

Committee(s): West Ham Park Committee	Dated: 19 February 2024
Subject: West Ham Park former nursery site	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	<u>City's Corporate Plan</u> <i>Contribute to a flourishing society.</i> 4. <i>Communities are cohesive and have the facilities they need.</i> <i>Shape outstanding environments</i> 12. <i>Our spaces are secure, resilient and well-maintained.</i>
Does this proposal require extra revenue and/or capital spending?	N –within existing project budget
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Bob Roberts, Interim Executive Director, Environment	For Information
Report author: Simon Glynn	

Summary

This report provides an update on West Ham Park Charity's plans for community and stakeholder engagement in relation to the former nursery site.

It describes the proposed timeline and methodology for engagement and provides an update on the appointment of consultants to support these activities.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. In October 2023, this Committee gave approval to officers to work towards a positive pre-application outcome (in relation to the redevelopment of the former nursery site) with LB Newham, informed by the Charity undertaking comprehensive stakeholder and community engagement.
2. The approved community engagement exercise would be undertaken by an engagement consultancy and supported by officers in the Natural Environment Division and City Surveyors' Department, conducted as soon as possible to fully understand the public needs and aspirations associated with the park and to build public support for the redevelopment of the site.
3. The Committee also approved further engagement with the local authority and statutory consultees to establish the heritage value of the site.

Current Position

4. Officers undertook procurement exercises between November 2023 and January 2024 to secure the necessary consultant expertise.
5. Formal appointments of a planning and heritage consultant (Montagu Evans) and community engagement consultant (make:good) were made in January 2024.
6. Both consultants, together with Corporation officers, are now planning and preparing for the forthcoming engagement activities. A timeline of planned community engagement is provided in Appendix 1.

Proposals

7. Appointed community engagement consultants make:good have an excellent track record of leading complex and sensitive community engagement activities as part of major development projects and offer considerable experience of working with communities in Newham. They will bring a data-led but also a creative and design-led approach, ensuring the engagement process is both robust and effective but also appealing and inclusive for the public. The consultants have strong existing relationships within the diverse local communities adjacent to West Ham Park, which should benefit this proposed engagement process. A short biography of both consultants is provided in Appendix 2.
8. The proposed methodology for the community engagement activities is as follows:
9. Review of demographic data: This would develop a comprehensive understanding of the communities and groups that use, are adjacent to and/or

have an interest in, West Ham Park and use this information to tailor the engagement activities accordingly.

10. Stakeholder Mapping: This would comprise building on the stakeholder mapping that has already been carried out and addressing any gaps identified. It would prioritise the stakeholders into those we want to run activities with and those who we want to work with to promote activities and extend the reach of the project. This step also includes a review of the dates of all planned events and activities outside the project and determine which ones would be suitable for the WHP project to have a presence.
11. Engagement Plan: Using the stakeholder mapping, this stage would confirm which activities are best to run to ensure a good reach and an inclusive audience. There would be an effective communications plan so that any misinformation or misunderstandings within the local community can be addressed. Included in this plan will be digital engagement using social media and an online survey platform. Stakeholders will be engaged to help promote digital activities and help extend reach.
12. Establish conversation framework: With activities identified and a network established to disseminate the engagement opportunity, a comprehensive conversation framework will be created to make sure we are clear on what we are asking, what feedback we want to focus on and making sure there is parity between digital and in-person activities.
13. Hold one-to-one conversations: Based on the conversation framework and engagement plan, make:good would write to specific stakeholders and invite them to a one-to-one conversation. This also provides an opportunity for them to establish relationships for forthcoming tag on activities or ways to promote opportunities to participate through their networks and mailing lists.
14. Conduct digital engagement: To get a good reach and to support an inclusive process, strong digital engagement will be conducted. This means utilising stakeholder networks, social media, surveys with a translation plug-in and adapting the website to ensure that there is the best opportunity to get the largest number of responses digitally.
15. Deliver pop ups and tag ons: This stage will use pop ups in West Ham Park itself and a range of opportunities for tagging on to existing activities or meeting existing groups to run engagement activities. The stakeholder map will help to hone these activities but make:good envisage running and creating pop ups, where people can map their feedback and contribute to what they see as the opportunities and concerns around the development. Having a peripatetic pop-up approach that allows us to take content to these different areas will be important to ensure that we capture a broad view of the project. Similarly, tagging on to existing activities will be an important way to reach a diverse audience and range of Park users.
16. Hold creative workshops: make:good would facilitate community design workshops; the make:good team are highly skilled facilitators and have

experience in developing hands on, creative workshops that are fun for participants and meaningful for everybody. They will bring in local partners to help run these workshops and could also work with the City of London learning team based at West Ham Park to tailor activities to their existing audiences. Workshops are a great way to bring in new audiences and make:good would explore creating a dedicated Young Designers Programme to bring in voices that do not normally participate. Workshops also allow us to focus our insight gathering on what people would like to see for the new open space part of the nursery site within parameters set out by the charity.

