

**Iceni Projects** Engagement

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"Iceni Engagement have played a key role in turning the Illuminated River vision into a reality. From thoughtful community consultation to stakeholder engagement, Iceni Engagement have always gone above and beyond, generating ideas, developing strong external relationships and supporting the project team every step of the way."

- Sarah Gaventa, The Illuminated River Foundation

# Introduction

Iceni Engagement uses its expertise to support the creation of great places.

**Through our direct experience of development, planning, community development, design and the political process, we have an extensive track record of helping our clients create value through effective and meaningful dialogue with local communities.**

We work creatively with the whole community surrounding a project, producing an enjoyable programme of engagement and consultation that takes into consideration local issues and opportunities.

We are firm believers that engagement should not stop once planning consent has been secured and that continued engagement with communities during construction and beyond is essential to building community cohesion and maintaining reputation.

Our approach to political engagement centres on relationship building and developing key messages that are targeted to decision makers and their priorities.

At Iceni Engagement we monitor both national and regional changes, helping our clients understand the detail as well as identifying the opportunities to both protect and enhance their positions.

Iceni Engagement has the expertise to bring all parties through the engagement process detailed in the diagram on the right.

Understanding places, communities and stakeholders

Bring together likes, dislikes and aspirations

Work constructively and productively together to build consensus

Deliver better places

iceni

# The Engagement Lifecycle

**At IcenI, we recognise that each site or project is different and requires a project specific approach. As a team we have the skills and experience to support our clients and their needs throughout the lifecycle of a project. Be that supporting initial site appraisals, long-term land promotion, pre-application community engagement, support in plan making or construction communications. We utilise our individual specialist skills to tailor a supportive programme to help our clients secure their goals.**

## **Strategic Land/ Plan Promotion (the beginning)**

Strategic Land is all about place making; realising sustainable development with economic, social and environmental considerations.

With the emphasis of recent governments on creating larger developments, strategic land has increasingly taken centre stage bringing its own challenges, particularly for those who promote it.

There is the perception amongst stakeholders that strategic land promoters have hidden in the shadows when it comes to engaging on sites, especially where Green Belt is concerned. Promoters can be seen as the ones who secure the site and then relinquish responsibility, often resulting in an inherent distrust over promises of infrastructure delivery and an ability to see a project through to completion.

IcenI Engagement is experienced in the successful promotion of strategic sites to overturn negative perceptions by building trust through open dialogue. We build relationships with stakeholders and help position our clients as the partner of choice, not just for those delivering the site, but also for the decision makers and the local community.

We support our clients by providing early intelligence as part of a site appraisal and due diligence, creating a targeted stakeholder engagement programme that seeks to raise the profile of the site, ultimately preparing the way to developing detailed proposals for a planning application.



**Illuminated River Stakeholder Boat Trip**

## **Pre-application/ Plan Making Programme (The Middle)**

A successful pre-application or plan making programme of community and stakeholder engagement can positively contribute towards better places and a smoother planning process.

We seek to approach each consultation exercise by building a unique approach that will engage local people/ stakeholders and give them a direct hand in the future of the project whilst communicating key messages and mitigating representations during statutory consultation by the local planning authority. Depending on the project, this can include interactive websites, co-design processes, online mapping, drop-ins, public space animation, community walkabouts, capacity building or newsletters.

Working with clients and design teams, IcenI Engagement are increasingly working to deliver added social value through the engagement process; delivering genuine benefits to local communities such as better pathways into employment, community cohesion, meaningful interim uses, capacity building and so on.

## **Post Consent Communication (Not quite the end)**

Achieving planning consent does not necessarily mean the end of the planning story, particularly for the larger, regeneration and development sites. IcenI Engagement understands the importance of continued community and stakeholder liaison during the construction phase and beyond as part of creating great places.

Assimilating your development into an existing community is not always easy, but through regular communication and outreach activities that process can be made smoother, ultimately helping create a successful development.

IcenI Engagement supports their clients through this stage, managing community concerns and providing services that add value.

