

Appendix 8 - Chrisp Street Regeneration Media & Communication Strategy

1. Introduction:

- 1.1 This document provides guidance on the planned use of Media & Communication for the Chrisp Street Regeneration Project being undertaken by Chrisp Street Development Ltd (CSDL) and Poplar HARCA (HARCA).
- 1.2 These recommendations will need to be revisited regularly as the regeneration programme progresses. The ever-changing nature of media communication and social media will require a continual assessment of effectiveness.
- 1.3 The regeneration will be ongoing for a number of years, with overall completion expected in 2027. Keeping Chrisp Street trading throughout these works presents a challenge for all of those involved. It is therefore imperative that lines of communication are kept open with all stakeholders in a transparent and open way ensuring a successful project that will be the heart of Poplar for many years to come.
- 1.4 Appendix 1 shows ongoing consultation from July 2018 to August 2020.
- 1.5 There are many stakeholders with an interest in the regeneration of Chrisp Street. While this document deals primarily with those that have a direct interest including Market Traders, shopkeepers, shoppers and residents, the wider general public will also have the opportunity to explore and comment on the Scheme. Each of the direct interest groups will have their own specific consultation needs for the regeneration, a range of measures are in place, or will be put in place to address those interests. The following indicates how each group will be kept informed and how the general public can access information.
- 1.6 Poplar HARCA has also had regard to the Equalities Impact Assessment undertaken to establish any impacts upon people with protected characteristics in order that we can amend and adapt our communications approach to reflect the need, for example:
 - 1.6.1 Translation of documents into community languages where requested
 - 1.6.2 Provision of documents in larger size fonts for visually impaired people

- 1.7 This has been specifically recognised in engagement with leaseholders where HARCA has engaged a Bengali speaker as part of the team negotiating settlements and acquisitions.
- 1.8 There continues to be a dedicated team headed up by a Community Engagement Manager based at the Management Office in Chrisp Street. The office doubles up as an information centre which has a model and display boards that explain the Scheme. The office is open Monday to Friday 9am to 5pm and welcomes enquiries from the general public as well as other interested parties. The office is also used for meetings as and when required.
- 1.9 The Community Engagement Manager will set up a 'Chrisp Street Consultative Group'. This group will be chaired by a local ward member and made up of representatives of traders, residents, local community groups, Poplar HARCA and CSDL. The group will meet quarterly to be updated on progress and help to shape the future of the Market. The group will have the opportunity to express their opinions directly to the decision makers on the project.
- 1.10 A dedicated website is planned to inform all interested parties of progress, to let people know who is moving and who is coming to Chrisp Street, and to promote Chrisp Street as the premier shopping centre for Poplar. The website will offer opportunities for Business to Business communications as well as enabling traders to communicate directly with their customers both old and new. It will be the place to find out what incentives are being offered to keep footfall to a maximum, maintaining the vibrant, authentic feel of Chrisp Street Market.

Market Traders

- 1.11 Working with the Council's Markets Department there will be a series of newsletters, drop-ins and one to one meetings to explain to where and how the market will move during the refurbishment of Market Square.

Shopkeepers

- 1.12 The existing 'Chrisp Street Traders Forum' will continue to meet on a regular basis. While this group is open to all traders including Market Traders it is most commonly attended by the proprietors of shops and lockups. This is an opportunity for these

traders to come together, to get updates on the regeneration and to meet with the Centre Management team, raising any concerns they may have. There is also an ongoing programme that meets with individual shopkeepers and lock-up tenants to work on their specific needs.

Residents

1.13 The primary consultation method for residents is the existing Estate Board system. There are a number of these resident forums based around Poplar with the Lansbury South & North Estate Board being made up of residents that live in and around the Chrisp Street Market area. While these residents are the most likely to be impacted by the project all Estate Boards have been kept up to date with progress. These resident forums meet regularly continuing to be the primary consultation vehicle for local residents. Local residents are also kept informed through a quarterly newsletter that is distributed to approximately 8,000 households, with copies also being available in local community centres, doctors' surgeries and other public buildings.

Shoppers

1.14 With a footfall of nearly three million people a year, shoppers are by far the biggest group of stakeholders. Many are local residents, but Chrisp Street does attract people from across the whole of Tower Hamlets and beyond. Shoppers will have access to information through posters displayed in the Management Office and flyers that will be distributed through the retail outlets.

1.15 When the works begin, hoardings will be erected around the building sites. These hoardings will be dressed regularly with updates on progress as well as advertising for existing businesses within the market. A signage and wayfinding strategy is being developed.

1.16 Once a start date has been confirmed a dedicated marketing organisation will be employed to consider further the actions outlined in this paper.

