

# Westway Trust Socio-Economic and Community Research

Final Report by Hatch Regeneris

May 2019



# Research Purpose

## Introducing the Westway Trust

The Westway Trust is one of London's largest and longest established place based community development trusts.

Set up in 1971 in partnership with Kensington and Chelsea Council, it was developed as a place specific and community based response to mitigate adverse impacts relating to the construction of the Westway flyover through North Kensington.

The remit of the Trust is to act as the custodian of the 23 acres under the flyover on behalf of the local communities, and to help promote the positive use of those spaces to enable North Kensington to thrive.

While the Westway Trust has been embedded within North Kensington for approaching 50 years, the last 5 years has been marked by a period of rapid change: both in terms of the management and governance of the Trust itself and in the terms of the wider North Kensington context following the Grenfell Tower fire in 2017.

In this context, the Westway Trust commissioned Hatch Regeneris to undertake detailed research into the characteristics of North Kensington's places and communities, and into the current service delivery landscape across the area.

The purpose of the research was to establish a robust and up to date evidence base to inform the Trust's strategy development, decision making and grant giving activities.

This report sets out the final findings from the research and sets out recommendations for the Westway Trust regarding its future footprint and activities.

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# Research Approach

The Westway Trust Socio-Economic and Community Research has been undertaken over a period of 6 months over winter and spring 2018/19.

The research has been steered by the Westway Trust's senior management team and overseen by the Westway Trust's charitable purposes committee.

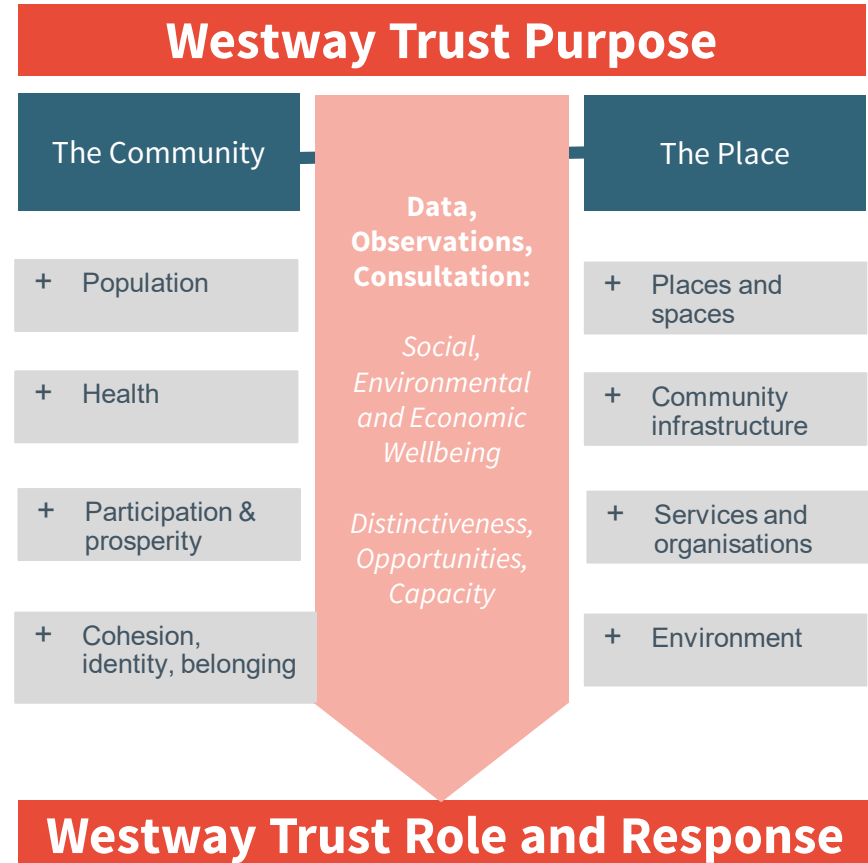
The research has comprised 6 main strands of activity:

1. **Initial scoping of major issues and themes:** holding key conversations with Westway Trust staff, RBKC, KCSC, Fluid, and ward walks with local councillors for area familiarisation purposes
2. **Baselining exercise:** analysis of government statistics and local data; in-depth review of relevant policy & strategy, and layering on key findings from past consultation and journalism
3. **Listening:** speaking with representatives and leaders from North Kensington's communities to test findings from the data and to gather additional insight
4. **Verifying:** consultation with service delivery providers to understand current provision across North Kensington and specific challenges or gaps
5. **Learning from elsewhere:** to understand potential innovation
6. **Testing ideas:** development and testing of recommendations with Westway staff and partners.

In the *Listening* and *Verifying* stages, close to 50 conversations were held with strategic stakeholders, community organisations, local businesses and statutory and local service providers.

The work has taken place in parallel to the Westway Trust Urban Design Strategy and the two pieces of research have intersected at key points to ensure complementarity and to ensure consultation findings are used as a common resource.

## Headline Research Framework





# Executive Summary



# Westway Trust's Current Footprint and Activities

The Westway Trust is one of North Kensington's most well established community organisations. It works with over 60 ‘member’ organisations to promote and enable sustainable wellbeing for North Kensington’s residents.

In 2018, the Trust developed a new strategy to cover the three years to 2021, focused around:

- 1. **Social Wellbeing:** Where people are given the opportunity to participate, be heard and feel proud of their area. Where everyone has access to the opportunities they need to thrive, and they live active and healthy lifestyles in the place they feel they belong to
- 2. **Economic Wellbeing:** A flourishing local economy which directly benefits local people and local businesses. Where local start-ups are supported to thrive and where innovation and entrepreneurship are invested in and encouraged
- 3. **Environmental Wellbeing:** Where green spaces and public realm are protected, cherished and enhanced, and public consciousness of environmental issues is heightened to help create a safe and healthy place that people want to live in in the future

To achieve its vision, the Westway Trust utilises the assets and capabilities that make it distinctive in the area, including its **space, resources** and its **voice and influence**.

Crucially, a core focus for the Trust is to act as a local enabler rather than as a provider of services.

