Cambridge Road Estate
Regeneration
Engagement and communication strategy, March 2016
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1.0 Introduction and context
“Kingston is at a crossroads and we need to act. Our borough has expanded considerably over the past 20 years and the indications are that our population will continue to grow even faster in the next 10 years... We need to take the opportunity to shape growth and drive it for the benefit of our borough… Involving local people in the future of Kingston is of paramount importance”

Cllr Kevin Davis, Leader of the Council
Destination Kingston

The Royal Borough of Kingston, like the rest of London, is growing. By 2035 it is suggested that our population will increase by 37,200 (10%), creating a need for almost 10,000 new homes. As we set out in our vision, Destination Kingston, we believe that this inevitable growth represents an opportunity and is the key to delivering greater prosperity and better outcomes for local people. So we have started work on an ambitious programme of estate regeneration to help deliver growth and provide additional new homes and facilities. The regeneration of the Cambridge Road Estate, in partnership with residents and the local community, will be central to this vision.

The Cambridge Road Estate, located close to Kingston Town Centre and both Norbiton and Kingston train stations, has the largest concentration of council housing in the Borough. It comprises approximately 800 properties, which were built mainly in the 1960s, and enjoys a strong and vibrant sense of community spirit. However, we believe that improved planning and urban design will allow us to provide a greater number of higher quality homes and make the
estate a better place to live. In particular, green and open spaces are currently lacking and the local police service advises that the design and layout of the estate make it more difficult for them to tackle crime. Likewise, we are committed to reviewing the provision of services for Cambridge Road Estate residents and ensuring that they meet the needs of a growing population. We will also work with residents and local community organisations to identify how best to provide new community facilities as part of the regeneration of the estate.

Our Destination Kingston vision is of a borough that embraces and successfully manages growth. Central to this is a partnership with local people based on openness, transparency and collaboration. It is this approach which will ensure Kingston effectively navigates the challenges that it currently faces. Alongside rapid population growth, the most pressing of these challenges is a continuing downward pressure on finances. This takes place within the context of a changing policy landscape. The focus on welfare reform, including the benefit cap and freezing of many working age benefits, continues to pose new challenges in relation to housing and homelessness. The Housing and Planning Bill, currently making its way through Parliament, includes provisions to extend the Right to Buy to housing association tenants, which is likely to result in a loss of rental income and increase pressure on the existing supply of social housing. Similarly, the Starter Homes initiative may force councils and developers to rethink how they provide affordable housing.

What does all this mean for the future of the Cambridge Road Estate? We recognise that regeneration is a complex process and that it is about more than bricks and mortar. This strategy outlines an approach which focuses on people, places and communities. It acknowledges that residents of the Cambridge Road Estate may understandably have concerns about their homes and commits to supporting tenants and leaseholders who want to remain living on the estates following regeneration to do so. It sets out our ambition for engagement with our stakeholders on the Cambridge Road Estate, outlines insights into the estate and its residents established so far, identifies the audiences involved in the process and explains how we plan to engage with them, and details the framework that will be used to monitor and measure success.

Destination Kingston is the Council’s medium term service and financial plan.

Published annually, it sets out the details of our budget and how we will deliver our vision for Kingston:

- Which has a national reputation as the best place to live and work
- Where residents are confident about the future - a place where things happen
- Where residents consider the services that matter most are high quality
- Which has an outstanding reputation for innovation, engagement and designing services with users
Most importantly, it sets out the principles that underpin the ways in which residents and communities will be closely engaged with the programme as it develops, ensuring that their views and preferences will help to shape the proposals.

That engagement process has already started, with a series of residents’ drop-in meetings and the initiation of a Resident’s Steering Group to help inform the development of this strategy. Following the completion of initial feasibility work, we will continue to work with the local community to develop a preferred option for the regeneration of the Cambridge Road Estate and will start work on a detailed Masterplan in early 2017. It is anticipated that construction work will start in 2019.

At the heart of our estate regeneration programme is an ambition to create mixed, sustainable and successful communities. This can only be achieved in collaboration with local people and is committed to working with residents and the local community to deliver the best possible outcome for the Cambridge Road Estate.
2.0 Guiding principles
The Royal Borough of Kingston’s approach towards community engagement is guided by a clear set of principles, outlined in a new set of Best Practice Guidelines published in 2015. Any engagement work carried out by Kingston Council should, therefore:

- Have a clear purpose
- Be timely - engage early in the decision-making process, while proposals are still formative
- Be planned well in advance
- Manage expectations - be clear about what participants can expect as a result of their participation
- Engage partners appropriately and early so they can add value
- Seek to engage with all appropriate sections of the community
- Give people a choice of different ways to express their views
- Achieve a minimum number of responses sufficient to have confidence in the results
- Provide feedback to those who expressed their views
- Be evaluated, with lessons learnt and shared amongst colleagues

In the case of the regeneration of the Cambridge Road Estate, the Council’s core strategic aim is to work in partnership with residents and ensure that they play an active role in shaping the future of their local community. To ensure this aim is achieved, we are committed to the following principles:

- Being transparent and honest about the engagement process and ensuring that residents are clear about how and to what extent they can influence proposals
- Providing clarity about the timescales involved and ensuring that residents understand the different phases of the regeneration process
- Being inclusive and making sure that all sections of the community feel able to engage in the process
- Building the capacity of the local community and empowering residents to participate fully by providing appropriate and effective support
- Listening to the community and actively demonstrating how their views are helping to influence plans
- Being innovative, creative and open to new ideas
- Being flexible and adapting to changes in circumstances so that we can respond effectively to emerging views and the complexities of estate regeneration
- Ensuring the process provides value for money
- Creating and sustaining momentum so that residents and the local community remain engaged throughout the different regeneration phases
- Monitoring and evaluating progress so that we can learn lessons and improve the process
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3.0 Initial research
Regeneration provides an opportunity to consider what residents like about the Cambridge Road Estate and what needs to be improved, and to incorporate these factors into proposals. In particular, it provides the scope to improve both the area layout and design and the quality of homes on the estate. However, to do so it is important that the Council and residents work in partnership with each other.

