



revitalising industrial sites

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## Stakeholder Engagement Toolkit Case Study: Stood Riverside

November 2005

This report illustrates the pilot application of the REVIT stakeholder engagement Toolkit in the REVIT partner city Medway



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This report is part of the REVIT selfguiding trail.

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REVIT CCI1 Workshop  
Stakeholder Engagement Toolkit  
Case Study: Strood Riverside

**Format of the presentation**

- Background to the site to give you the context
- Used the structure of the toolkit to explain the stakeholder engagement
- Questions are raised throughout the presentation

A timely exercise:

We are about to embark on this project/stakeholder engagement in the next few weeks so the comments will be very helpful and useful.

## Strood Riverside

### Site Information: History

- By the 19<sup>th</sup> Century, the site had been reclaimed for industrial usage
- First identified as a development project in 1995 under Rochester Upon Medway City Council
- Some of the site was acquired in 1997 whereby:
  - a social housing grant delivered 89 new homes (Kingswear Gardens)
  - a new river wall was constructed
  - Watermill Gardens open space was laid out
- In 1998 land was acquired using Compulsory Purchase Orders on the grounds of regeneration
- Indicative master plan was drawn up in 2005/6 and has been adopted as a Supplementary Planning Document
- £10.6m / €15m

## Strood Riverside

### Site Information: Location

- 7 hectares
- Lies on the northern banks of the River Medway
- Cut off by the rail line on the northern side and river on the south side
- 5-10 minutes walk from Strood Town Centre
- 10-15 minutes from Rochester Town Centre
- Panoramic views to Rochester castle and Cathedral
- Excellent access to motorways and main roads

**Strood Riverside**

**Site Information: Aerial Shot 2002**



**Strood Riverside**

**Site Information: Site map with key areas**



## Strood Riverside

### Site Information: Constraints

- Contamination
- Flood Risk
- Poor access
- Poor Image
- Loss of community goodwill



Access



Community Centre



Flood gates



## Strood Riverside

### Site Information: Opportunities

- Open space underused
- Viability
- Railway Station and improving services
- Bus services with potential for improvement
- Riverside location – opposite Rochester
- Saxon Shore Way and National Cycle Route
- Opening up the riverside



Open space

Historic lock gates



Station



## Strood Riverside

### Site Information: Indicative Master Plan



## Strood Riverside

### Site Information: Artists impression



Control over development principles:

- Urban design
- Land use
- 50% Lifetime homes

Social rent (extra care) 14%

Shared ownership 11%

Private sale 75%

## Strood Riverside

### Site Information: Programme

2006 – 2007	Consultation
End 2007	Developer selected
Beginning 2009	Construction begins on main site
End 2010	Potential remodelling to Kingswear Gardens
2012	Site complete

## Strood Riverside

### Our REVIT Case Study: Kingswear Gardens

Stakeholder engagement in the potential and partial remodelling of Kingswear Gardens as part of the Strood Riverside Development.



## Strood Riverside

### Our REVIT Case Study: What is Kingswear Gardens like?



## Strood Riverside

### Our REVIT Case Study: General information on Kingswear Gardens #1

- Designed in 1993/4 by West Faulkner Associates Chartered Architects
- Built in 1997
- All Housing Association owned as social rented tenure (apart from 3 which are shared ownership)

Moat Housing Association (41 homes)

4 x 4 bed houses; 14 x 2 bed houses; 13 x 3 bed houses

Orbit Housing Association (47 homes)

12 x 3 bed houses; 2 x 2 bed houses; 9 x 4 bed houses; 24 x 2 bed flats

20 room foyer people requiring assistance to lead independent lives

## Strood Riverside

**Our REVIT Case Study:** General information on Kingswear Gardens #2

- Plagued by community safety problems – especially criminal damage
- Too much allocated parking (112 spaces) resulting in unused voids

## Strood Riverside

**Our REVIT Case Study:** Why partially redevelop Kingswear Gardens?

Partially ? – It would be at the cost of the developer who builds the Strood Riverside development so we can only achieve a small rebuilding Programme.

Cynical among us would say.....