*Please see Chapter 1 for more detail on the Westway Trusts current footprint.*

## Snapshot of the Westway's Trusts Current Activities

Voice and Influence		
Lobbying and Stewardship		
<ul style="list-style-type: none"><li>Strategic partnerships: the Trust has long worked with strategic partners across North Kensington to support service delivery and community support.</li><li>Member Organisations: one of the main ways in which Westway Trust links with the local community is via its 60+ Member Organisations.</li></ul>		
Resources		
Grant Giving	Learning Services	People
Westway gave £636,000 in grants last year. Around £240,000 of this was given directly through community grants, the festivals fund and the sports bursary.	The Trust uses its resources to supports a number of learning services, including 13 Supplementary Schools, Adult Learning courses, and pop-up creche’s.	With 49 full time staff, there is significant human capital at the Westway Trust.
Spaces and Places		
Main Estate	Environment	Sports centre
<ul style="list-style-type: none"><li>Estate of 23 hectares, with 150 lettable properties</li><li>98% of spaces are occupied, comprising a mix of commercial and charity tenants</li></ul>	<ul style="list-style-type: none"><li>The Trust has started monitoring air quality across its estate</li><li>8 volunteer groups work to improve green spaces</li></ul>	<ul style="list-style-type: none"><li>New partnership with Everyone Active to deliver sports and fitness</li><li>Almost 6,000 members last year, 22% were from the North Kensington</li></ul>

# Understanding North Kensington's Places and Communities

Detailed research has been undertaken into the characteristics of North Kensington's places and communities, drawing on:

- Review of government and locally held data on the local population, economy and environment
- Insights from consultation with representatives from North Kensington's communities, testing the validity of the data, and providing additional and more granular insight.

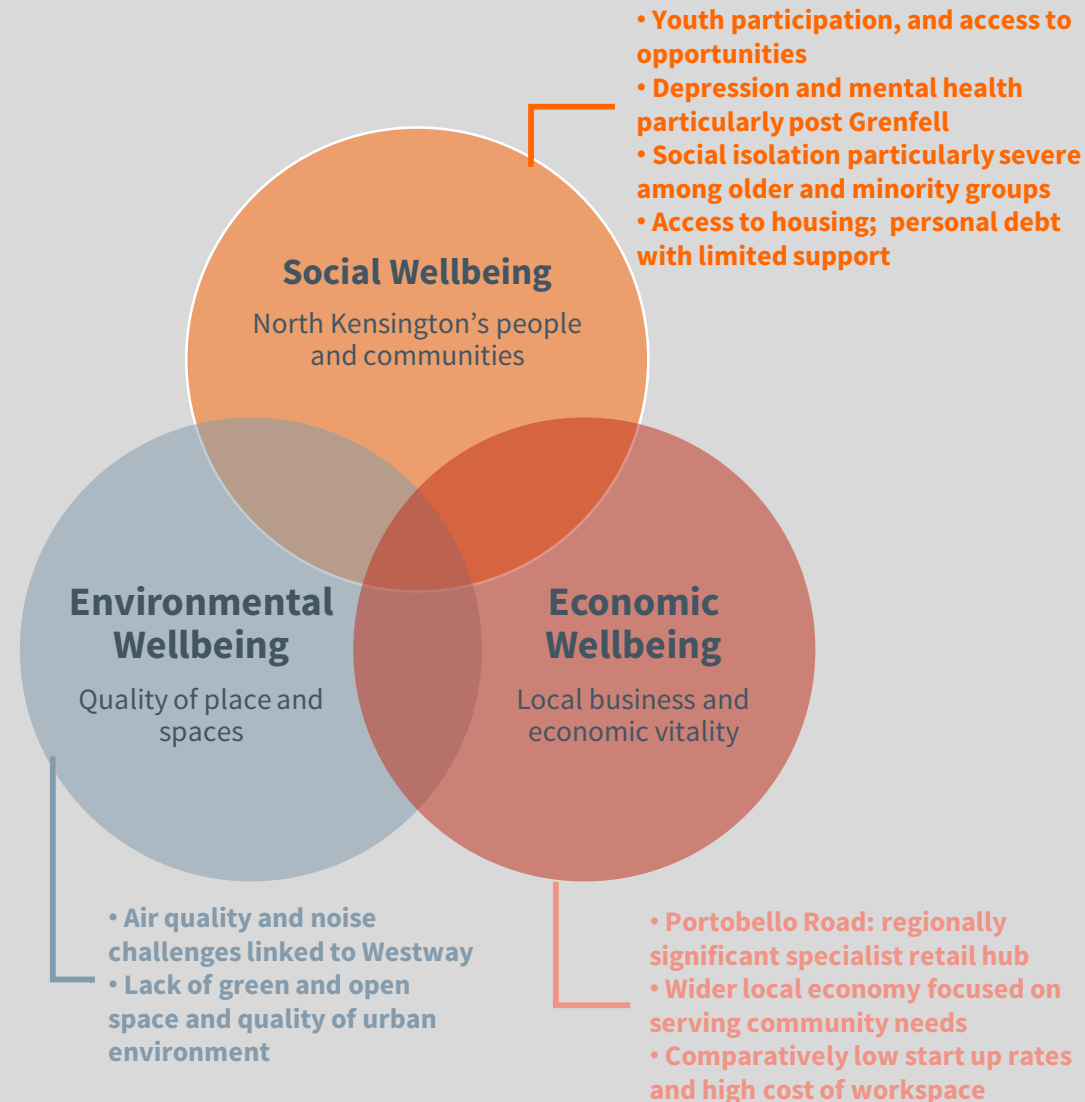
The research has highlighted a number of clear conclusions regarding North Kensington's communities:

- Latent potential, but significant barriers preventing people maximising their talent
- Overarching challenges of social isolation, distrust and anger
- Low skill levels and lack of basic skills needed for employment
- Overcrowding, housing shortages and financial struggles
- Significant health challenges around exercise, nutrition and mental health
- Significant diversity within North Kensington itself.

Although these challenges are not atypical compared to similar places in London, what makes North Kensington distinctive is the recent events, particularly the Grenfell Tower tragedy, which have brought these challenges the fore.

***Please see Chapter 2 for a full assessment of North Kensington's places and communities.***

## Snapshot of North Kensington's Places and Communities



# Mapping Service Delivery in North Kensington

The number of organisations delivering services in North Kensington is vast.

At the strategic level, stakeholders such as the NHS and RBKC provide statutory services to the area. These services are further supplemented and supported by both place-based providers who focus on the borough and local communities, and by thematic providers who focus on a particular need or group of people.

Given the extent of its activities, the Trust sits in an important position between these, engaging with over 100 organisations in the area to support and deliver the services needed most.

While there is a significant amount of resource and interest in tackling challenges in the area, there are concerns that not all organisations that have started delivering services post-Grenfell are organised or effective.

