekday and one Saturday)
- Liaison with key community groups and businesses and visits to them (allowance for three meetings including evenings)
- Ongoing monitoring of emails and phone number response line
- Content for council communications channels such as social media, press, web and newsletters.
- Email update
- Social media and outdoor advertising / signage

3.6 Communication programme

Throughout the lifetime of the project it is key to keep residents and businesses informed of plans, progress, changes and timescales. Information must be relevant and timely but will make everyone feel much more informed and involved in the decision-making progress. This is also where branding is important so that stakeholders know that the information they have received is part of this programme. The following channels should be used for regular communications:

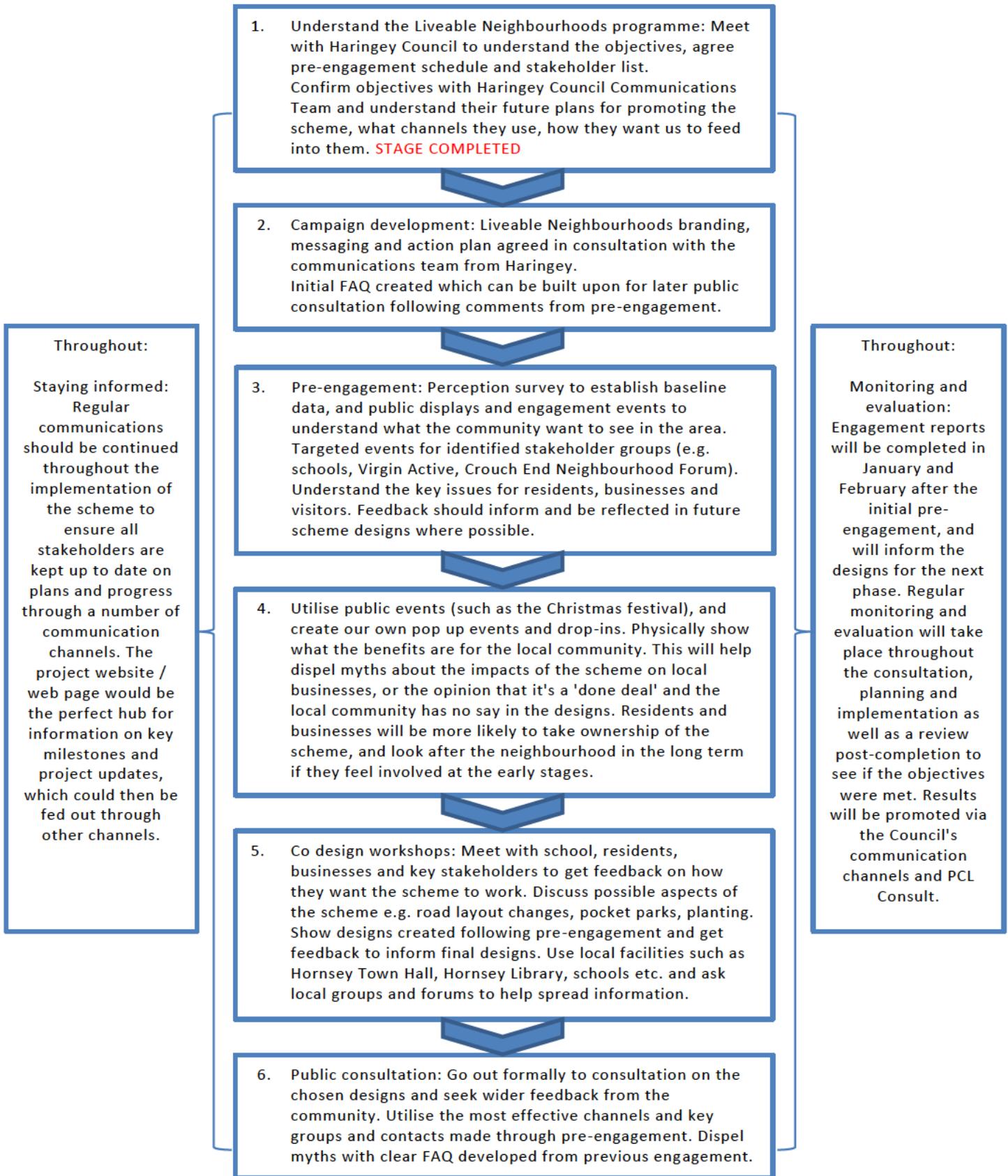
- Council channels should be utilised
- Press
- Outdoor advertising / signage
- Letters and leaflets
- Email updates (this includes to community groups etc.)