# The Team, Engagement



**Ciron Edwards**  
Director  
cedwards@iceniprojects.com

**Ciron believes that bringing together clients, decision makers and design teams with local communities helps to build better places.**

Ciron joined Icen Projects as Director of Engagement in 2016 to complement the existing teams' skills and knowledge with his more design focused background.

Ciron's architectural background and experience of delivering urban regeneration, public realm and built environment projects gives him excellent knowledge and understanding of design issues and how to communicate these to a wide range of audiences.

His extensive experience includes the delivery of community consultation and stakeholder engagement on some of London's largest and most high profile projects, as well as long term involvement with various New Deal for Communities and Housing Market Renewal initiatives across the country.

His long-term involvement with projects has provided him with the skills to bring diverse communities, stakeholders and partners together in constructive ways to help inform how change is delivered in their neighbourhoods.



**Philippa Curran**  
Director  
pcurran@iceniprojects.com

**Philippa has the ability to successfully work alongside communities and navigate the planning and development process on behalf of clients.**

Philippa is an experienced consultant with over 14 years' experience in the field of regeneration and planning. She has been responsible for a range of engagement, planning and masterplanning work in the UK, and has extensive experience of development projects, regularly writing for trade press.

Philippa has achieved consensus on a variety of complex schemes, from town centre redevelopments to new settlements.

In recent years she has completed a significant number of projects with local authorities, often brokering relationships between the public and private sector. Project experience includes the Leatherhead Town Centre masterplan, the Caterham town Supplementary Planning Document and the Twickenham Area Action Plan, all of which are now in the process of being delivered.



**Charlotte Hunter**  
Associate  
chunter@iceniprojects.com

**Charlotte recognises the importance of understanding the political, community and site context in delivering her clients' objectives.**

Charlotte is an experienced public affairs consultant, having successfully delivered targeted communications programmes for major redevelopment projects throughout the UK.

With a particularly strong experience in working on large scale residential projects across the East of England, Charlotte specialises in strategic land promotion, and advising her clients on their portfolios. Understanding the importance of early targeted stakeholder engagement is pivotal to successfully unlocking complicated sites.

A former Political Assistant for a local Conservative Association, and party activist, Charlotte played an integral role in successful and comprehensive local and general election campaigns. Since then she has used her strong strategic campaigning and political engagement skills to help secure planning consent for residential, retail and mixed-use schemes across the country for a number of public sector and private sector clients.

# Our Clients



**Our Projects:**  
Supporting the  
creation of great  
places



# Regeneration

**Not only do Icen Engagement believe in the importance of putting communities at the heart of regeneration and change, they understand the political complexities of large scale redevelopment projects. The Engagement team have extensive experience working on complex regeneration schemes and housing estate renewal projects across the UK.**

## Case Study: Elephant Park, Lendlease

Icen Engagement has, and continues to, deliver community consultation on Elephant Park since the preparation of an outline planning application for the masterplan and a detailed planning application for Trafalgar Place through to One the Elephant, and 10 Reserved Matters Applications.

The controversial and high-profile project has been subject to intense scrutiny by the local community and media, attracting well over 200 objections for the masterplan outline planning application. Recent phases (MP3 and MP4) have secured planning consent under delegated powers, demonstrating the value of long-term and consistent community engagement.

Icen Engagement currently provide political and community activist monitoring and strategy for the project and have recently commenced the pre-application consultation for Plot H7, half of the fifth and final phase of the masterplan.

Icen Engagement has also supported Lendlease in the naming strategy for the new streets and buildings at Elephant Park. This process involved working with the local community to identify locally significant people, businesses and places, successfully positioning the development in the areas' past, present and future.



Community tree planting in Elephant Park

## Case Study: Leven Road Gasworks, St William

On behalf of St William, Icen Engagement have provided community consultation and engagement in what the planning case officer considers to be the exemplar pre-application consultation process for Tower Hamlets.

The proposals include 2,800 new homes, a 1ha park, a 6FE Secondary School, workspace, retail and a riverside pub.

Pre-application engagement activities delivered as part of the pre-application public consultation process have included community stakeholder workshops on open space and identity, drop-in exhibitions, a Tower Hamlets Development Forum public meeting, one-to-one meetings, attendance at community events such as the Big Local Fun Day, Mother and Toddler Coffee Mornings, and Aberfeldy FC training sessions.