Key findings from an assessment of current service provision include:

- **Social Wellbeing:** a need for more provision of the services that support people to get into work or training; a need to better support young people and give them safe places to go where they can receive support and have fun; a need to address cultural/location barriers stopping people accessing mental health support; a need to ensure sports provision is more accessible to local people; a large shortfall in support and provision around housing and renting due to such high levels of demand
- **Economic Wellbeing:** spaces such as the new workspace units

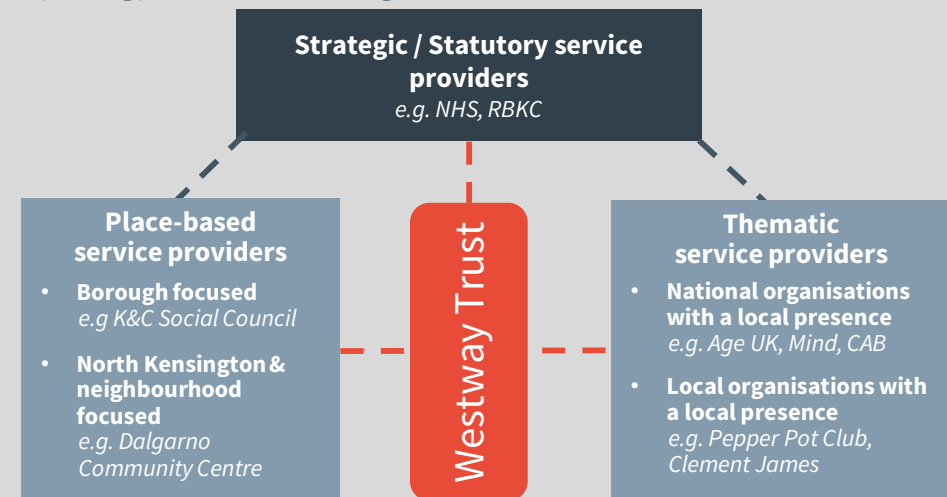
are well received and the provision of more affordable and agile space is needed; ensuring long term security of discounted rent is essential to ensure the continued provision of services

- **Environmental Wellbeing:** approach to dealing with air quality is currently too fragmented / not joined up, constraining effectiveness; similarly, there is a need for a more joined up approach to enhancing open spaces and public realm.

As a cross-cutting finding, there is a perception that Across all organisations in the area, there needs to be greater representation and involvement of the community.

**Please see Chapter 3 for more detail on the current service delivery landscape in North Kensington.**

## Typology of North Kensington Service Providers





# Responding to the North Kensington Context

As the biggest and most ‘embedded’ community organisation in North Kensington, the Westway Trust should be the focal point of community action and development in the area.

The impact of the Grenfell Tower tragedy has resulted in more focus than ever on local community development in North Kensington, with significant new capacity and targeted resource.

However, for a number of reasons, trust in, and the position of, the Westway Trust has been eroded. This is undermining its ability to engage with and represent the communities of North Kensington as effectively as possible. While the Trust delivers a range of important services, there is not enough knowledge and understanding of the value and impact of these to tailor delivery and maximise value.

In light of the research and perspectives on the Trust's current position, a number of overarching organisational recommendations have emerged which should guide its future activities; these are summarised to the right.

In responding, the Trust has a number of assets which marks it out from other community groups across the area:

- **Voice and influence:** embedded in the area, and with a long term stake
- **Resources:** strong levels of financial and staff resource
- **Spaces:** a large physical estate, with capacity for more intensive use (from a social and economic perspective)

These should provide the foundations for future activity and form the basis for a number of more granular recommendations.

*Please see Chapter 4 for more detail on recommendations.*

Overarching Principles for the Westway Trust	
1. Leadership	The Trust should prioritise re-establishing a leadership role within North Kensington, acting as a hub for activity and supporting the activities of others through partnership working.
2. Representation	Linked to the above, the Trust needs to focus on ensuring it represents North Kensington's multi-dimensional communities: all activity should be viewed through the lens of these communities, and where possible informed / influenced by them.
3. Enabler	Continue to focus on acting as an enabler: using space and resource to build community capacity and resilience, and unlock talent rather than providing services directly.
4. Social Investment and Value	All activity of the Trust, whether letting space or giving grants, should be viewed as a social investment in local communities; delivery should be tailored to reflect the value generated by that investment over time.
5. Agility	The Trust should focus on being open, flexible and responsive to local communities; open to innovative, community-driven and long term ideas; potentially making a concerted effort to focus resources on specific areas of need where these are of temporal importance.



# Thematic Priorities for the Westway Trust

The research has highlighted a broad range of topics and themes requiring attention across North Kensington. It is crucial that the Trust tailors its response to focus on the areas where need is greatest, and, taking into account the work of other local partners, the areas where it can deliver the greatest impact and added value. A number of initial priority topics for the Westway Trust have been identified; these should be reviewed on an ongoing basis to ensure the Trust can remain responsive and agile.

Priority theme	Rationale for Focus
1. Places and Spaces for Young People	Young people in the area are at risk of violence, gangs and unemployment due to diminishing youth services support and a lack of space for them to go. There's a need for safe, friendly spaces where they can hang out, have fun and be supported. There is also demand for after school care, and sports provision which can support socialising and stress relief, homework clubs with computer access and nursery care for young children during the day.
2. Isolation	Social isolation and loneliness are especially experienced by the elderly and those from minority communities. This is exacerbated for those who speak limited English. Isolation is coupled with distrust and a feeling of being unheard, especially post Grenfell, which has led to distrust in the major institutions in the area. There needs to be a strong focus on listening, re-building trust and encouraging community cohesion.
3. Physical Exercise & Recreation	There are significant health challenges (particularly around mental health and depression) across North Kensington and partners such as the CCG are working hard to respond to these. A further health challenge which the Westway Trust can play a more direct role in addressing is recreation and exercise. There are clear opportunities to take a proactive approach to responding to this via the Trust's physical estate.
4. Economic Participation	The area is characterised by low skill levels and a lack of basic skills needed for employment. However, there are a lot of people who are willing to become economically active, they just need the right support. The biggest gaps are between training and local skills needs, opportunities for work experience (especially for young people), vocational skills training and basic skills training. The Trust already plays an important role in coordinating and facilitating skills and employment activities, and this should continue to be a key focus. Exploring new ways to use the physical estate to create local employment (e.g via supported start up space, or via strong social value covenants placed on tenants) should be a key area of focus.
5. The Creative Economy, Arts and Culture	The Trust has long played an important role in supporting arts and culture, both via its physical estate and via grant giving activities. The Trusts activities in this regard are strongly valued, and there continues to be significant demand from the local community. The Trust has an important role to play in both curating its commercial estate to support the development of the local creative community, in opening up access to arts and culture via its approach to managing and investing in the physical estate, and in supporting the local arts and culture sector to build and strengthen its capacity.
6. Environment: Air Quality, Safety & Greening	There is a need for a cleaner, safe environment, especially around sports facilities and schools. The area suffers from very poor air quality with high levels of NOx, PM10 and PM2.5. The western edge of the Westway significantly exceeds the national NO2 limit reaching dangerous levels. The Trust has to take the lead in responding, via its management of the physical estate, and by lobbying government on behalf of local communities.