17. Deliver exhibitions: make:good, together with officers, would plan exhibitions in the park that go beyond simple boards but include activities and feedback mechanisms that are much more tactile and interesting for people to participate in.
18. Collate and analyse feedback: A data-gathering and analysis process would be established to capture regular updates on findings, analyse reach and identify any gaps in reach and put in place compensatory measures where required.
19. Ensure feedback loop: In order to ensure that the process has validity, a strong feedback loop will be created so that all stakeholders, including the public, can review findings at regular intervals to ensure our understanding of feedback is accurate or if stakeholders have other things to add. The feedback loop also means that at the end of the engagement there is a means to share the insight of the community, what has been done with that insight and to confirm next steps.
20. Produce report: At the end of the engagement work a high-quality report will be produced, setting out the process, activities, reach, key findings, next steps and recommendations.
21. Produce community brief: This document will summarise the needs and aspirations of the stakeholders who participated in the engagement process and in a format that will inform the design of a redevelopment of the former nursery site.
22. The timeline for the planned community engagement activities is provided in Appendix 1. A summary of the key stages is as follows:
 - February 2024 – Stage 1: Setting up engagement.
 - March-July 2024 – Stage 2: Engagement activities.
 - July-September 2024 – Stage 3: Wrap up engagement, final analysis and report.
23. Appointed planning and heritage consultants Montagu Evans have an excellent track record of leading planning and heritage research and engagement as part of major development projects and offer considerable experience of working with LB Newham, Historic England and other relevant statutory and amenity organisations. The consultants have strong, existing relationships with the stakeholders named above, which should benefit the project by facilitating constructive, timely engagement. Both Montagu Evans and make:good will share insight throughout the engagement period to inform their respective workstreams.

Montagu Evans will review the outputs of the community engagement and advise the charity accordingly.

24. The proposed planning and heritage activities, led by Montagu Evans in 2024 are as follows:

- February 2024 - Engage Historic England and secure their written feedback on the specific heritage value of the nursery site.
- March 2024 - Ensure the Charity makes representations to the next round of public consultation on the Newham Local Plan.
- June 2024 - Review the output from the community engagement workshops and advise the Charity on any impacts arising from the feedback.
- October 2024 - Advise the Charity on how best to approach Newham at the conclusion of the stakeholder and community engagement activities and secure 'in principle' support for a redevelopment of the site.

Key Data

25. The community engagement consultants will be reviewing key data to tailor the engagement activities and ensure the best response rates. Based on the demographics within a one-mile radius of the park, the largest age groups in the area are <19 (29%) and 25-34 (21%). Therefore, it is important for to focus on engagement with young people in the area and extending that to include participation of residents under the age of 34.

26. make:good would aim to work with the local schools, including Park Primary School, St Bonadventures, Newham College and Stratford School Academy, youth programmes / groups in the areas such as the Newham Scouts and West Ham Air Cadets. This approach will allow make:good to reach people beyond the age of 19 but still within the young people category.

27. In order to reach the 25 - 34 age bracket we know that working with the parents of the local school children will be important as well as running pop-up activities within the park in and around the playground so that we can capture both parents and their children. For the 11% of households without children, other media channels and activities will be used and created to reach this demographic.

28. As the largest ethnic group around the park is Asian / Asian British (49%), make:good would also aim to focus on working with local community groups in the area in order to capture representative feedback and dataset. Our approach includes employing some local people to support our engagement work as we know that people are more likely to participate in something involving a local person.

Strategic, Charity and Corporate Implications

29. Strategic implications: This Committee has previously approved the delivery of these community and stakeholder engagement activities as being in the best interests of the West Ham Park charity.

30. Financial implications: None - The cost of the community and stakeholder engagement work is within the approved project budget.

31. Resource implications: None

32. Legal implications: None

33. Risk implications: The proposed community and stakeholder engagement activities seek to limit project risks through effective and meaningful engagement.

34. Equalities implications: The proposed community and stakeholder engagement activities will be compliant with the Equalities Act and GDPR.

35. Climate implications: None

36. Security implications: None

Conclusion

37. This report provides information on the proposed stakeholder and community engagement activities that West Ham Park Charity will undertake in 2024, in relation to the former nursery site. Officers will provide a written update to this Committee on the progress of these activities at its next meeting.