..... because the route to the new exclusive development will be marred by the poor existing development

The reasons for considering redevelopment are:

- To design out crime
- Create more open space by replacing car parking
- Options for mixing tenure through decanting

## Strood Riverside

**Purpose:** Aim of stakeholder engagement

The aim of the stakeholder engagement is to ensure that any remodelling of a deprived area, adjacent to the Strood Riverside development, results in a sustainable and integrated community.

## Strood Riverside

**Purpose:** Objectives of stakeholder engagement

- On an ongoing basis, inform stakeholders through means identified in the Stakeholder Engagement Charter (and any other means deemed necessary) of the Strood Riverside Development in order for them to see how it relates to and benefits them. This will in turn:
  - encourage buy-in and ownership of the potential redevelopment
  - will allow the process to be more smooth for all stakeholders
  - will mean that you have gained support and trust
  - make the process transparent and honest
- Present a range of options and a decide upon the most suitable by the end 2006.
  1. No change
  2. Option 1
  3. Option 2

If we give stakeholders a framework it will mean that the outcomes will be more realistic. But will this look like we have already begun the process behind their backs?



## Strood Riverside

**Scope:** What could really change as a result of the engagement?

It will make statutory planning process easy

Build trust for longer relationships

Empowerment – the establishment of a community group

## Strood Riverside

**Scope:** Why is participation appropriate and at what level? #1

Stakeholder Engagement Charter

- Adopted on 19<sup>th</sup> September by MRP
- The only one in the Thames Gateway
- Is being held up as best practice



## Strood Riverside

**Scope:** Why is participation appropriate and at what level? #2

All levels are required in this case study

Inform ..... all stakeholders about the Strood Riverside plans

Involve ..... all stakeholders as to whether remodelling should be done

Consult ..... all stakeholders on any options

Collaborate ..... with the Housing Associations for joint decision making

Empower ..... local people to get more involved in regeneration

## Strood Riverside

**Scope:** What are the risks?

- Failure to deliver
  - Will result in no trust
  - Reputations will be damaged
  - Relationships with stakeholders will be damaged
- Political hijacking
  - Local elections are in may 2007
- Breakdown in relationships
  - Disagreements between organisations

Are any of these more important to focus on?  
What other risks are there?  
Will this only happen if the process is not transparent?



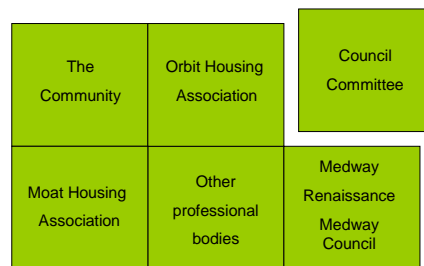
## Strood Riverside

### **Context:** Decision Making Environment

#### Policy context:

- Thames Gateway
- Local Plan
- Strood Riverside Development brief

#### Political systems:



## Strood Riverside

### **Context:** History

- No discussion has yet taken place on this part of the project
- Consultation was undertaken on the Strood Riverside masterplan
- Little or no engagement on:
  - Development on the other side of the railway line
  - Ward Homes development in 2000

**Strood Riverside**

**Stakeholder Identification: Who decides who to involve?**

- Medway Council - Medway Renaissance and other departments
- Housing Associations – Moat and Orbit
- Other stakeholders as the process progresses

Is this the correct way of identifying stakeholders?



**Strood Riverside**

**Stakeholder Identification: Who to involve and characteristics**

Stakeholder	Skill Level	Confidence Level	Language need	Cultural need	Likely participant?	H2R?	Importance
Residents of Kingswear Gardens	1	1	None identified	None identified	Yes	No	3
Residents of the Ward Homes Development	2/3	2/3	None identified	None identified	No	Yes	1
Moat Housing Association	3	3	N/A	N/A	Yes	No	3
Orbit Housing Association	3	3	N/A	N/A	Yes	No	3
Strood Waterfront Community Association	1	1	Yes	No	No	No	2

1 = Low 2 = Medium 3 = High

### Engagement Plan

Resources:

- Medway Renaissance – budget for work and personnel
- Orbit Housing Association – unknown
- Moat Housing Association - unknown

Timeline/Key Dates:

- To have consultation and plans in place by the end of 2006

Methods:

- 1:2:1
- Workshops

What other methods?