Settlement and relocation negotiations

1.17 There is ongoing dialogue with all parties operating or living within the Scheme to:

- Acquire leasehold premises
- Relocate Poplar HARCA tenants

- Relocate some shop/businesses to alternative premises within the Scheme to facilitate the regeneration
- Acquire or address various other land interests

1.18 These settlement and relocation negotiations are held on a one to one basis and are led by AMM Ltd for the commercial interests and HARCA/CSDL in relation to residential interests and the other land interests.

Compulsory Purchase Order (CPO)

1.19 As part of the CPO process and the engagement of the council's powers under s203 Housing and Planning Act 2016 to address other land interests, the council, with support from Poplar HARCA, has engaged directly with all parties that have taken up the opportunity to meet and will continue to meet with such parties as and when requested.

1.20 The Council has engaged with affected parties through pre-CPO meetings and letters in advance of the formal CPO process. Under the CPO, formal notices will be served on all affected parties at various stages of implementation and if this generates requests to meet to discuss the implications of this, then such meetings will be arranged.

1.21 In conjunction with the council, Poplar HARCA will prepare articles relating to the implementation of the CPO and s203 for the newsletter updates.

2. Organisational aims, communication objectives and messaging:

2.1 The methods of communication will alter over time in accordance with the evolution of the project. However, immediate goals have been identified.

Communication objectives:

- 2.2 Establish a dedicated digital site as a one-stop-shop for all communications such as:
- Press releases
 - Media interviews
 - Information updates for residents, shopkeepers, market traders and users of the centre
 - Blog
 - Links to other social networking media as and when developed

- Link to Council Site for Market Management issues
- Link to Telford Homes sales website

2.3 The site is to be established as:

- The primary source of information for residents and journalists.
- To keep local residents and interested parties updated on CSDL/HARCA developments and encourage participation
- Endeavour to communicate with a younger audience online which may not take place through the traditional, existing communication methods.

Key audience groups:

2.4 Key audience groups to be targeted include:

- Local residents – particular focus on younger members of the community who may not participate in consultation events or read project literature
- Local, trade press and national journalists
- Online journalists – specifically those who write for online audiences such as bloggers

Development of Digital Marketing Strategy

2.5 A website with similar information to above has been put in place until the full and detailed digital strategy has evolved and been implemented.

2.6 CSDL are in the process of commissioning the digital strategy, which will include significant development of the website to make it more interactive and useful to the local community.

2.7 The Council will be consulted upon the proposed Strategy prior to its finalisation to ensure that it engages with their corporate communications strategy and that relevant information sharing will be delivered.

3 Conclusions:

3.1 Using a wide range of tools available to the media communicator and Engagement co-ordinator, the CSDL digital platform will aim to engage a greater number of people that may be missed through more traditional forms of communication.

3.2 A suitable agency is to be appointed to develop a digital platform with the aim of engaging with all sectors of the local community as well as media and industry practitioners.

Tony Draper
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Poplar HARCA
25th September 2020

Addendum to Chrisp Street Communications Strategy Ongoing communications under Covid-19 lockdown

Introduction

1 Proposed approach

- 1.1 The council have indicated that making the CPO during the pandemic will be in order to facilitate Scheme progress and is compliant with guidance issued by MHCLG.
- 1.2 This is subject to a suitable communications approach being prepared.
- 1.3 The communication approach consists of:
 - Putting the Chrisp Street website into place
 - Maintaining an on-site presence at the management office in Chrisp Street marketplace during the lockdown period
 - Maintaining dialogue with residents and other stakeholders through electronic communications where suitable or on a face to face basis where Covid guidelines allow in a safe manner
 - Ensuring current offers are in place to outstanding residential leasehold acquisitions
 - Working closely with BNP Paribas, acting on behalf of the council, to facilitate engagement with both residential and commercial leaseholders where terms are not yet agreed, so that council representatives can ensure that the parties understand the next steps in the CPO process and are encouraged to engage in settlement negotiations
- 1.4 The practical application of Government guidance will be regularly reviewed and applied as and when changes to Covid-19 policy are made at Government and Local Authority levels.

2 Conclusion

- 3.1 As part of the process of planning for a post Covid-19 landscape, Poplar HARCA/CSDL have maintained dialogue with the council with regard to progressing the Chrisp Street regeneration. The next step in the process is for the council to make the CPO which will facilitate the development to start on site once amendments to any lockdown requirements are suitably relaxed.
- 3.2 To provide the council with confidence to facilitate the making of the CPO this addendum document sets out a robust approach to ongoing communication under lockdown conditions to ensure that affected parties clearly have this matter brought to their attention through a combination of 'normal' approaches (post/service of notices) and use of electronic approaches.
- 3.3 The approach described is considered to be sufficiently robust to address any concerns regarding making the CPO during the Covid 19 Pandemic.