The research has also highlighted a number of wider concerns and areas of challenge within North Kensington. While these are no less important than the issues noted above, it is considered that there are other local partners who are *currently* better placed to take the lead in responding; that said, the Trust should remain an proactive partner in all these matters, supporting via space and resource where specific need can be demonstrated.

These wider topics and themes include: **physical & mental health** (LEAD: NHS), **personal economic resilience** (LEAD: RBKC, organisations such as CAB, local groups such as food banks), **housing security, affordability and quality** (LEAD: RBKC and local RSLs), and **crime and violence** (LEAD: the MET and local groups such as EPIC).

# Next Steps for the Westway Trust

While a relatively broad set of recommendations have emerged from the research, there are a number of immediate / priority actions which have been identified for the Westway Trust.

Where possible, these should form the focus of activity over the course of the 2019-20 financial year, and should be seen as setting the foundations for future change and action.

## Ten Priority Actions for the Westway Trust – 2019/20

### CROSS CUTTING / ORGANISATIONAL

1. Development of a short term action plan for the Westway Trust, prioritising interventions, and ensuring that actions identified here and elsewhere are delivered within a common and coherent framework (alignment of the work of property and charitable focused parts of the organisation is paramount)
2. As part of the above, develop a new model to track and understand the impact of the Westway Trust, both in terms of its direct footprint, and as enabled via community investment
3. Progress work to develop a new communications strategy for the Trust (including a new website) which focuses on articulating the Trust's community role and function.

### VOICE

4. Agree a partnership agreement framework with the K&C Social Council (and where relevant other partners), laying the foundations for more effective and impactful future collaboration
5. Complete the review of the 'member organisation' model, establishing greater clarity on the purpose and value of this both for the Trust and local communities.

### RESOURCE

6. Commence a through review of the grant giving programme, examining the potential to transition to a model which is more focused around community investment
7. Instil a more proactive approach to managing the Sports Centre contract, identifying areas for immediate action to broaden the demography of local participation.

### SPACE

8. Commence and complete the review of the Asset Strategy and related Tenant Curation Strategy, taking into account the recommendations outlined on page 40
9. Identify a pipeline of current and forthcoming spaces which could be used as 'quick wins' in terms of testing new spatial approaches
10. Via the Urban Design Strategy, identify a pipeline of 'quick wins' for priority investment.



# Chapter 1

## Chapter 1: Introducing the Westway Trust





# The History of the Westway Trust

During the mid-1960s, the A40(M) motorway was built through North Kensington, demolishing homes and streets. This added noise, disruption and pollution to an area already contending with economic hardship and a poor inner city environment.

Following protest by local residents and a four year campaign to fight for a better environment and spaces for local people, the Westway Trust was set up in 1971 (then known as the North Kensington Amenity Trust) in partnership with Kensington and Chelsea Council.

The remit of the Trust was to act as the custodian of the 23 acres under the flyover on behalf of North Kensington's communities, and to help promote the positive use of those spaces to enable North Kensington to thrive.

Since then the Trust has been operating as a landlord and supporter of local communities. All of its activities are driven by its values; *Openness*, *Credibility*, *Reliability* and *Responsibility*, and its Charitable Objectives.



### Westway Trust: Charitable Objectives

The objectives of the Trust are to work for the benefit of those living or working in the Royal Borough of Kensington and Chelsea and adjoining London boroughs by charitable activities including:

- The advancement of education including: training or retraining, work experience; the provision of financial assistance; and support of the performing and visual arts
- The provision, or assistance in the provision of, facilities for recreation, sporting or other leisure-time occupation
- The maintenance, improvement or provision of public amenities and public art
- The advancement of health
- The development of the capacity and skills of members of socially disadvantaged communities
- The advancement of the arts, culture and heritage
- The advancement of amateur sports
- The promotion of civic responsibility
- The relief of those in need
- The advancement of environmental protection or improvement provided that such activity is delivered by programmes designed to benefit the public.



## Westway Trust Today

Today, the Westway Trust is one of North Kensington's most well established community organisations.

It works with over 60 'member' organisations to promote and enable sustainable wellbeing for North Kensington's residents, defined as those living within the local 'area of benefit': the Dalgarno, Golborne, Colville, Notting Dale and St Helen's wards.

In 2018, the Trust developed a new strategy to cover the three years to 2021. Central to this is a vision which focuses on supporting the Social, Economic and Environmental Wellbeing of North Kensington:

1. **Social Wellbeing:** Where people are given the opportunity to participate, be heard and feel proud of their area. Where everyone has access to the opportunities they need to thrive, and they live active and healthy lifestyles in the place they feel they belong to
2. **Economic Wellbeing:** A flourishing local economy which directly benefits local people and local businesses. Where local start-ups are supported to thrive and where innovation and entrepreneurship are invested in and encouraged
3. **Environmental Wellbeing:** Where green spaces and public realm are protected, cherished and enhanced, and public consciousness of environmental issues is heightened to help create a safe and healthy place that people want to live in in the future

To achieve its vision, the Westway Trust utilises the assets and capabilities that make it distinctive in the area, including its **space, resources** and its **voice and influence**.

Crucially, a core focus for the Trust is to act as a local enabler rather than as a provider of services.

The current activities and roles of the Trust under each of these are explored in further detail overleaf.

**The Westway Trust's Core (orange) and wider 'Area of Benefit'**



Source: Westway Trust Annual Report, 2017/18

# Overview of the Westway Trust's Activities

## Voice and Influence

*As a well established North Kensington community organisation, the Trust is in a unique position to act as a voice for the community and to influence change. The Westway Trust aims to stand up for the community on issues that impact everyone where the Trust has the competence to do so:*

### Lobbying and Stewardship

- Strategic partnerships: the Trust has long worked with strategic partners across North Kensington to support service delivery and community support. This ranges from bodies such as Kensington & Chelsea Council, the NHS and the MET, to civil society organisations such as the Kensington & Chelsea Social Council
- Member Organisations: one of the main ways in which Westway Trust links with the local community is via its Member Organisations. There are currently more than 60 of these, ranging from community groups and residents' associations to schools and sports clubs. Some of these benefit from subsidised spaces within the Westway estate.