3.6.1 Channels

These are not exclusive to those listed in the above sections, but the ones listed are what we propose to go ahead with.

4. METHODOLOGY

The flowchart below lays out the engagement process we plan to follow throughout the project, from pre-engagement to project close.



5. IMPLEMENTATION

The Haringey Liveable Neighbourhoods scheme presents a big opportunity for the local community of Crouch End to make a real difference to their area, through improving streetscapes and facilities to make walking and cycling more appealing and accessible to all.

Informed and involved stakeholders are far more likely to support the scheme and may even become advocates for the Liveable Neighbourhoods vision in Haringey, spreading the word and encouraging others to be involved. It's integral to the success of the scheme that key stakeholders are involved throughout, and kept up to date with progress.

There is a strong sense of community in the Crouch End area, which is clear from the dedicated neighbourhood and residents forums that take an active role in the community, and this could be hugely beneficial to the scheme if these groups are kept informed and involved from the beginning.

A campaign is needed to ensure that all stakeholders are taken on this journey together. The build and disruption will affect them all, therefore a detailed campaign of recognisable branding, a strong narrative and regular communications will help them feel informed and involved, and help to increase satisfaction, reducing complaints and queries.

This section of the Pre-Engagement Plan outlines how we intend to deliver engagement within the Crouch End Community more generally, and with key community groups and stakeholders.

5.1 Audience

We want to engage with everyone living and working in or visiting the Crouch End area. We will work with the Council on a stakeholder plan to understand who the stakeholders are and on what level each stakeholder group should be engaged. Our stakeholder list will be added to throughout the project as we gain a greater understanding of the people and groups in the area.

From previous discussions with the Council we understand the main stakeholders to be comprised of the following:

5.1.1 Internal

- Lead: Haringey Council officers and Members (including project managers, transport, environmental and public health, comms, design etc)
- Councillors
- Transport for London (TfL)

5.1.2 External

- Residents and residents' groups, including:
 - Crouch End Neighbourhood Forum
 - Haringey Cycling Campaign
 - Transport Forum

- Friends of Parkland Walk
- Friends of Priory Park
- Friends of Stationers Park
- Hornsey Historic Society
- Other community groups
- Public transport users
- Shoppers
- Accessibility groups – We are the 14%
- Haringey walking groups and walk leaders
- Businesses, including:
 - Waitrose
 - Virgin Active
 - Town centre businesses
 - Supplier / delivery companies
 - Taxis – Hackney Carriage and private hire
 - Waste collection (Council and private operators), cleaning (Council) and maintenance (Council and TfL)
- Visitors
- Local churches
- Town Hall developers
- Emergency services:
 - Fire
 - Police
 - Ambulance
 - Utility companies
- Schools:
 - Rokesly Infant and Junior Schools
 - Hornsey School for Girls
 - Weston Park Primary School

- St Gildas' Catholic Junior School
- St Peter in Chains Roman Catholic Infant School
- Kestrel House School
- Coleridge Primary School
- Highgate Wood Secondary School
- Other relevant organisations:
 - Living Streets
 - Beryl Bikes
 - London Councils
 - OpenAge

5.1.3 Messaging

Messaging will tie in with other relevant council campaigns and will change throughout the programme:

- Pre-engagement - gathering ideas, understanding concerns and issues, “nothing is fixed or defined”, tell us what you think
- Co-design workshops – feedback on initial designs created from pre-engagement comments
- Consultation – have your say on proposals
- Communication throughout – programme updates, timescales, works, changes, benefits, get involved

5.2 Draft Action Plan

An action plan with roles and responsibilities, and timescales will be created in line with the programme plan.

The following is a draft plan. Messaging will be developed.