### 3.1 Research activities

Renaisi conducted initial research on the Cambridge Road Estate in order to establish the key issues and challenges facing the area; how residents feel about Cambridge Road Estate as a place to live; how residents and stakeholders currently engage with each other and the council; and how they would like to be engaged in the regeneration of Cambridge Road Estate. Research was conducted between November 2015 and February 2016, and involved residents and stakeholders, including Ward Councillors, Council Staff, the Police and community groups. Research included:

- Mapping stakeholders – including resident/community groups, local businesses and services
- Reviewing key statistics and recent council literature
- Conversations with residents and stakeholders during council drop in sessions on the estate.
- Distributing a resident survey to all households
- Conducting door to door and estate engagement
- Attending local community events
- Facilitating a series of workshops in January 2016, with residents interested in being part of a steering group for the regeneration process.

1. The initial research process highlighted a number of challenges, in particular the need to explore ways of increasing survey response rates. Future surveys will consider a range of ways to improve this response, including making them available online, creating personalised survey forms, sending reminders, and providing different options for return.
3.2 Review of best practice

This consisted of a review of past London-based estate regeneration engagement and communication strategies. Key learning in delivering effective engagement and communication approaches was identified to inform this strategy. Key findings include:

- Keeping residents regularly updated with information, with clear rationales provided for specific actions and policies, is vital to minimise resident concern.
- Information should be communicated without jargon, and technical terms should be avoided or explained if necessary. Engaging communications formats, such as visual and video, support residents to understand key information.
- Face-to-face engagement is essential in building trust, in particular with vulnerable residents.
- Providing residents with opportunities to take part in the regeneration process – such as through working groups and procurement panels – helps to build trust among residents.
- Deploying a range of activities that are designed to engage specific audience groups – for example, encouraging residents to submit design ideas by taking and sharing photos of their estate on Instagram – increases the level of engagement and helps to create a positive buzz.

A list of the documents reviewed for this strategy is at Appendix 4, together with a collection of case studies that informed our approach.

3.3 Key statistics

- There are 805 homes on the estate, of which 633 are socially rented, 103 are leasehold and 69 freehold.
- 220 children and young people age 5-15 live on the estate.
- There are 1,190 working-age adults (aged 16-64) living on the estate.
- 178 older people (aged 65+) live on the estate.
- A number of adult residents can be considered vulnerable (having a long-term health problem or disability). Of 1,420 residents with a health problem or disability, the day-to-day activities of 328 are limited a little or a lot.
- 488 residents speak a language other than English. Of these, 84 cannot speak English well or at all.\(^2\)

A list of the documents reviewed for this strategy is at Appendix 2.

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2. Resident data taken from 2011 census
3.4 Key themes and insights

The initial research has generated valuable insights which provide a positive starting point for future engagement. Although survey response rates were low, there was a good geographical spread across the estate, with responses from residents in the majority of blocks. Additional engagement through a series of workshops enabled issues identified through surveys to be discussed in more depth, and generated practical insights and ideas set out below.

Positive and negative views of the Cambridge Road Estate

1. Views and experiences of the estate are varied
There are positive and negative views of the estate, as illustrated in the two word clouds below which are based upon resident survey responses. The most common positive views relate to location (17/37), people (12/37), and the size of homes (12/37). The most negative are poor maintenance, cleanliness, and antisocial behaviour.

Recorded crime on the estate is higher than the ward average, and higher than other Lower Layer Super Output Areas (LSOAs) in the ward. However, the overall crime rate is still average, when compared with other LSOAs, wards, and London boroughs.

2. Community assets and stakeholders
Cambridge Road Estate has a core group of committed and active residents, who make a positive contribution to life on the estate; organising community events, and advocating on behalf of other residents. Many of these residents are involved in developing a resident steering group for the regeneration process, and have actively informed this engagement and communication strategy.
3. Residents have ideas and experience
Residents have valuable ideas about how the estate can be improved, and experience in involving and engaging others in consultation. They have energy and skills to contribute to the regeneration process, and are important channels for engagement and communication.

4. Building trust is vital
Building trust is critical to being able to effectively communicate and engage with residents and ensure important messages about the future are heard and understood.

5. Raising awareness is a priority
Current awareness of regeneration plans remains low, with low numbers of residents responding to surveys or attending council led drop in sessions. Of those that do respond, residents perceive their knowledge to be limited.

Figure 1: Reported resident awareness of regeneration plans: how much do you know about the regeneration?

Figure 1: Resident communication channels
6. Residents use a variety of communication methods
Residents use a variety of communication methods to find out what is going on. Although the numbers of residents currently using online methods are low, discussion with residents suggest that this is important and that increasing the quality and extent of information available online would increase use and access.

7. Personal touch is important
A Council letter, individually addressed to residents, is perceived as being the most effective means of communicating important information. Door to door conversations, and other opportunities to engage 1-to-1, have also been highlighted as being the most effective means of listening to residents, and engaging with them on their own terms.

8. To be inclusive, engagement and consultation needs to be varied and targeted
Residents expressed a preference for informal engagement, and the need to target particular residents through special groups in order to reach those less often heard. For example, young people, vulnerable older people and communities with English as an additional language. It was also felt that residents might be more likely to engage if the activity was fun and low pressure, with a social element; for example, informal community events like fun days, block parties and street parties. It is also recognised that residents in different tenures – e.g. tenants, leaseholders and freeholders - might engage more or less intensively at different points in the process, and that participation from different groups might fluctuate. These distinctions are likely to become more important in the later stages of the process not covered by this strategy, when a developer has been appointed, however residents from different tenures have all been involved in initial steering group discussions.

9. Clear messages are essential
Residents have worries and concerns about their future on the estate. It is essential that the Council continues to send clear and unambiguous messages about key issues and questions. Where possible, clear timescales when definite answers will be provided should be indicated.

