Lend Lease

Elephant & Castle Consultation Strategy

Revised - April 2011

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INTRODUCTION

Community and stakeholder engagement on a practical level has been fundamental to the way Lend Lease has done business since its establishment in Australia in the mid-1950s. This philosophy is a core element of Lend Lease's culture and is entrenched into its day-to-day business activities.

Lend Lease's Community Investment Framework is the tool used by Lend Lease to ensure it meets the needs of local communities on a project-by-by project basis. The Framework is the thread which runs through the business to ensure conscious and pro-active engagement occurs with our community stakeholders at every stage of the development cycle.

Through its Framework, Lend Lease requires all its development projects to carry out a comprehensive consultation in advance of any planning application and also to develop a Community Development Strategy in collaboration with key stakeholders for the implementation or delivery stage of a project. This process ensures continuous engagement with stakeholders throughout the development phase and beyond. Consultation and engagement with stakeholders is an on-going activity, not just about public exhibitions, but about day-to-day engagement with people and community groups - a continuous process, not a series of individual events.

This document is a strategic plan for how Lend Lease intends to conduct its consultation and engagement with stakeholders at Elephant & Castle. The detail and approach to implementation will emerge once early stakeholder mapping and engagement with principal stakeholders such as London Borough of Southwark has taken place. Every development and community is unique, therefore a bespoke implementation plan will be developed which meets the needs of the Elephant & Castle regeneration and its stakeholders.

This focused emphasis on stakeholder consultation in the early days of the Elephant & Castle regeneration will deliver enormous value to the development team and its partners in the long run: a true understanding of local issues, increased stakeholder confidence and added value to the project itself, during its evolutionary, implementation and operational stages.

Lend Lease is the first property company to achieve the coveted Business in the Community **CommunityMark** standard for its approach to community investment.

OBJECTIVES

- Demonstrate Lend Lease and London Borough of Southwark's commitment to the regeneration

- Create an environment which encourages transparency and openness

- Ensure a listening and understanding approach

- Gain knowledge and understanding of local issues at first hand

- Gain knowledge and respect for the history and culture of Elephant & Castle

- Build meaningful relationships with stakeholders

- Ensure stakeholders have access to current information about the project and are able to participate in the regeneration process

- Enable residents and stakeholders to influence the planning application for the development

- Lay the foundation and develop relationships with key stakeholders in anticipation of working up the development's Community Development Strategy

- Achieve a successful planning application

- Ensure a smooth development process

- To provide clear, timely and accurate information to stakeholders

SCOPE

The regeneration of Elephant & Castle has been anticipated since 1999, therefore consultation undertaken by Lend Lease will be carried out in the context of:

- London Borough of Southwark's consultation with Heygate residents
- London Borough of Southwark's consultation in advancing its Development Framework – adopted as Supplementary Planning Guidance in 2004
- The Southwark Plan Consultation 2004-2007, including the Southwark Plan inquiry in 2005
- The procurement process for selecting a preferred developer
- Subsequent design work on the Masterplan by Lend Lease and London Borough of Southwark
- The signing in 2010 of a Regeneration Agreement

Lend Lease is responsible for the area termed the 'Regeneration Site Area' as set out in the diagram below. This area sits within the Elephant & Castle Opportunity area (blue line) and 'The Core Area' (red line) as defined by Southwark Council.

The Opportunity Area

	The Opportunity Area
	The Core Area

Regeneration Site Area – Lend Lease

The Regeneration Site area encompasses:

- Rodney Road and Heygate Phases (to be purchased by Lend Lease)
- The Shopping Centre (owned by St Modwen)

STRATEGY

Stage	Summary of activities	Detailed Activity	When by (in line with project programme)
Pre-planning application – Masterplan (to Spring 2012)	· Develop narrative around the E&C regeneration plans for use during consultation (will be constantly evolving)	· Develop key messages about what the regeneration entails and define the vision for the regeneration. Key facts, vision, context and what we are trying to achieve · Conduct workshops with core stakeholders to inform and educate, so LL and other 'informative' stakeholders are fully briefed on vision, key facts, consultative process (high level)	Spring / Summer 2011