Statutory consultation on the 2,800 home hybrid planning application closed recently with only one neighbour objection.

Icen Engagement continue to engage with the local community and the council on developing a programme of work experience and increased access to employment opportunities as a result of the development.

# Strategic Land

**Strategic Land is all about place making; realising sustainable development with economic, social and environmental considerations. Icen Engagement is experienced in the successful promotion of strategic sites to overturn negative perceptions by building trust through open dialogue.**

**We build relationships with stakeholders from the outset and help position our clients as the partner of choice, not just for those delivering the site, but also for the decision makers and the local community.**

## Case Study: West Horndon, E&A Strategic Land

Promotion of a strategic settlement with up to 10,000 new homes in a highly sustainable location, catering for both Brentwood and Thurrock's growing housing needs.

Located on the borough boundary between Thurrock and Brentwood, West Horndon is a Green Belt site served by a currently underutilised train station with direct links to London, Basildon and Southend.

Icen Engagement developed and continues to lead on a complex stakeholder engagement strategy to promote the site, across political boundaries and with varied stakeholder groups. Thurrock Council has subsequently identified the land as a potential new settlement option as part of its emerging Local Plan.

With the potential to deliver up to 10,000 homes, employment uses, and social infrastructure, West Horndon will unlock previously undervalued infrastructure connections, drive forward greater, varied economic growth for the region.



Artist impression of West Horndon

## Case Study: Southend / Rochford, Cogent Land

Icen Engagement, alongside our Icen colleagues, is promoting a cross-boundary settlement on the northern edge of Southend.

With the potential to deliver thousands of new homes and important infrastructure, the area has recently been identified by both Rochford District Council and Southend-on-Sea Borough Council as a strategic growth option and is being considered within their respective Local Plans.

Icen Engagement leads the stakeholder engagement and site promotion, ensuring an approach that meets the requirements of individual parties and identifies the complex stakeholder relationships.

As a settlement strategy, the land will deliver cross-boundary benefits, fulfilling the objectives and vision for the Association of South Essex Local Authorities' (ASELA) Joint Strategic Plan.

# Culture

**Working with the community and our clients, Icen Engagement seeks to innovate and integrate meaningful cultural projects into the social fabric of places.**

**Incorporating services that make sense of multiple voices, develop placemaking strategies and bring stakeholders together, Icen Engagement creatively pull together perception research, co-design workshops and events, political and media monitoring into dynamic engagement programmes that are tailor-made to our cultural projects.**

## Case Study: Illuminated River

Incorporating 15 bridges, from Albert Bridge to Tower Bridge, once complete Illuminated River will be the longest public art commission in the world at 2.5 miles in length, along 4.5 nautical miles of the River Thames.

Icen Engagement provided all pre-application public consultation and stakeholder engagement for the project, delivering 18 drop-in exhibitions and hosting over 60 stakeholder meetings across the 7 London boroughs that the project spans.

Working closely with Leo Villareal (artist) and Lifschutz Davidson Sandilands (architects), Icen Engagement have delivered activities that have involved local walking, running, and amenity groups, as well as targeted events for river users, commuters, residents, local young people and others.

Icen Engagement continue to support the Illuminated River Foundation throughout the determination period on the 29 planning applications and 18 listed building consents, presenting to committee members and continuing to engage community stakeholders. Despite the scale and impact of the project, letters of support have outweighed those expressing concern during the statutory consultation period on the applications. Ward councillors and MPs have been particularly supportive.



Artist impression of the Centre for Music

## Case Study: Centre for Music

The vision for the Centre for Music is to develop a world-class concert venue for performance and education to inspire a new generation with a love of music.

The plans include a 2000-seat auditorium, as well as other performance spaces, rehearsal rooms, education facilities, and four storeys of commercial space.

Still in its early stages, Icen Engagement have been brought on board, to use their expertise to advise and shape the brief of the project, ensuring this London cultural icon understands and incorporates the needs of the surrounding the community, is engaging and welcoming to all.