10. Standards and expectations are important
Having a clear set of standards, which set out what residents can expect when they contact the Council, is highly valued by residents and important in increasing confidence in being heard. For example, having an agreed response time for queries, and clear contact information for any issues relating to the regeneration process.
4.0 Action plan
2016 - 2018
A phased approach to engagement and communication

Successful regeneration can only be delivered in collaboration with local people and so involving residents in a comprehensive programme of engagement, not only at the beginning of the process but throughout the various stages of regeneration, will be vitally important. This will not be without challenge. Estate regeneration is a long and complex process with considerable uncertainty and risk. To help counter this, we will adopt a phased and inclusive approach with clear stages of structured communications and engagement activity throughout, ensuring that the voices of all residents and stakeholders are heard in the early stages/planning stages.
This strategy covers early stages in the Cambridge Road Estate regeneration programme, which includes early preparatory work to investigate different options for how the Council might provide new and improved homes on the estate and our work with the community to ensure their views and preferences are incorporated into any final proposals. It does not cover the extensive programme of community engagement and support that will be required once construction work has started. The strategy will be regularly reviewed by the Council and a Resident Steering Group to ensure community engagement activity evolves with the programme and so when information becomes available regarding phasing, decants and acquisitions, for example, we can communicate this clearly to residents.

Stage 1: Getting started: Jan - July 2016

The ‘Getting started’ stage is about ensuring the right relationships, mechanisms and systems are in place to facilitate extensive engagement between the Council, residents and other stakeholders. It’s about preparing the ground for the initial engagement and creating the right platforms and opportunities for meaningful dialogue. During this feasibility phase, concrete answers to some of the questions being raised by residents about their homes and proposals for regeneration are not known. Our priority therefore is to establish relationships, build trust and agree clear lines of communications with residents and key stakeholders. Some of this early work has already commenced with regular drop-in sessions on the Cambridge Road Estate to inform residents about the programme; door-knocking, outreach on the estate and a household survey to seek residents’ views on how they’d like to be engaged; and the initial development of a Resident Steering Group to provide resident leadership.


By August 2016, the initial feasibility works will be complete and different initial options for the regeneration of the estate will be ready to share with residents. The ‘Active engagement’ stage therefore marks an important phase in the process, providing residents with their first real opportunity to actively engage with and provide feedback on options for the estate; for example, what could be retained, removed, or reimagined? An extensive programme of communications and engagement will be required throughout this stage, to support residents and stakeholders to understand the different options available and ensure their views are considered in any final proposals. This will include a 12 week programme of both open and targeted engagement.
Stage 3: Working together: Jan 2017 - 2018

Stage three ‘Working together’, builds on the engagement in stage 2 and provides opportunities for residents and the Council to work much more collaboratively to develop detailed plans and designs for the Cambridge Road Estate, now that a scheme option has been agreed. A key focus of the communications and engagement activity through this stage therefore will be on building the skills and capacity of residents and stakeholders to engage in more deliberative discussions including participatory design and masterplanning exercises. The detailed approach taken in this phase will need to be informed by the progress and experience of stage 2. Therefore the proposed channels and activities set out for this stage are more of an outline and should be adapted to meet the needs of the process and timetable as appropriate.

Stage 4: Development: 2019 onwards

Stage 4 is beyond the current scope of this strategy, but will mark the beginning of development on the Cambridge Road Estate. Resident and stakeholder engagement will continue to be critical, particularly in managing and communicating proposals for decanting. Development partners, as well as the Council, will have a key role in resident and stakeholder engagement at this stage.

On-going: Building trust and maintaining relationships

Many residents will understandably be anxious about what the proposed regeneration means for their families and homes. In order to be able to address these concerns and communicate effectively, it’s imperative to build trust and maintain relationships between residents and the Council. In order to do so, we will prioritise the following:

- **Face to face engagement** – enabling residents and Council staff to engage directly with one another, building links and relationships
- **Capacity building** – making sure that residents have the confidence and skills to take part, and work in partnership with the Council
- **Regular feedback** – being responsive, by ensuring that key dates, plans and answers to queries are regularly updated and widely shared, and any changes are communicated in a timely way
- **Social and networking opportunities** – where residents can engage informally, and build links with each other, as well as the Council.
- **Collaboration and partnership** – working with resident and community groups, voluntary sector organisations and other public services to ensure that information is effectively shared and cascaded through local networks
On-going: Being inclusive and ensuring everyone can get involved

It is important that all residents and stakeholders have an opportunity to engage and be heard in the regeneration process. In order to ensure that the process is as inclusive as possible, we will take the following steps whenever possible:

• **Organise activities at different times** – to ensure that people can engage at a time convenient to them. For example, those who work during the day might prefer evening or weekend activities. Others might prefer activities during the day, or, find it difficult to leave their home at night.

• **Use a wide variety of tools and approaches** – that reflect how people like to engage, and access information. For example, some people prefer face to face engagement, and other people like to have written communication. Some people are happy to talk on the phone, and other people prefer to use email or the internet to communicate. Using a wide variety of approaches means that no-one should be excluded from engaging because the format.

• **Work with specialist groups and agencies** – to help us engage residents who are less often heard. For example, community groups, voluntary organisations and local services can all be valuable partners in helping to deliver targeted engagement with young people, older people, vulnerable people and those who speak English as an additional language, and we will seek to build links and partnerships.

• **Provide additional support** – to help people overcome any barriers they might face in engaging with the regeneration. For example, translating materials into other languages, providing crèche or childcare facilities or allowing for smaller group or issues focused sessions with different equalities groups in safe and supported environments.

• **Keep appropriate records** – to ensure that we know who is engaging, and which communities have not yet been heard, so we can take steps to ensure they are included. This information will be reviewed regularly.

• **Be culturally aware** – of important times in the year for different communities when people might be less likely to engage. For example during Christmas, Easter, or Ramadan.
### 4.1 Stage 1: Getting started