Tony Draper
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25th September 2020

Appendix 1

Date	Consultation Methodology	Stakeholders/Attending	Outputs
July 2018	Newsletter – including feedback from Information events, youth consultation, traders meeting.	Traders and shoppers	Information dissemination
9 July 2018	Market traders drop-in	Attended by Roy Ware and Chris Golds from TH Markets Dept.	Inform market traders of plans and offer reassurance. Poorly attended
2-12 July 2018	WhatsApp notifications, leaflet invite and management 1:1 in person invites		17/7 Traders Meeting
10-17 July 2018	Strategic Development Committee		
24 July 2018	Tenant and Residential Newsletter	1000 printed and delivered to all residential and commercial properties within the scheme as well as being available at HARCA office and Management office	General update: By hand to all tenants, in the management office window, pick up from the office and door to door distribution
Nov 2018	Christmas event with promotion of Management Office exhibition	Local residents and visitors to District Centre to see Christmas lights being turned on by local Member of Parliament	Information dissemination and feedback from residents
Dec 2018	Launch of quarterly general newsletter	10,000 distributed locally	Information dissemination
December 2018	Invites to 1:1 meetings with LBTH re redevelopment	All residential occupiers and commercial tenants within the District Centre	Meeting dates held November, December and extended into February.
November 2018 – February 2019	Information about Pre-Construction works: Bore holes	All residential occupiers and commercial tenants within the District Centre	Tenants and immediate neighbours, window and pick-up leaflets explaining works

February 2019	Tenant and Residential Newsletter	10,000 distributed locally	General update: By hand to all tenants, in the management office window, pick up form the office and door to door distribution
March 2019	WhatsApp notifications, leaflet invite and 1:1 in person invites	Commercial tenants and all residents within the District Centre	24/04 Chrisp Street Retail Forum traders Meeting
17-24 April 2019	Tenant and Residential Newsletter	10,000 distributed locally	General update: By hand to all tenants, in the management office window, pick up form the office and door to door distribution
August 2019	WhatsApp notifications, leaflet invite and management 1:1 in person invites	10,000 distributed locally	20/11 Chrisp Street Retail Forum traders Meeting
13-20 November 2019	Tenant and Residential Newsletter	1000 printed and delivered to all residential and commercial properties within the scheme as well as being available at HARCA office and Management office	General update: By hand to all tenants, in the management office window, pick up form the office and door to door distribution
Nov 19	Christmas event with promotion of Management Office exhibition	Local residents and visitors to District Centre to see Christmas lights being turned on by local Member of Parliament	Information dissemination and feedback from residents
Dec 19	General Newsletter	10,000 distributed locally	Information dissemination
December 2019	WhatsApp notifications, leaflet invite and 1:1 in person invites	Commercial tenants and all residents within the District Centre	22/01 Postponed due to non-attendance
17-22 January 2020	Rearranged WhatsApp notifications, leaflet invite and 1:1 in person invites for mtg	Commercial tenants and all residents within the District Centre	5/02 CSRF traders Meeting
30	S203 and change of	Commercial tenants and	Distributed to all

January - 5 February 2019	Landlord notification news sheet	all residents within the District Centre	tenants and Festival of Britain homes, on PH website and uploaded to the .org site. WhatsApp notification
14 Feb 2020	Presentation to local faith groups organized by Neighbours in Poplar	Local faith group leaders	Update on progress.
4 March 2020	Non Material Amendment to planning Consultation	Traders and general public	Information dissemination and feedback from residents
Face to face engagement activities were reduced from March 2020 due to Covid Pandemic			
July 2020	Distribution of the news sheet advising of change of landlord to Telford homes and Scheme update	Traders, Residents	Information notifying residents and commercial tenants of new Landlord – Chrisp Street Developments Ltd
Chrisp Street Shop	Chrisp Street Information Shop – open every day.	Traders, Residents	Collect information, used to inform Scheme development.
Poplar HARCA Website	Bespoke information on Chrisp Street, box to ask any questions.	Traders, Residents	Resident enquiries, questions inform feedback through consultations methodologies.
WhatsApp	Traders WhatsApp Group – information exchange, promote events activities.	Traders	Ongoing distribution of information
New CSDL Website launched late August 2020	Links to refreshed Facebook page, Twitter account and new Instagram account	Traders, Residents, all stakeholders and local community	Resident/Trader enquiries, questions inform feedback through consultations methodologies.
December	General Newsletter	500 distributed locally	Information

2020		and available from Management office. Posted on website	dissemination
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