## Resources

*The Trust aims to utilise its resources to enable people to thrive. It has considerable financial and non-financial resource allowing it to deliver the following:*

### Grant Giving

Using income from its property rentals, Westway gave £636,000 in grants last year. Around £240,000 of this was given directly through community grants, the festivals fund and the sports bursary.

### Learning Services

The Trust uses its resources to supports a number of learning services including, 13 Supplementary Schools which benefit over 600 children, Adult Learning courses with almost 700 adults enrolled and 18 pop-up creche's per week.

### People

With 49 full time staff, there is significant human capital at the Westway Trust. After the Grenfell fire this allowed the trust to respond quickly along with other local and national organisations.

## Spaces and Places

*The activities associated with the Westway Trust's physical estate are centred around transforming spaces into great places:*

### Main Estate

- 98% of spaces available to rent on the estate are occupied, comprising a mix of commercial and charity tenants
- This year 8 new pop-up units were built for businesses on Thorpe close
- Funding has been allocated by the GLA to re-design Maxilla Gardens

### Environment

- The Trust has started monitoring air quality across its estate
- 8 volunteer groups work to help improve green spaces
- Held a mobile farm event which 200 people visited
- Set up the Eco Kids Club

### Sports centre

- New partnership with Everyone Active to deliver sports and fitness
- Almost 6,000 members last year, 22% were from the North Kensington area of benefit

## *In Focus... Westway Trust's Spaces and Places*

The Westway Trust's estate comprises 23 hectares, with a diverse range of spaces and uses. This includes:

- + Around 150 lettable business spaces/units (the precise number varies according to configuration). These range from small office spaces to light industrial spaces. In the past year, a number of pop up workspace cabins have been provided on Thorpe Close to test demand for flexible workspace accommodation.
- + A number of community spaces such as the Bay 20 community centre and Dale Youth Boxing Gym
- + The Westway Sports Centre. While previously operated by the Trust, this was leased to Everyone Active in 2018 to support a more efficient and effective delivery model
- + A number of open and 'other' spaces (areas of public spaces, recreation areas, storage areas, and parking areas)
- + A number of other income generating uses such as advertising spaces.

The Westway Trusts leasing of space is currently guided by the 2008 Property Estate Policy, which states that property must be used either for directly furthering the objectives of the Trust, or providing regeneration benefits and income for the Trust. To achieve this units are designated as either for charitable or income purposes, and this designation has broadly steered the Westway Trusts approach to lettings over the past decade.

- + Commercial spaces are let at market values, although tend to be leased under more flexible conditions than would typically be the case
- + Charity Spaces are let at sub-market values (typically 2/3 of market rent with no subsidy on service costs).

In recent years, the Trust has developed a Tenants Charter to try to instil a set of common responsible business practices across the Estate. This provides an overall set of business principles but does not compel businesses to act in a certain way or to demonstrate delivery of social and/or community value.

Westway Trust is currently in the process of updating its Property and Leasing Strategy.

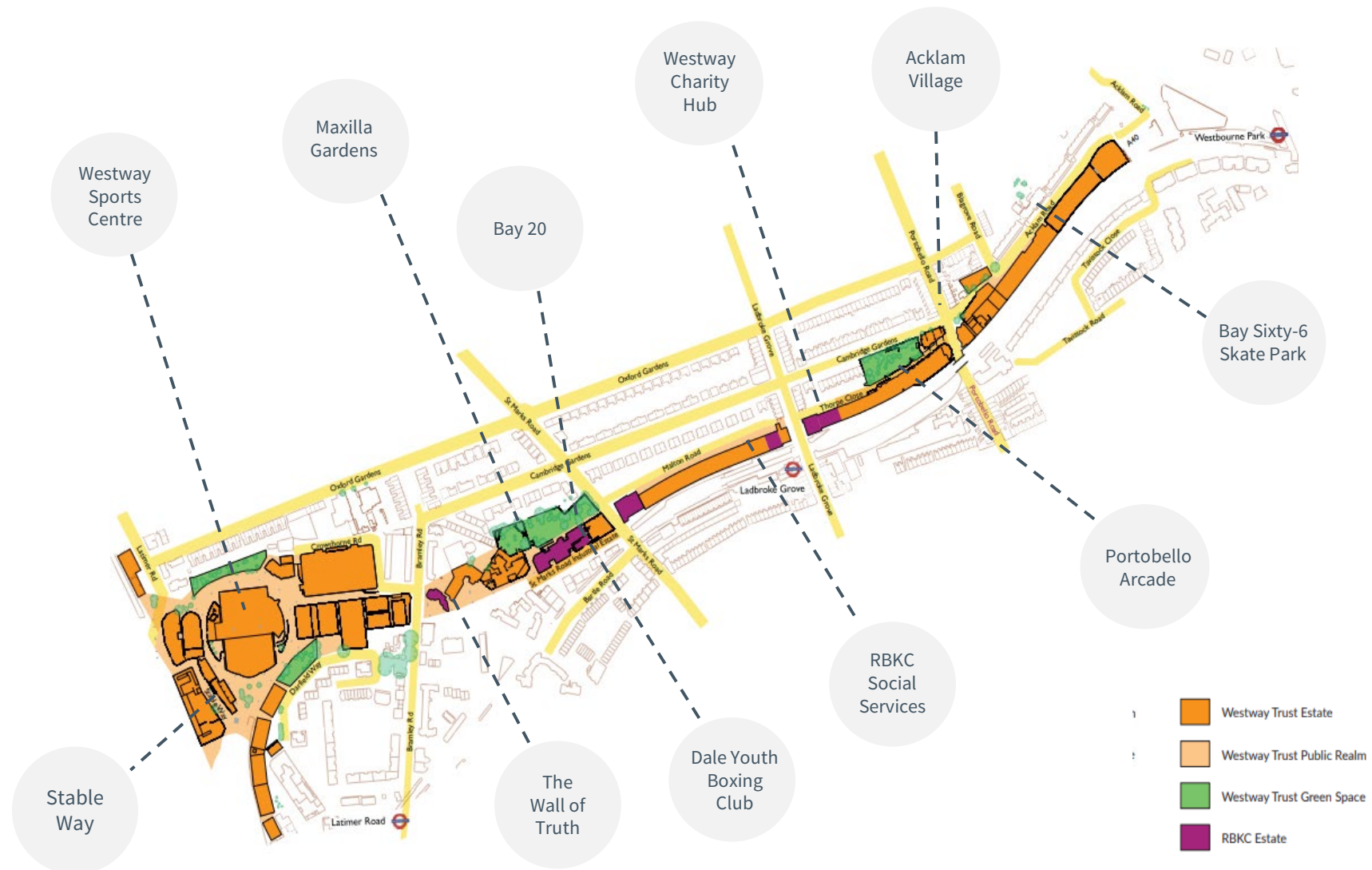
### Summary of Current Tenants

Reflecting the nature of the spaces available, the Westway Trust accommodates a broad range of uses.