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Objectives</th>
<th>Headline messages</th>
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<tbody>
<tr>
<td>• Residents and other stakeholders feel informed about the regeneration process, and the proposed timescale for development</td>
<td>• Share information about plans for Cambridge Road Estate and when key decisions will be made</td>
<td>• Kingston, like the rest of London, is growing and is keen to embrace this growth within the borough, maximising the opportunities this brings in order to deliver new homes and better facilities</td>
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<tr>
<td>• Residents and other stakeholders understand what the Council is trying to achieve</td>
<td>• Explain how the project fits within broader priorities around growth and how the Council will engage with a wide range of different stakeholders</td>
<td>• The aim of the Council’s estate regeneration programme is to provide high quality housing for council tenants and bring much needed new and affordable homes to the area</td>
</tr>
<tr>
<td>• Positive relationships have been built between residents, stakeholders and the Council</td>
<td>• Answer questions about the process, and the different stages of the project</td>
<td>• No decisions have been made yet. The scheme for Cambridge Road Estate is in its earliest stage; with work unlikely to start until 2019</td>
</tr>
<tr>
<td>• Clear lines of communication enable on-going engagement between residents, stakeholders and the Council</td>
<td>• Establish and support a resident steering group to be actively engaged</td>
<td>• The Council will work with local residents and other stakeholders to deliver robust proposals. The Council is committed to a process of intensive engagement developing proposals with residents and stakeholders</td>
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<td>• A wider, diverse range of residents are engaged in the process</td>
<td>• Build a wider network of active residents</td>
<td>• The programme will be led by the Council, in partnership with the local community</td>
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<td></td>
<td>• Build links with groups and partner organisations to enable inclusive engagement of all residents</td>
<td>• Tenants and leaseholders who want to remain living on the estate following regeneration will be supported to do so</td>
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<td></td>
<td>• Initiate engaging legacy projects</td>
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<td></td>
<td>• Establish information and communication infrastructure</td>
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Key channels and tools

4.1a Establish resident steering group

The role of the resident steering group (RSG) will be to ensure meaningful engagement in decision-making on all aspects of the regeneration of the Cambridge Road Estate. The group will not be a decision-making body but will have significant influence and will make direct recommendations to the Council, as well as provide local residents with information and updates. The Council and RSG will regularly review engagement and communications activity to ensure it is responsive to any concerns or issues that residents may have throughout the process.

As the ambition is for RSG membership to be as diverse as possible and to be formed of homeowners and tenants from across the estate, further outreach work will be required during the ‘Getting started’ stage to expand membership. The RSG will also include representatives from the Council as well as other stakeholders, as appropriate. The RSG has a clear Terms of Reference (see appendix) but no formal governance structure. Membership is open and flexible in order to avoid restrictions on participation. It will also be reviewed regularly to ensure that members include the widest range of views as possible. It is envisaged that this group will meet bi-monthly during the earlier stages; however, the group can modify the frequency of the meetings, as necessary.

4.1b Support the Resident Steering Group

The RSG will be instrumental in involving as many people as possible in the regeneration process and ensuring that residents’ voices are heard and reflected in the final proposals. In order to do this effectively, the RSG will require sufficient resources and capacity building. This includes building members’ knowledge and understanding of the estate regeneration process and equipping them to directly deliver some engagement and outreach activity. Early priorities include:

- Site visits to other estate regeneration projects in London to improve their understanding of the process, what’s possible and lessons learnt, as well as the opportunity to meet with and hear from other residents
- Access to specialists including the opportunity to meet with and hear from the project team, as well as consultants currently involved in the Cambridge Road Estate programme, for example the architects
- Early engagement with the RSG, working with them to deliver a number of informal community events in the run up to and including stage 2; for example, tea and coffee mornings or a community fun day. An early priority for the Council and RSG will be to identify existing community events and activities that can be built on to extend engagement with residents e.g. the CREST fun day
• Training to help the RSG understand the ‘mechanics’ of estate regeneration and ensure they can contribute positively. For example training sessions could include: ‘An introduction to Urban Design’, ‘Understanding Density and Numbers’, ‘Understanding Transport Planning and Parking Provision’, ‘Designing out Crime’ and ‘Height, Scale and Massing’. The Council will agree which training sessions will be delivered with the RSG in advance – including whether it will be delivered internally or by an external provider.

4.1c Establish community network

We recognise that not all residents will want to, or can, be part of the RSG - and so we will develop a wider network of interested residents, to help ensure we ‘hear’ from the widest range of voices as possible throughout our engagement programme. The network will complement the RSG and act as a further ‘sounding board’ for the Council, providing feedback on both the process as well as the regeneration proposals. The network will be open and flexible with no limit to the numbers of residents involved or restrictions on their participation. For example, some residents may just register for regular updates from the Council e.g. information on forthcoming engagement events, the work of the RSG and key milestones. Other residents however may want to become more actively involved e.g. by helping to organise or get involved with different community projects or events, going on a site visit, or taking part in an online discussion. These opportunities will be regularly promoted through the network contact lists – for example via email - and we will also canvas members for new suggestions for how they’d like to get involved. We also anticipate bringing the network together at key points throughout the regeneration programme – such as the Open Space session in stage 2, to ensure we continue to hear from the widest range of opinions and voices, as possible. Residents will be able to sign up to (and sign off!) the network at any time via email, telephone, online or at community events.
4.1d Early engagement of ‘hard-to-reach’ groups

We will undertake targeted recruitment in the ‘Getting started’ phase to try and ensure that those residents that are vulnerable or less seldom heard, for example, people with disabilities, minority ethnic communities or people with caring responsibilities - have the opportunity to participate fully throughout the process. We will do this by:

1. Reaching out to different community leaders and advocacy groups (see audience analysis) early on in the process and working with them to establish suitable engagement opportunities for their members and users. This will include identifying if there are any champions from within different groups who could work with us to provide valuable insights, knowledge and expertise.
2. Varying our engagement and communications activity, to ensure it appeals to and caters to the needs and preferences of different groups e.g. text messages, social media or web-based (for young people), community lunches or tea and coffee mornings (for elderly residents) or some women only events (for different minority communities).
3. Identifying supportive, safe and accessible environments for people to contribute positively e.g. temple, GP surgery, local café or school. Where appropriate additional resources and care will be provided to ensure vulnerable and hard to reach groups can participate effectively e.g. mentors, childcare facilities, interpreters or training.

4.1e Legacy project – past, present and future

Inviting residents to reflect on and share stories of what life on the estate used to be like 5, 10, 20, or 30 years ago is an effective way to positively frame discussions about change and also a useful way to raise awareness and spark interest in the estate regeneration and forthcoming engagement. The Council is currently in the very early stages of setting up a multi-media youth project and so we will explore whether there is the potential to engage young people in ‘chronicling’ the estate (via photos and film) and engaging their peers and wider residents in discussions about how it has changed e.g. who used to live there, where did they shop, what were the facilities like and what were the local issues etc.?