Audience / timescales	Messages	Channels
Campaign Development		
Internal: Lead: Haringey Council officers and Members, Councillors, Contractors, Transport for London (TfL) (Ongoing)	Understand roles and responsibilities. Agree branding, messaging, action plan and processes (such as sign-off, information sharing, utilising council channels etc.).	Face-to-face meetings and emails
Key deadlines		
14-20 November 2018	Councillor briefings for Labour and Lib-Dem Ward Members.	Face-to-face meetings and emails
20 November 2018	Sign-off on consultation materials and PCL consult content. Cllr briefings to have been done by this date.	Face-to-face meetings and emails
26 November 2018	Start of the pre-engagement consultation period. Website is live and available to engage with. PCL Consult website go-live date, survey and map ready for comments. Comms sent to the local community.	Leaflets delivered to local residents and businesses. Posters displayed w/c 26 Nov Social media and website (dependent on purdah restrictions) . Emails to key stakeholders. Stakeholder media channels

Audience / timescales	Messages	Channels
1 December 2018	Crouch End Christmas festival and market – PCL to have a stand / stall at the market to engage with people attending.	Face-to-face
3-7 December 2018	Engage with Virgin Active before Christmas, to avoid their busy period in the New Year.	Face-to-face meetings and emails
2 January 2019	Start engagement with businesses in January when they're likely to be quieter after the Christmas rush.	Face-to-face meetings, emails, mailouts
Pre-engagement (November 2018 – January 2019)		
Schools (November and January)	Start engagement from / after Road Safety Week (19-25 November) – inform schools about the scheme, and arrange specific workshops with them in late November / early December.	Mailouts, emails, face-to-face events/activities with schools. Provide information for schools to send to parents if required.
CLIs and council staff (November)	Explain consultation process	Presentation
Residents (November - January)	We want your feedback. Tell us your thoughts on the area, your likes and dislikes. Think about your experience of living, shopping, travelling in the area.	Face-to-face interactive public event (if plans are contentious, for example road closure, do events with temp road closure to show what space can be used for etc.), website and online survey, FAQ, council channels, press, social media, community group meetings (resident associations, cycling groups, disability groups), head teacher meetings and mailing lists.

Audience / timescales	Messages	Channels
<p>Businesses (January, except Virgin Active who we'll approach in November / December)</p>	<p>We're listening. We need your feedback to improve the area for businesses in the borough, focus on benefits of change. As a local business what would you change about the area?</p>	<p>Face-to-face at business forum meetings, mailing lists, face-to-face visits/surveys including market traders, website and online survey, FAQ, council channels, social media.</p>
<p>Visitors (November to January)</p>	<p>Why are you here? What do you like/dislike? What improvements could be made? Mode of travel today? Travel experiences.</p>	<p>Face-to-face surveys</p>
<p>Public transport providers and emergency services (November to January)</p>	<p>What delays the journey? What issues do you have? What do you think are the solutions?</p>	<p>Face-to-face meeting</p>
Workshops		
<p>Key stakeholders (March)</p>	<p>Based on your feedback (XYZ) we have created the following proposals for the area. Promote benefits of the scheme. Tell us what you think about the designs, your likes and dislikes, what improvements you think could be made. You said... We did...</p> <p>Where possible, get feedback on specific items they can change such as paving colour, planting etc (to be established).</p>	<p>Face-to-face co-design workshops and interactive polls with targeted groups of residents including community groups, public transport users, cycling groups and disability groups. This could be created as a working group. Events/polls at specific venues such as the library, museum and schools or outdoors in the town centre. Contact specific businesses, such as taxi drivers, for their feedback.</p>

Audience / timescales	Messages	Channels
Engagement contacts	Thank you for engaging with us. Based on your feedback etc	Email to all engagement respondents who left their contact details for further project updates.
Consultation September 2019		
Residents and businesses (September 2019)	This is the design, this is why we have designed it like this, benefits. Tell us what you think.	Website/survey on Project Centre’s consultation portal www.pclconsult.co.uk , mailing lists, leaflet drop, council channels, promotional boards, press (photo opp for Cllr) and social media. Targeted communications to the working group and specific community groups through emails and presentations. Infographic. Public events to answer any queries. Contact specific businesses, such as taxi drivers, for their feedback.
Visitors	This is the design, this is why we have designed it like this, benefits. Tell us what you think.	Website/survey, posters/promotional boards in the area
Public transport providers and emergency services	This is the design, this is why we have designed it like this, benefits. Tell us what you think.	Website/survey, email and meetings
Residents	Project progress, key milestones, next steps, timescales, find out more information. You said... We did...	Website, advertising campaign (online including social media and print), leaflet drop, mailing lists (including targeted groups), promotional boards, press (photo opps for Cllr) and council channels. If required we can hold ad hoc events providing updates and answering questions.