	· Identify all stakeholders (mapping)
	· Define stakeholder groups
	· Agree consultation plan, procedure & codes of behaviour
		· Desk top identification of stakeholders
		
		· Consultation with LBS depts. to get history and be alerted to sensitive topics
		  o Regeneration & neighbourhoods
		  o Communities, Law & Governance
		  o Major projects
		  o Environment & Housing
		  o Planning
		  o Children's Services
		
		· Gain understanding of LBS requirements for formal liaison group (objectives to be met & LBS Statement of Community Involvement). Embed in consultation schedule
			Spring 2011

		· Assess stakeholder engagement priorities, eg primary, secondary, tertiary. · Assess themes / impacts associated with each stakeholder group · Agree ownership / relationship manager for specific stakeholders / groups · Agree initial approach to consultation, eg managing stakeholder expectations, scope of introductory discussion (high level)	
	· Identify appropriate materials · Agree format of engagement with stakeholders / stakeholder groups · Develop a communications plan	Define nature and frequency of consultation with stakeholder groups, eg: · One-to-ones · Organisations & societies · Community Councils · Community Forums · Thematic focus groups · Eg, landscape, training & employment, business, history, etc · Regular formal reviews (planning) · Response to invitations · Explore possibility of permanent venue (timing & content) · Website · Timing for public exhibitions (draft) Define risk areas · Impact to stakeholder groups · Principal milestones · Information re on-site activity	Spring 2011

		Develop draft schedule of communications activities aligned to programme and impact areas · Site-specific information · Press releases · Community Newsletters (NB Considerate Constructors), · etc	
	· Preparation of consultation materials	Eg, boards, plans, slide shows – telling the story	
	· Begin pro-active consultation process		Spring / Summer 2011 & On-going throughout project
	· Regular <u>formal</u> presentations updates to Community Forums / Consultative Groups	· General updates on progress · Thematic topics at appropriate time · At key milestones (see draft indicative programme)	As required- likely to be 3-4 times per annum
	· Recording and analysis of feedback / feedback to development team & principal stakeholders	· Formal note taking of consultation outcomes, action notes and follow-up required by LL team. · Collation of key themes for use in developing Community Development Strategy for delivery stage · Begin to identify potential partners for Community Development Plan	On-going throughout project

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	• Public Exhibition – Round 1 (high level)	• Gain understanding of LBS expectations re formal consultation (Planning Application – Planning Dept) • Materials, venues, etc • Share masterplan formally with general public and stakeholder groups through public exhibition run over several days • Collate feedback and use to inform evolution of masterplan and to spot any emerging issues	Summer 2011
	• Public Exhibition – Round 2 (more detailed)	• Share evolution of masterplan formally with general public and stakeholder groups through public exhibition run over several days • Collate feedback and use to inform evolution of masterplan and to spot any emerging issues • Collate feedback from exhibitions for planning application	Winter 2011

Post Application – Statutory Consultation period (6 weeks) (Spring 2012)	• Public Exhibition (Statutory) – Round 3 • Public Meetings (delivered by LL on behalf of LBS? –TBC)	Explore expectations with LBS	During 6 weeks post Application
	• Recording and analysis of feedback / feedback to development team & principal partner stakeholders		On-going throughout project
	• On-going engagement with stakeholder in anticipation of successful Application		On-going

Delivery Post Planning Consent (Summer 2012 -)	• Define key project milestones		Between Application & granting of Consent
	• Identify impacts against individual stakeholder groups		
	• Identify potential stakeholder partners for development of Lend Lease Community Development plan		
	• Implementation of Community Development Plan		On-going

	• Develop strategy and implement formal consultation on Reserved Matters applications / specific strategies on a plot by plot basis		On plot by plot basis in line with the individual planning application
	• Recording and analysis of feedback / feedback to development team & principal stakeholders		On-going throughout project

Operational	• Draft and implement Community Engagement Plan		On-going