4.1f ‘Talkshop’ – initial stakeholder engagement

It is vitally important that we foster close working relationships with all those organisations and groups that represent, support or provide services to residents on the Cambridge Road Estate. This includes for example, the local Police service, schools, tenants and residents association, different faith groups, local GP’s, elected councillors and local businesses. During the ‘Getting Started’ phase therefore we propose to bring together key stakeholders in a
half-day ‘talkshop’ with the Council, so that everyone has the opportunity to understand, shape and influence both the process and proposals for the Estate’s regeneration. The aim of this first session with stakeholders will be to present an update on the Council’s plans for the Cambridge Road Estate and to hear directly from stakeholders about any ambitions or concerns they may have.

As set out in our Destination Kingston plan, we also want to ensure that those who are working with us in the local community are part of a ‘single conversation’ – and so we need to make it as easy as possible for stakeholders to be able to communicate a clear and consistent message to residents as well as work with us to engage different sections of the community. Part of the talkshop session will therefore involve us working with stakeholders to identify different engagement and communications opportunities that we can harness to ensure we engage the largest number of residents possible.

4.1g Agree communications and engagement approach

Signing off the communications and engagement strategy for the Cambridge Road Estate regeneration will be an important milestone in stage 1, as its sets the framework for how residents and other stakeholders will be informed and engaged in the weeks and months ahead. The RSG and other stakeholders have been engaged in shaping the strategy; however, it’s important to note that the strategy isn’t a ‘finished’ document - and so will be regularly reviewed and refreshed by the Council and RSG so that it continues to respond to changes in the programme as well as residents’ needs and concerns. This includes ensuring it aligns with the Council’s Corporate Communications Strategy and Resident Engagement Strategy - which are both scheduled for development.

4.1h Ensure sufficient community engagement resources

During the ‘Getting started’ phase the Council will ensure it has the specialist community engagement and communications resource it requires to lead our extensive programme of engagement with residents over the coming years. This will either be provided in house or via an external consultant. This includes harnessing the skills, expertise and knowledge within the different teams within the Council (e.g. housing, planning, communications and community services) as well as in the community (e.g. community leaders or resident volunteers) and different partner organisations (e.g. the Police, schools). If we decide to procure an external engagement consultancy then we will seek to engage the RSG in the procurement process. This could include one or two residents from the RSG sitting on an interview panel or alternatively inviting up to three organisations to present their ideas to a wider group of residents on the estate.
4.1i Establish information and communications infrastructure

A key priority will be to ensure robust systems and infrastructure to support the ongoing process of engagement with residents and stakeholders is in place. This will involve a combination of utilising existing resources and setting up new systems, and will include:

- Dedicated email and telephone – contact details should be generic (rather than person specific) as well as friendly and memorable e.g. hello@CRE.gov.uk
- Management of the inbox will be shared amongst the programme team so that responding to enquires can be resourced regardless of capacity or staffing changes
- Comprehensive contact management system - so that resident queries and comments can be effectively tracked and logged. It is imperative that each and every contact with residents, whether that’s via email, telephone, online or even at an event, is recorded and added to the Council’s contact management system for effective monitoring and evaluation. Similarly all teams will need to be able to access and update the system to avoid duplication
- Mailing list and sign-up functionality – free newsletter solutions, such as Mailchimp, will enable the Council to build up a robust mailing list for programme communications. Many residents will be unable to formally participate but will nonetheless want to be kept informed and so ‘sign up’ functionality will be promoted as a standard item in all communications
- Online functionality – the Council already has an engagement portal (OBJECTIVE) which allows residents to participate online, including the facility to join in online forums and see what is being discussed. The Council will ensure that all engagement activity is steered through this portal
- Online resource – a dedicated webpage on the Council website will be created to provide an online resource for residents and stakeholders and will be well signposted, easy to navigate and regularly updated
- Social media channels – it is important to have a strong online presence and so existing Twitter, Facebook and other accounts will be used to support resident engagement. This will enable the Council to provide regular and timely updates and information as well as plug into Member and partner accounts. The social media resource will need to respond to the demands of regeneration, and may change and evolve with the programme. In the early ‘Getting started’ phase the priority will be on building up relevant mailing lists (partners, stakeholders, active residents) and monitoring existing conversations and sentiments. As the programme evolves, the priority will be on creating engaging and shareable content, communicating clear and timely information and responding quickly to resident feedback and queries
4.2 Stage 2: Active involvement

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<tr>
<th>Outcomes</th>
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<tr>
<td>• Residents and other stakeholders know how they can get engaged, and feel kept up to date about time-frames, and key decisions that affect them</td>
<td>• Share information about how and when residents and other stakeholders can be engaged in the process</td>
<td>• The Council is engaging with the local community and other stakeholders and will balance their views alongside other priorities when making the final decision on the best way forward</td>
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<tr>
<td>• Residents and other stakeholders are actively engaged and supported in influencing options for the future</td>
<td>• Engage residents and other stakeholders on initial options for redeveloping the estate</td>
<td>• The regeneration of Cambridge Road Estate is still in its early stages. No options have been agreed but is working towards agreeing a preferred option for Cambridge Road Estate by late 2016/early 2017</td>
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<tr>
<td>• Residents and other stakeholders feel confident that the Council is listening to them and incorporating their views</td>
<td>• Work with partners to ensure that all engagement is inclusive, and that vulnerable residents are able to participate</td>
<td>• Now is the time for local residents and other stakeholders to participate and help shape the regeneration of Cambridge Road Estate</td>
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<td></td>
<td>• Continue to support the resident steering group and other groups and networks, to play an active part in developing plans and involving others</td>
<td>• Proposals for the regeneration of Cambridge Road Estate will take account of any need to provide residents with supporting and community facilities during and after regeneration</td>
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<td>• Maintain and build relationships with residents across the estate and with other stakeholders through regular engagement and communication</td>
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<td>• Communicate decisions that are made and provide feedback about how the views of residents and other stakeholders have been taken in account</td>
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Key channels and activities

4.2a Launch initial options engagement

Engagement on the options for regenerating the Cambridge Road Estate needs to meet legal obligations set out in Section 105 of the Housing Act 1985 and so we intend to comprehensively launch and publicise the engagement and ensure that all residents and stakeholders are aware of and feel informed about the process and timetable, including how they can get involved. This will include:

- A letter drop to all households
- A letter drop to all stakeholders
- Posters in stairwells and on notice boards
- Posters & leaflets in local stakeholder premises
- Targeted door knocking/outreach on the estate
- Information placed in ‘Homelife’ or other relevant print
- Information placed in ‘Neighbourhood Matters’ and ‘Home Truths’
- Information on the Council website and social media channels
- Information carried on partner websites and in publicity materials
- Promotion through the RSG and other community partners
- Direct engagement (via telephone/email), where contact details are known
- Meetings, briefings and workshops with other key stakeholders
- Press notices and journalist briefings

4.2b Engagement on the initial options

Residents and local stakeholders need to be able to interact with and respond to the different options being considered for the Cambridge Road Estate and so a wide variety of engagement methods will be harnessed throughout the summer period, to ensure the maximum number of people have the opportunity to share their views. These will include:

i. Cambridge Road Estate ‘community planning’ event

A ‘community planning’ event will be held on the estate at the beginning of the engagement period to both present the initial options to residents and enable them to interact with proposals. Clear, visual outputs including maps, display boards and exhibition stands will be provided to demonstrate what could be retained or replaced through different options. To encourage as much interest as possible in the event some entertainment and refreshments will also be organised such as balloon modelling, face painting and a stall serving free teas, coffees and pastries. The event will be facilitated by the Council, as well as the relevant design and engagement teams - so that options can be clearly explained and discussed with residents.
ii. Estate-based outreach and engagement
We know that face-to-face engagement is very important to residents and so we will aim to be on the estate on different days, throughout the engagement period, varying the locations and time of day visited. Our objective is to speak to people where they are, so this will include some door knocking as well as speaking to people as they walk through the estate - such as parents bringing their children home from school. Wherever possible we will also ‘piggyback’ onto other partner and stakeholder events and activities, so that we maximise every opportunity to engage different people e.g. CREST fun day, ‘block parties’ and/or with different user groups at Piper Hall. This may include some facilitated group work, interactive presentations and/or Q&A sessions.

We will also work with a variety of different partners such as the Adult Safeguarding Team, Sheltered Housing Team, Housing Support Officers, Housing Officer Manager and others to ensure that we reach some of the less visible or more vulnerable residents who live on the estate. We expect that this will require some home visits as well as other supported activity such as small group work or more issue-based sessions. As referenced earlier this might include the provision of interpreters, carers, reimbursement of childcare costs or other incentives such as hot food or the opportunity for training. Whilst face to face engagement and outreach is very important for some residents we know that some people feel intimidated by this and are not comfortable sharing their views publicly or with ‘professionals’. We will therefore provide opportunities for people to share their views informally, privately and discreetly e.g. through SMS, telephone messaging service, email and comments boxes. We will also be careful that our engagement doesn’t alienate potential participants through relying exclusively on the written word.

iii. Dedicated drop-ins and an ‘Open Space’ session
Throughout the formal engagement period we will also host a minimum of 4 drop-in sessions on the estate. The exhibition materials from the ‘community planning’ event will be on display during these sessions so that residents can further consider the different proposals and feedback their views and concerns to the team. These will mostly be held in the evenings, however at least one session will be organised as a half-day session on the weekend - with the RSG and community network invited to play a more active role. The format will be ‘open space’ so that the Council is able to ‘step aside’ and let residents create their own agenda and determine which issues or topics they think are important and want to work on.

iv. Semi-structured interviews with stakeholders
The Council will also hold semi-structured interviews with major stakeholders during the early part of stage 2 to enable them to consider the initial options for the regeneration of the Cambridge Road Estate. This will enable stakeholders to share their experiences and insights with the Council and to discuss the potential impacts that each option will have for the estate as well as their individual circumstances and requirements.
v. Communications materials
In addition to the engagement toolkit, display boards and exhibition panels, a wide range of other digital and printed materials will be produced throughout Stage 2 to support residents and stakeholders to fully engage with the options. The Council’s web pages will be a key resource with information regularly updated and shared online.

We will also distribute printed materials to every household on Cambridge Road Estate. An important communications channel will be our Cambridge Road Estate ‘regeneration newsletter’. A minimum of 3 Cambridge Road Estate regeneration newsletters will be produced throughout the summer engagement so that residents are sufficiently informed and able to respond. For example, newsletter #1 will present the initial options; newsletter #2 will provide details of feedback to date and how this is influencing the project and newsletter #3 will present the preferred option that will be taken forward for a formal decision. Each issue of the newsletter will be distributed to households with a covering letter and questionnaire/feedback form.

The type of information and content that will be included in the regeneration newsletters during stage 2 includes:

- The housing need in Kingston and context for growth
- Summary of the conversation to date, including: residents likes, dislikes, and fears
- Clear information on the whole development process and timeline
- Clear messaging around the timetable and stages of engagement
- The options which are being considered (and those which aren’t including the reasons why!)
- What the Council’s tests are, for example quality, viability, improvement of Council homes and number of additional homes
- How residents can be engaged in the process
- Ways for residents to give feedback and how that will be incorporated
- Summary of proposals for homeowners and tenants
- Who will make the decision, when and on what basis
- Frequently Asked Questions
- Website details
- Key contacts
- Map of the estate
- Next steps and timeline
4.2c Capturing and recording feedback

In addition to varying our engagement with residents, we will also provide a range of ways for local people to feedback their views and ideas to us. All feedback will be documented, regularly reviewed and shared in updates, so that local residents can see how their ideas are being considered as part of developing proposals for the estate. Feedback options will include:

- Survey/feedback form delivered to all households
- Survey feedback form made available in community spaces
- Online survey/feedback form on the Council website and OBJECTIVE
- Suggestion boxes and comments/questions cards throughout the estate
- ‘Engagement kit’ for key events and workshops e.g. coloured pens and post its
- ‘Graffiti Wall’ for residents to directly record their views at different events
- Face to face engagement – with our team or community researchers
- Via email, telephone or SMS (recorded on the contact management system)

‘Seeing is believing…’
FREE bus trips for residents

To help inform residents' feedback and enable them to see how regeneration has benefited other areas across London, the Council will also organise two ‘seeing is believing…’ bus-trips throughout the engagement period. These will take place over two afternoons and will include visits to successful regeneration projects which have similar characteristics or issues to the Cambridge Road Estate. We will publicise the opportunity extensively as well as work with local stakeholders and community groups to identify how more vulnerable residents can be engaged.