These include:

- Commercial retail and business uses: with the exception a unit occupied by Sainsbury's on Ladbroke Grove the majority of businesses are small and independent. These include a range of activities including independent and creative retailers and designers (e.g. in Portobello Arcade), office activities (e.g. property and wider business service activities), and industrial (motor mechanics and builders merchants).
- Charity and community uses: ranging from national organisations such as Age Concern and Citizens Advice, to local organisations such as the Eritrean Parents and Children's Association, the K&C Mental Health Association, Migrants Organise and the St Giles Trust. Community organisations include One Voice Collective to the Hip Hop Shakespeare Company and the Ferarts CIC.
- Recreation uses: the Westway Sports Centre is a major facility acting as a hub for the area, providing indoor and outdoor facilities. The Skate Park towards Acklam Road is also an important recreation asset.

## Overview of the Westway Trust Estate





# In Focus... Westway Trust's Resources

Alongside the leasing, curation and management of its spaces, the Westway Trust uses its resources to support North Kensington's communities.

There are three main ways in which it does this:

- + **Grant funding:** the Westway Trusts grant giving programme comprises a range of activities, including community grants, funding for sports bursaries, and a fund for local festivals. The funding pot is decided on an annual basis, subsidised by income generated via the physical estate. In 2017/18 funding was awarded to support over 50 local projects, with an estimated reach of 16,000 people. The festivals fund was introduced in 2017/18 and was used that year to support 17 local festivals, with decisions made on allocation of the resource made in collaboration with local artists and creative sector representatives.
- + **Education:** the Westway Trust support education in North Kensington in three ways –
  - **Supplementary schools:** Westway Trust supports 13 supplementary schools, which play a vital role in providing education for North Kensington's diverse communities. In 2017/18 over 600 children were enrolled with over 36,000 hours of after-school learning provided
  - **Adult education:** adult education is the exception to the rule for the Westway Trust in that it is contracted to provide services in this area on behalf of Kensington and Chelsea Council. In 2017/18 over 600 adults took part in English and other classes.
  - **Creches:** the Trust has also been supporting pop up creches. In 2017/18 this included an averages of 18 pop up creches per week, including nearly 100 at the Curve Grenfell relief centre.
- + **Human resource:** the Westway Trust's considerable human resource (c.70 staff) also represents important community capacity. This is illustrated by the role that the Westway Trust was able to play in accommodating and enabling the DIY SOS Bay 20 project in 2018, which provided a new community centre and accommodation for the Dale Youth Boxing Club.

## Summary of Westway Trust Grant Giving in 2018





## Chapter 2

### Understanding North Kensington's Places and Communities





# Introduction and Summary

This chapter sets out the findings from the research into the characteristics of North Kensington's places and communities. It draws on:

- Review of government and locally held data on the local population, economy and environment
- Insights from consultation with representatives from North Kensington's communities, testing the validity of the data, and providing additional and more granular insight.

Given the breadth and complexity of the topic area, three overarching themes were identified to frame and steer the research: economic, social and environmental wellbeing. These were identified to align with the focus of the Westway Trusts new vision, and to ensure a balance in focus between 'place' and 'community'.

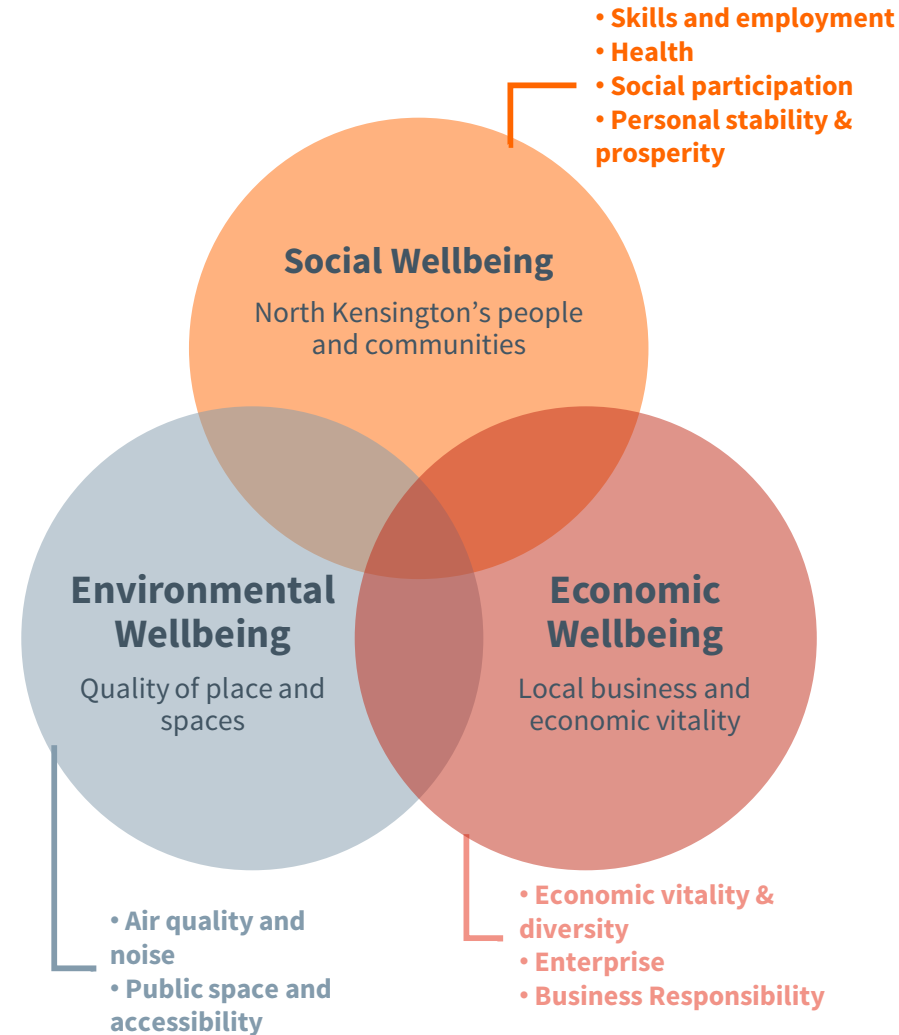
### Snapshot of Findings

Drawing together the baseline research and granular assessment of community characteristics, there are a number of clear conclusions regarding North Kensington's communities:

- Latent potential: challenges in people maximising their talent
- Social isolation, distrust and anger
- Low skill levels and lack of basic skills needed for employment
- Overcrowding, housing shortages and financial struggles
- Significant health challenges around exercise, nutrition, mental health

Although these challenges are not atypical compared to similar places in London, what makes North Kensington distinctive is the recent events, particularly the Grenfell Tower tragedy, which have brought these challenges the fore.