## Education

**Iceni Engagement is committed to working on projects that produce real long-term benefits to the surrounding communities we serve. By helping our clients deliver much needed, well-designed schools and educational projects, we aim to facilitate inclusive joined-up social infrastructure that works with and for the community.**

### Case Study: Ada Lovelace School, Kier

Iceni Projects worked with Kier Construction to deliver a new home for the Ada Lovelace High School on a site that was long derelict that will accommodate and serve 1,300 pupils and their families.

Iceni Engagement helped Kier Construction deliver planning permission for a desperately needed permanent secondary school, meeting a challenging timetable. Iceni Planning, Transport, Engagement and Sustainability were all part of a large project team working together, using their multidisciplinary skills to overcome constraints including transport, noise, design, air quality, daylight/sunlight and stakeholder concerns.

When fully open in 2021, the school will accommodate 1,300 pupils in a four storey building. The site was allocated in the Local Plan, but partially (the playing fields) remained in Metropolitan Open Land.

Iceni Engagement scored a major success, with the application attracting over 400 letters of support. Even though there were nearly 100 letters of objections from local residents, including transport, noise, design, air quality and daylight/sunlight, we were able to help deliver a scheme that was supported by officers.



Croxley Danes School Students

### Case Study: Croxley Danes School, Kier

Iceni Projects secured planning permission for a new secondary school in the Three Rivers District, receiving 153 letters of support despite site constraints.

Continuing the positive relationship with Kier Construction, Iceni Engagement worked to secure planning permission for the permanent home of the new Croxley Danes School. The secondary school, which will accommodate 6 forms of entry, is due to open in 2020 after Iceni secured permission in January 2018. This was part of a challenging timetable to deliver permission to allow the school to open in time.

The site was allocated in the Local Plan (having been partially removed from the Green Belt) and delivered a large area of playing fields for the new school. Iceni Engagement worked with a large consultant team to overcome the site constraints including traffic, drainage, landscape and trees.

Iceni Engagement arranged a two-day consultation event, which despite being attended by over 400 people, only led to the application receiving 18 objections. We also engaged with local members and sought to demonstrate that the scheme had overcome the various constraints. The application was approved by a clear majority at Planning Committee.

# Build to Rent

**Build to Rent as a sector is developing quickly. At Icen Projects we understand the nuances involved with effectively communicating the Build to Rent product, and its benefits, to the stakeholders that matter to achieve buy-in to the principle and more importantly secure planning consent.**

## Case Study: Greenford, Greystar

Iceni Engagement was instructed by Greystar to lead on the political and community engagement to support their proposals to redevelop the former GSK headquarters and former Sunblest bakery site in the London Borough of Ealing for a Build to Rent-led mixed-use scheme.

Currently the largest Build to Rent scheme in the UK, it was important to carefully manage the messaging around the proposals ensuring that residents and councillors alike understood the benefits the proposals will bring.

An intensive engagement programme was developed, including: community consultation events; political briefings; attendance at ward forum meetings; individual stakeholder meeting; and a comprehensive online engagement.

The scheme received consent in March 2017 for 1,965 new homes (a portion of which are standard market homes), new commercial space, community space, and a new footbridge over the Grand Union Canal.

With construction now fully underway Iceni Engagement continue to support Greystar through ongoing community and political engagement including: regular community newsletters; councillor briefings and site visits; advising on further community outreach activities; and resident relationship management.



Artist impression of Greenford development

## Case Study: Abbey Retail Park, Ecoworld

On behalf of be:here (now part of a JV between EcoWorld International and Willmott Dixon Group), Iceni Engagement provided political and community engagement support for the proposed redevelopment of the Abbey Retail Park (south site) in the London Borough of Barking and Dagenham for 597 homes for private rent.

As part of a comprehensive engagement programme, Iceni Engagement held meetings with local councillors and the Member of Parliament, as well as individual stakeholder meetings. Two rounds of public consultation were undertaken via drop-in evens in order to show how the proposals had evolved.

Planning consent was granted in December 2016.