4.2d Presenting the ‘preferred’ option

i. Cambridge Road Estate ‘Big Lunch’

We will organise a ‘Big Lunch’ event over a weekend at the end of the engagement period, to present back a revised scenario for regenerating the Cambridge Road Estate and to enable residents to have a final say on the proposals. The event will demonstrate how residents’ and stakeholder views have been harnessed to refine the final option, including what is going to be demolished, what will be retained and how new homes will be developed.

As with the first community planning event - clear, visual outputs including maps, display boards and exhibition stands will be provided to demonstrate how the estate may change in the preferred scenario. In addition to providing residents with free lunch, over the two days, we will also host a display of the different materials and content we’ve captured throughout the engagement period such as vox pops with residents, photography, comment cards and any other artifacts or props shared by residents.
The ‘Big Lunch’ will be facilitated by the Council and our engagement team so that residents can ask direct questions about what this may mean for their homes. A key priority for us will be clearly setting out the next steps and outlining what support will be available for residents, including any key guarantees and offers that are certain at this stage.

ii. Pop up events/displays and drop-ins sessions
In addition to the ‘big lunch’ described above, the Council will also host a number of pop-up events/mini displays and drop-in sessions on the estate during the preferred option stage, so that residents who are unable to attend these sessions, or who may want to talk more confidentially to a member of the team, can do so. Roadshow materials including visuals, maps etc. will be available during these sessions so that residents can further consider the preferred scenario and feedback their views and concerns to the team. The pop up events will be held in different locations around the estate and at different times, to ensure the maximum number of people have the opportunity to participate.

iii. ‘Preferred Options’ stakeholder workshop
In addition to the semi structured interviews we will also hold a workshop with major stakeholders at the end of stage 2 to further test and validate the preferred option for the Cambridge Road estate - enabling all to have a final say on the proposals, as well as explore in more detail the constraints and opportunities that this presents for each party. We recognise that there may be competing or conflicting views/priorities and therefore bringing stakeholders together as a single group, in a facilitated session, will help to build consensus and explore how stakeholders can work collaboratively and creatively through the more deliberative design and plan preparation stage, including identifying shared ambitions and potential for more joined up local service delivery.
4.3 Stage 3 - Working together

**Outcomes**
- Residents and other stakeholders are actively engaged in the regeneration process, and are able to influence decisions about the future
- Residents and other stakeholders understand the timeframe for development and are clear about its impact on them and their homes
- Residents, other stakeholders and the Council share a vision for the future of Cambridge Road Estate and are enthusiastic about its benefits
- Council staff are engaging with residents and supporting them to make informed decisions

**Objectives**
- Actively engage residents and stakeholders in the master planning process through a range of activities
- Engage residents in decision making through the resident steering group
- Ensure engagement is targeted to enable all residents’ views to be heard
- Support residents to understand what redevelopment will mean for them
- Maintain communication through regular updates in different formats
- Work with partners to ensure residents have access to support and advice
- Generate excitement and enthusiasm about the opportunity of regeneration

**Headline messages**
- This is an important stage in the process, and the best way for residents to make sure that their views are fully understood and recognised is to get actively engaged
- The regeneration of Cambridge Road Estate is on track, with the Masterplan due to be completed in early 2018
- The regeneration of Cambridge Road Estate will deliver new and better homes and facilities, and maximise the opportunities presented by growth
- The regeneration of Cambridge Road Estate is on track to deliver a vibrant, successful scheme
Key channels and activities

4.3a Keeping residents and other stakeholders informed of key decisions and activity

Stage 3 is an important stage in the process, with some key announcements outlined in our programme plan, such as agreeing the preferred option, appointing masterplanners and developers, and submitting planning applications. All residents will be clearly informed about these decisions at the earliest opportunity. As set out in Stage 2, care will be taken to ensure that all engagement in this stage adheres to Section 105 obligations. Resident and stakeholder engagement through the Masterplanning will be much more deliberative, and take place over many months.

We will therefore heavily publicise all engagement activity and share as much information as possible in advance, through:

- Establishing a clear programme of activities with dates, times and venues
- Sharing the programme through notice boards, letters and newsletters
- Maintaining an up to date online calendar of events and activities
- Issuing regular press notices and statements
- Producing attractive and punchy publicity materials such as posters and flyers
- Regularly briefing local stakeholders and community groups, and RSG
- Promoting extensively through dedicated social media pages

In addition to the above, key decisions about the regeneration of the Cambridge Road Estate will be also be shared via a personalised letter-drop to all households, as well as via SMS, email and regular drop in sessions and events on the Estate. We expect key decisions and milestones in this phase to include (i) agreement on the preferred option (ii) appointment of Masterplanners (iii) appointment of developers (iv) final Masterplan agreed and (v) first planning permission and land acquisitions.

4.3b Deliberative design and dialogue

There will be a programme of extensive engagement with residents and stakeholders throughout 2017 to enable us to work collaboratively on the preparation of the Masterplan. This stage will build upon the option agreed in phase 2 and will more actively engage residents and stakeholders in exploring issues and opportunities and working with us to create the overall vision for the Cambridge Road Estate. We will prioritise engagement in the following ways:
i. Community visioning weekend

We will organise a community visioning weekend at the very start of the masterplanning process. This will effectively launch the process and enable residents to find out more about the proposed schedule of engagement and timetable, as well as meet the Masterplanning team. The workshop will be fully interactive (group work, presentations and discussions) with residents encouraged to provide feedback creatively on what they like and dislike about the estate. This will include a community walkabout so that architects and designers can hear first-hand about the areas that residents value, and what parts of the estate could be improved.

ii. Design workshops

Throughout the summer of 2017 we will hold a programme of workshops with interested residents and different stakeholder groups. This part of the process will provide an opportunity to take a more deliberative and cooperative approach to working together, increasing the ability of residents to feel they have a stake and ownership of the final scheme. Communications will focus on encouraging active engagement and ensuring residents are able to provide maximum input into the detailed designs for how the estate will look and feel in the future.