### Approach to Understanding North Kensington's Places and Communities



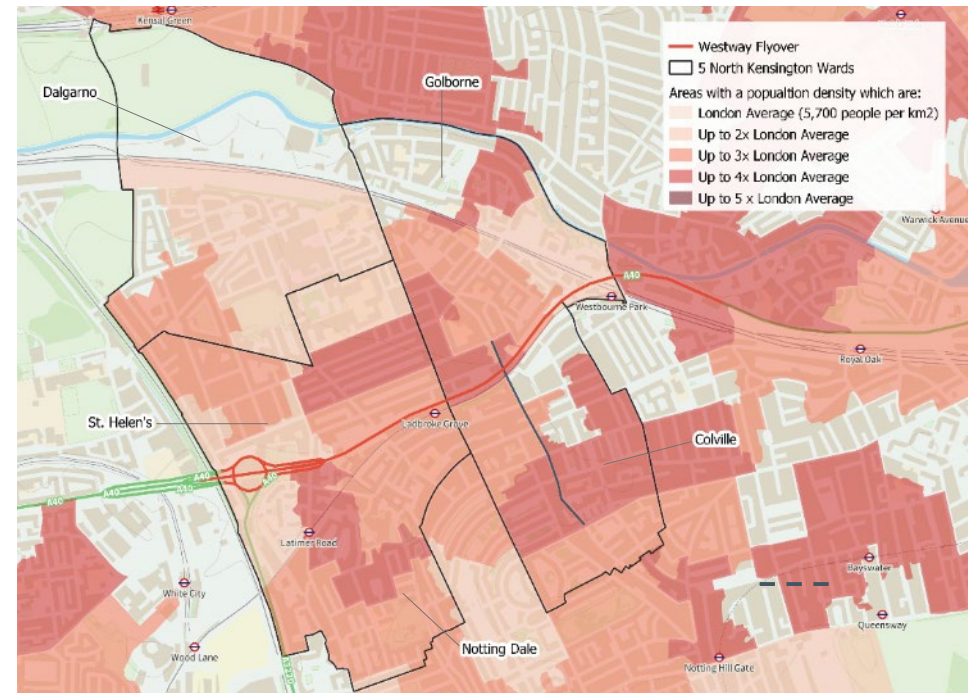
## The Place: At a Glance

North Kensington's overarching characteristic is one of diversity, with the character and function of places varying significantly within the 5 wards which make up the Westway Trust's 'area of benefit'.

Key characteristics include:

- North Kensington is characterised by densely populated residential areas: from streets of Victorian and Georgian terraces, to large post war housing estates. Density is particularly high in the wards directly south of the Westway where population density in 2018 was some of the highest in the borough and almost 4 times the London average
- While not a major economic hub in itself, North Kensington is home to around 19,600 jobs, and there has been an overall increase in employment since 2012 (+9%). The economy is largely focused around serving the needs of the population, with Public Admin, Education and Health (25%) accounting for around a quarter of jobs
- Economic activity is focused around neighborhood shopping centres (10 identified in the RBKC Local Plan), and around Portobello Road – a regionally significant specialist retail and leisure hub, and a hub for cultural events and activities (e.g. Notting Hill Carnival)
- North Kensington is surrounded by open spaces such as Wormwood Scrubs and Little Wormwood Scrubs, however some parts have low accessibility to open and green space: St Helen's ward has below London's average access to open space
- The area is well served by the tube, especially along the Westway. However, certain parts of North Kensington have low accessibility levels despite their central London location. Dalgarno and parts of St Helen's and Notting Dale are particularly peripheral.

### North Kensington: A Densely Populated Area



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# North Kensington's Communities: At a Glance

North Kensington's communities comprises around 38,000 people in 2017. Key characteristics include:

- High levels of diversity within the population, with a mix of established and emerging communities:
  - Of those not born in the UK, only around 25-30% have been in the area for more than 10 years
  - There is a longstanding White Irish community, making up 3-4% of each ward's population
  - St Helen's has a small but long established Roma Traveler community
  - Since the Census included Arab as a separate category, the emerging Arab community in the area has become apparent, especially in Notting Dale and Golborne (7% of the population)
- The 2011 Census shows that English is the language spoken by 76.6% of the population. Languages most spoken after this are Asian languages, Arabic and Spanish/Portuguese. However this is now likely to have changed, as the 2018 School Census Data showed that 47.8% of pupils in North Kensington have a first language which is known or believed to be other than English (London average is 44.6% and RBKC average is 43.7%)
- There are significant differences in economic activity between the wards. In 2011, Golborne had the lowest economic activity rates and highest levels of unemployment. Whilst Colville aligned with or performed better than RBKC and London in both these indicators
- Median household earnings across North Kensington are significantly lower than across the borough. There are also significant variations within the area, for example between Colville (£43,560) and Golborne (£30,100)
- To the north and west of the Westway, over 60-70% of tenure is social renting. In Colville this is much lower; around 43% social rented. St Helen's has the highest proportion of people owning their homes at 34%

### North Kensington's Communities: At a Glance

**38,000**North Kensington  
Residents**42%**Of residents born  
outside UK**48%**Pupils have first  
language other than  
English**30%**North Kensington  
pupils eligible for free  
school meals**£25,000**Gap between average  
earnings in Golborne  
and Borough average

# In Focus...Grenfell Tower Fire: Context and Impact

The fire at Grenfell Tower on 14th June 2017 claimed the lives of 72 people, displaced more than 200 households and had a devastating impact on the communities in North Kensington. The legacy of this terrible tragedy will continue to affect these communities long into the future.