Audience / timescales	Messages	Channels
Businesses	Project progress, key milestones, next steps, timescales, find out more information. You said... We did...	Website, advertising campaign (online including social media and print), leaflet drop, mailing lists, promotional boards and council channels.
Visitors, public transport providers and emergency services	Project progress, key milestones, next steps, timescales, find out more information.	Website, advertising campaign (online including social media and print), mailing lists, promotional boards and council channels.
All	You said... We did... Benefits. Evaluation.	<p>Regular monitoring and evaluation will take place throughout the design, build and completion phases.</p> <p>Analysis of objectives. Perception survey (six months and 1 year) - website/survey, council channels, social media, community group meetings (resident associations, cycling groups, disability groups), leaflet drop and mailing lists.</p> <p>Advertising campaign of results (online including social media and print), mailing lists, council channels.</p>
All	Impact of scheme	Scheme review to be led by the Engineering team 1 year after scheme is completed.

5.3 Timescales

Timescales are tight and the following schedule applies:

Item	Date	Audience
Draft content and design leaflets, web page and survey	29 October – 13 November	PCL
Delivery Team - Sign off of materials (and amends)	20 November	LBH
Materials go to print	19 – 23 November	PCL
Website live	26 November	All
Consultation live (online pclconsult.co.uk) and LBH Website (Consultation to go out on Haringey's consultation message alert)	26 November – 31 January	All
Leaflet distribution	W/C 26 November	Targeted boundary
Email	W/C 3 December and reminder 7 January	Targeted groups and contacts (existing stakeholder list)
Mailings: Haringey People Magazine Homes for Haringey	W/C 3 December and reminder 7 January	Targeted
Social media advertising Feature on: What's on Today	W/C 3 December and reminder 7 January	Blanket

Highlighted events		
http://www.crouchendforum.org.uk/		
https://www.harringayonline.com/		
Social media – target groups and use local community group channels	3 – 12 December	Targeted and blanket
Press release	28- 29 November	Blanket
Events (x3)	TBC	Blanket
Meet with targeted groups such as disability and cycling	3 – 12 December	Targeted
Meet with businesses	Throughout January	Targeted
Summary of engagement and findings	28 February	

6. EVALUATION

Engagement and communications objectives will be discussed and agreed with the project and communications teams, but are likely to focus on:

- Resident/business satisfaction with communications/programme
- Resident/business involvement in developing the programme
- Resident/business feeling informed about the programme

Appendix A

Appendix B

Quality

It is the policy of Project Centre to supply Services that meet or exceed our clients' expectations of Quality and Service. To this end, the Company's Quality Management System (QMS) has been structured to encompass all aspects of the Company's activities including such areas as Sales, Design and Client Service.

By adopting our QMS on all aspects of the Company, Project Centre aims to achieve the following objectives:

- Ensure a clear understanding of customer requirements;
- Ensure projects are completed to programme and within budget;
- Improve productivity by having consistent procedures;
- Increase flexibility of staff and systems through the adoption of a common approach to staff appraisal and training;
- Continually improve the standard of service we provide internally and externally;
- Achieve continuous and appropriate improvement in all aspects of the company;

Our Quality Management Manual is supported by detailed operational documentation. These relate to codes of practice, technical specifications, work instructions, Key Performance Indicators, and other relevant documentation to form a working set of documents governing the required work practices throughout the Company.

All employees are trained to understand and discharge their individual responsibilities to ensure the effective operation of the Quality Management System.



DOCUMENT CONTROL

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Job Number	Issue	Description	Originator	Checked	Authorised
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