Appendices

- Appendix 1 – Timeline for community engagement activities
- Appendix 2 – Biographies of appointed consultants

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Appendix 1 – Timeline for community engagement activities

Engagement Stage	Summary of task
Stage 1: February 2024 Setting up engagement	Plan and prepare stakeholder mapping and engagement strategy. Update communications plan: agree activities, update visual identity for visual and physical activities, update website; prepare for on ground engagement.
	Work Item
	Update and refresh stakeholder mapping
	Prepare engagement plan, communications plan and write key messages
	Update artwork and graphics for digital engagement and key messaging
	Finalise artwork and graphics for in-person engagement (including pop-up set up)
	Agree email contact and conversation framework (questions and points of clarification); liaise with communications team
Engagement Stage	Summary of task
Stage 2: March -July 2024	Deliver pop-ups and tag-ons and engagement to reach a wide audience; monitor and address any gaps in reach; run digital promotion and idea collection; regular analysis and write up of findings; initial activities to reach 'hidden' groups.
	Work Item
	Write to specific stakeholders and introduce project and approach
	One to ones with stakeholder groups and plan tag on activities
	Deliver 5 pop ups
	Deliver 5 tag on activities (focus on harder to reach groups identified through stakeholder mapping)
	Explore feasibility of a Young Designers Programme/activity to engage young people.
	Launch and promote digital engagement
	Analyse and write feedback summary
	Weekly meeting between consultant and officers to share findings and effective reach of the engagement.
	Prepare interim report (7 June 2024)
Engagement Stage	Summary of task
Stage 3: July - September 2024	Prepare and deliver open access sharing exhibition; ensure broad reach; write up and submit final report.
	Work Item
	Finalise content for July drop-ins
	Produce materials for July drop-ins
	Arrange wrap-around activities and partner activities for July exhibitions
	Open exhibitions and wrap-around activities
	Produce initial summary report following July activities
	Complete final report (13 September 2024)

Appendix 2 – Biographies of appointed consultants

Community Engagement Consultants

make:good is a specialist design and engagement studio with over 13 years of experience delivering community engagement of the highest quality across London.

From housing, high streets, town centres, parks and residential contexts we are adept at understanding the emotional and sociopolitical context of our projects to ensure that we are tailoring our approach to best suit the places in which we work.

Our team brings together architects, graphic designers and communications specialists, enabling us to translate the often technical language of built environment projects into something that is accessible to a non-expert.

We pride ourselves on both beautiful and easily accessible communication materials that are produced by our in-house designers. Combined with our human-centred, in-person engagement approach we broaden the audience through digital engagement and build an ongoing community of interest around projects.

For our engagement activities we use a wide array of tools and techniques to involve people, such as co-design workshops, pop-ups, tag-on sessions, bespoke events and online engagement.

Our studio is based in Newham, our two Directors live in Newham and cycle through West Ham Park every day on their way to work as well as being regular park users with their children.

Over the last 12 months we have worked on several projects in Newham including:

- Carpenters Estate with Populo Living
- Carpenters School with Populo Living
- Stratford Waterfront for LLDC
- Bow Goods Yard for Network Rail
- Draft Heritage Engagement Strategy for Historic England & London Borough of Newham.



Basketball court design workshop on Carpenters Estate



Carpenters Primary School workshop



Collecting feedback on Bow Goods Yard



Model making workshop at Stratford Showcase

Planning and Heritage Consultants

Montagu Evans is an independent property consultancy, and our work encompasses planning and development, property management, specialist valuations and transactions. Together we create inspiring places to live, work, communicate and connect. We care about legacy, partnerships and people. Advising clients with complex planning and development challenges.

Our commercial planning, historic environment and townscape team draw its success from some of the brightest talents in the industry. The team's experience spans a mix of complex public and private sector projects across a range of uses, combining housing, regeneration, repurposing, and health and commercial advice in one place.

Our skilled experts dedicate their time to building an in-depth knowledge of the political landscape, the local communities they work in, the existing and emerging policies impacting development opportunities and their relationships with decision-makers and other stakeholders. They enable change and ensure the successful delivery of schemes throughout the UK.

Our 20+ strong in-house heritage team advise on all aspects of cultural heritage, townscape and design-related matters, including adding commercial value within the historic environment. Archaeological advice for this appointment is provided by Peter Mills of MillsWhipp.

We have worked on several projects in Newham including:

- Canning Town Masterplan
- Custom House Gateway Community-Led Estate Regeneration
- West Ham Park Former Nursery Site.