In particular, the workshops will enable residents and stakeholders to explore and refine the design solution through examining different uses, density, open spaces, heights, and possible phasing. An important feature of all of the workshops will be support for participants to properly understand the issues and fully engage in design discussions. This might require some training sessions to run alongside the workshops or be built into them, for example ‘an introduction to place-making’ or ‘designing out crime’.

It is too early to say what workshops we will run but we expect they will cover the following areas: housing, play and recreation and community facilities. Workshops will be run over a day or longer and will be as interactive and accessible as possible, making full use of informal and creative ways to engage participants. This might include interactive displays, walking tours, roundtable discussions, community mapping, design games and drawings.

iii. Focused engagement - residents and stakeholders

Workshops will be open to all residents and stakeholders but we will also run some targeted and ‘bespoke’ sessions with key stakeholders and audience groups (i.e. organisations providing or that will be providing a service on the Cambridge Road Estate) to ensure that those most affected by the different elements are properly supported and engaged in design discussions. We will work with the resident steering group and wider community network to identify the key groups and engagement activity, but based on our initial research we expect this to include targeted work with vulnerable residents, younger adults, older residents as well as parents and young children.
For example, we might organise a ‘Say and Play’ session on the estate to engage parents and young children in the design of play facilities. This type of engagement is designed to attract busy parents and carers who may find it difficult to attend more formal events. Refreshments and fun activities like face-painting, bouncy castles and arts and crafts will be provided.

Similarly we may run a ‘Youth Space’ project to engage young people in thinking about how they inhabit and use different spaces on the estate. This could include working with an artist to create an installation or piece of public art and is a useful way to broker dialogue and discussion about their futures on the estate and what they would like to see in the final Masterplan.

The active engagement of major stakeholders such as ward councillors, the police, local GPs, community leaders and others will be vitally important throughout this phase and so we will work in collaboration with these to ensure we capitalise on their knowledge and experience. For example this might include the police being engaged in one of our workshops with older residents and young people, to explore how good design can help to reduce crime and anti-social behaviour or working with the different community and voluntary organisations to explore the future of community facilities on the estate.

iv. Drop-in sessions and design surgeries
In addition to our design workshops, training and targeted engagement, we will also hold regular drop-in sessions and design surgeries on the estate throughout the Masterplanning process. The easiest way for residents to ask questions and learn more about the proposals and how they might be affected will be to attend one of these regular sessions. We will organise a minimum of 12 drop-in sessions throughout the masterplanning process so that residents have the opportunity to speak confidentially to a member of the Council or design team.

v. Door knocking and outreach
As with the previous two stages, we will also supplement our drop in sessions with some targeted door-knocking and outreach including running some small bespoke group work or issue based sessions, to ensure that vulnerable and hard to reach residents are also able to effectively participate in design discussions. Our team will be on the estate regularly throughout the engagement period and will explore every opportunity to meet and talk to residents in the spaces where they gather and feel comfortable e.g. local café, shops, and GP surgery.

vi. Finalising the Masterplan
At the end of the Masterplanning process we will hold a ‘public exhibition’ to showcase the final design solution and Masterplan. We will aim to hold this over a number of days, so that as many residents as possible have the opportunity to view the designs. It will be a celebratory, interactive exhibition – demonstrating how residents have helped to shape the final designs, through an inclusive,
iterative and creative process. Large display boards and 3D models will be provided to enable residents to easily visualise the future of the estate and their homes. The exhibition will mark the start of the formal engagement period on the Masterplan and as with Stage 2 a wide range of engagement materials and feedback mechanisms will be required.

4.3c Communications and engagement materials

To ensure that residents and other stakeholders feel sufficiently informed about the process and timetable, including how they can get involved with the events and activities described above, we will produce the following engagement materials, as a minimum:

- Regular letter drops to all households
- 6 x regeneration newsletters clearly presenting/evolving designs and plans
- Posters in stairwells and on notice boards
- Posters and leaflets in local stakeholder premises
- Information placed in ‘Homelife’
- Information placed in ‘Neighbourhood Matters’ and ‘Home Truths’
- Information updated on the Council website including audio clips and screen-casts, where appropriate
- Extensive promotion through social media channels
- Information carried on partner websites and in publicity materials
- Promotion via local stakeholders and community groups e.g. shop notice board
- Door-knocking/outreach on the estate
- Direct engagement (via telephone/SMS/email)
- Press notices and feature articles
- Factsheets, hand-outs and training materials
- Exhibition display boards, design schematics and models
- ‘Graffiti wall’ and photo exhibition
- Suggestion boxes/comments cards
- Feedback forms / Resident survey
- The story so far/final vision booklet
- Offer handbooks for tenants and homeowners

4.3d Support residents to understand their future options on the estate

When decisions have been made about the preferred option for development and more details are known about the potential phasing of redevelopment, we will be in a position to provide more detailed answers to residents’ questions about decanting and the process of return. The implications will be different for tenants, leaseholders and freeholders, and so we will provide access to appropriate advice and support to enable everyone to make informed decisions about their future. For example, this might include financial and budgeting
advice, to help residents understand the impact of any changes in their tenancy agreements. Handbooks will be created to clearly set out the Council’s offer for tenants and homeowners, including guidance on issues such as when residents are likely to need to move, what the rehousing commitments are and what help is available if residents want to move outside of the area. Dedicated drop-in sessions and some targeted outreach will be organised for those that will be most immediately affected.

4.3e Selecting a developer to work with

Enabling residents to participate in the recruitment and selection of the Council’s development partner is a key priority for Stage 3, as it’s an effective way to ensure residents have some ownership over a very important decision. We expect the procurement to take place over several months and so we will enable residents to input into their appointment in the following ways:

- **Participation in the procurement exercise** – we will recruit a resident from the estate to sit in on the tender evaluation panel, to ensure residents have a voice in the final decision as to which developer to appoint. This will possibly be through the Residents Steering Group although the opportunity may also be open to other residents.

- **A public exhibition** – a chance for local people to see and give feedback on the proposals from the selected development partner, including plans, sketches and scale models. This will enable residents to engage directly with the developer and ask key questions about the delivery programme, including what commitments they can give to involving local people though the construction phase.