## Care

**Integrating user needs with neighbour concerns has led Icen Engagement to help our clients deliver much-needed care projects across the country. With strong experience of working in the Extra Care industry, Icen Engagement is well practiced in communicating this new product to the UK to a variety of audiences as well as understanding the complex design, access, environmental and technical needs the projects require.**

### Case Study: Melliss Avenue, Red & Yellow

Icen Engagement successfully implemented an engagement strategy for an Extra Care facility in West London to deliver much needed assisted living facilities in the local area.

Located in Kew, this site redeveloped an existing brownfield site into an Extra Care facility that also involved improving access to Metropolitan Open Land and community facilities, with associated car parking and landscaping.

Key benefits of the project included: transforming an unattractive and derelict Biothane Plant into a modern development of 90 quality apartments; facilitating state-of-the-art approaches to medical care for people with dementia; community facilities such as a children's play area and community café to improve interaction with locals and deliver for the community as a whole.

Ongoing and effective engagement with elected members of LB Richmond Council, local residents and GLA officials was essential, especially during a period of significant political change that saw an entirely new administration and all new ward councillors being elected to power following the local elections.

A planning application was submitted October 18 and Icen Engagement continue to provide post-submission support generation services.



Indicative Extra Care

### Case Study: Stangrove Lodge, Leath Park Developments

On behalf of Leath Park Developments and Avery Care, Icen Engagement delivered a robust stakeholder and community engagement programme to support the development of a new, purpose-built Extra-Care home at Stangrove Lodge Edenbridge, located in Sevenoaks District.

Our engagement programme sought to dovetail the planning strategy, and assist the wider pre-application discussions regarding the proposals. Having worked on Extra care schemes before, particularly where dementia care is a key factor, Icen Engagement understands the importance of sensitively messaging the proposals to a variety of audiences.

Following a successful engagement programme, including meetings with the Town Council, district and county councillors, as well as a community consultation exercise, the proposals were granted consent at planning committee in December 2017.

# Industrial / Logistics

Delivering sites that provide commercial, business, economic and employment opportunities across the UK is a key priority for IcenI Engagement. Working cross-sector, the team uses their expertise to advise on industry logistics projects.

## Case Study: Former Outokumpu Stainless Steel Site, Peel Logistics Property

IcenI Engagement delivered the community and political engagement programme for the development of industrial and logistics floorspace that will create an investment of up to £100 million.

The 19.3ha former Outokumpu stainless-steel manufacturing site has been unoccupied since 2011. Peel Logistics Property, a specialist UK logistics and industrial business, has proposed the development of up to 77,500sqm of B1c, B2 and B8 uses. Through a hybrid planning application, the industrial and logistics floorspace will provide office, industrial and storage and distribution workspaces.

Peel Logistics Property's development of the site will create up to £100 million of investment, which will enable the delivery of a design-led urban regeneration of one of the largest sites in Sheffield. This will create a wide range of up to 3,000 job opportunities on a currently unused site. Alongside this, it will also deliver wide ranging environmental improvements to the site and the wider area.

IcenI Engagement supported the pre-application planning process by delivering political engagement, including Councillor briefing meetings, community stakeholder engagement; a public consultation event and proactive and reactive media relations. A Statement of Community Engagement was produced to support the planning application submission.



Artist impression of the Former Outokumpu Stainless Steel site

## Case Study: Freightmaster Estate, Wrenbridge

Securing permission for industrial use of Freightmaster Estate amidst a fragmented council, IcenI Engagement worked to deliver a site that would provide economic and employment opportunities for the Havering community.

Located within the London Riverside Opportunity Area, Wrenbridge's proposals for the Freightmaster Estate presents an opportunity to maximize local employment opportunities, creating an industrial estate that caters for the modern requirements of businesses. The site will transform the currently run-down and underutilised site into a modern and well-designed estate.

Through the consultation process, the proposals evolved to include the creation of wildlife habitat areas around the boundaries of the site, complementing the work of the neighboring RSPB Rainham Marshes Nature Reserve.

The vision, innovative design and engagement approach of the scheme has since been championed by the Council as an example of a desirable regeneration project that will positively contribute to the future of the area.



Delivery | Design | Engagement | Heritage & Townscape  
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