In the immediate aftermath of the fire, there was a significant collective response by emergency workers, volunteers, the community and local organisations, including the Westway Trust. That response in the first hours and days after the fire was critical to supporting those affected and to helping local communities to grieve.

However, just over a year and a half after the fire, the challenge now is to ensure continued support for those affected and for North Kensington's communities more widely, and to tackle some of the biggest challenges that have emerged since.

These include:

- Ensuring access to secure accommodation for the small number of those still waiting to be permanently rehoused (24 households in February 2019)
- Significant growth in the prevalence of mental health issues (including anxiety and depression) and post traumatic stress affecting people of all ages in the area
- Growth in the mistrust of institutions and large organisations
- Heightened levels of isolation and vulnerability
- Despite the response to the fire showing the strength of local communities, there has been some community friction emerging between different groups and organisations who are looking for support and funding.



# Social Wellbeing: North Kensington’s People & Communities

Focus areas		Findings
Skills and employment	1. Education and skills	<p><b>What the data shows us</b></p> <ul style="list-style-type: none"><li>• Secondary schools and colleges are below the national average in progress scores. Out of the 10 schools/colleges with data available, 7 were below or well below the national average.</li><li>• High number of private schools in the borough – around 58% of schools in RBKC are private</li><li>• There are significant differences in economic activity between the wards. In 2011, Golborne had the lowest economic activity rates and highest levels of unemployment. Whilst Colville aligned with or performed better than RBKC and London in both these indicators.</li></ul> <p><b>What the communities told us</b></p> <ul style="list-style-type: none"><li>• There’s a lot of people who are very willing and capable of being economically active, they just need the right support to achieve this</li><li>• There’s a gap between training opportunities locally and the skills needed to access jobs</li><li>• Need for vocational training in sectors which struggle to recruit (tech, catering)</li><li>• Many people lack basic skills including English, Maths and job readiness skills such as communication and teamworking. This is especially the case amongst young people and some groups such as women from ethnic minorities</li><li>• Local young people are desperate for opportunities to experience work, but there’s a lack of accessible work experience and training opportunities</li><li>• Unaffordable or a lack of after school care stops parents from accessing employment/training and exacerbates issues of young people having nothing structured to do</li></ul>
	2. Employment and economic participation	
Health	1. Physical health	<p><b>What the data shows us</b></p> <ul style="list-style-type: none"><li>• 5 North Kensington wards have a life expectancy of 14 years shorter for men and 12 years shorter for women than the south of the borough</li><li>• Asthma and diabetes are more prevalent in the North of the borough, especially Golborne and Dalgarno</li><li>• Data from Westway Sport and Fitness shows that 51% of users are from outside the Borough and 27% are from within the impact area (although this will partly reflects its location on the Borough boundary, and the fact that some of its activities draw a larger catchment (e.g. tennis). Of those within the impact area: 60% are male; less than 1% are unemployed, disabled or a concession due to low income</li><li>• The percentage of patients recorded with depression in GP Surgeries in North Kensington in 2015/16 (Pre-Grenfell) was consistently around 11%. This was significantly higher than the CCG West London average (7%) and London average (8%)</li></ul> <p><b>What the communities told us</b></p> <ul style="list-style-type: none"><li>• Poor nutrition, especially amongst children linked to poverty and lack of information</li><li>• Lower life expectancy in North Kensington compared to the rest of RBKC and London</li><li>• Little opportunity to exercise for free or affordably, especially for local people in the sports centre</li><li>• Need for more access to sport/exercise for young people, especially young women. This is also helpful for stress relief and socialising</li><li>• Culturally specific health challenges such as FGM</li><li>• Food poverty is increasing in the area. There’s a rise of the use of food banks, especially by low income families, refugees and single parents</li><li>• Domestic violence</li><li>• Poor mental health is a major problem, especially post Grenfell. There has been an increase in the number of people suffering from depression, anxiety and PTSD. This is being seen at very young ages as well, including primary school aged children</li></ul>
	2. Mental Health	

Continued overleaf

# Social Wellbeing: People & Communities (cont.)

Focus	Findings
<b>Social Participation</b>  1. Isolation  2. Young people  3. Engagement & Trust	<p><b>What the data shows us</b></p> <ul style="list-style-type: none"> <li>• Last year RBKC had the 6<sup>th</sup> highest stop and search numbers in London. The main reasons were drugs, weapons and stolen property</li> <li>• Last year almost 70% of crimes in North Kensington were theft or violence against the person</li> <li>• North Kensington's crime rate was 163 per 1,000 population last year compared to 150 in the rest of the borough</li> <li>• 47.8% of pupils in N. Kensington have a first language which is known or believed to be other than English. This is higher than the London average (44.6%) and RBKC average (43.7%).</li> <li>• Accessibility around the Westway is generally lower than in southern parts of the borough. Areas of Dalgarno, St Helen's and Notting Dale also struggle with low accessibility levels.</li> </ul> <p><b>What the communities told us</b></p> <ul style="list-style-type: none"> <li>• Social isolation and loneliness, experienced especially by the elderly and those from minority communities and who speak different languages</li> <li>• Community friction post-Grenfell as some groups receive more support/money than others</li> <li>• Physical isolation. Although the area is in central London it feels very cut off. This exacerbates all the other issues and makes the area at risk of gangs and extremism</li> <li>• Importance of recognising and celebrating local heritage</li> <li>• Youth violence, gangs and drugs are a big problem. The area is a source of young people who go and commit crimes elsewhere</li> <li>• There's little focus on younger and very young children who are at risk of falling into crime/gangs</li> <li>• Young people are at risk of being left without support and things to do due to RBKC cuts to youth services – EPIC can't meet the demand they have</li> <li>• Large demand for homework clubs and support with homework after school</li> <li>• There's a huge number of dedicated individuals and organisations working in the area to tackle these issues, but for many of them their reach and influence is small or stifled due to lack of funding/support</li> <li>• Generally there's a lack of trust and confidence in institutions in the area</li> <li>• Poor communication drives anger and speculation about what is/isn't happening</li> <li>• People are very apathetic to consultation and don't believe their voice will be heard or will actually affect change. Local people don't feel listened to</li> </ul>
<b>Personal stability and prosperity</b>  1. Financial security  2. Housing security  3. Access to support	<p><b>What the data shows us</b></p> <ul style="list-style-type: none"> <li>• Median household earnings in North Kensington are significantly lower than across RBKC and the rest of London</li> <li>• 22% of Free School Meal eligible pupils take free school meals in the impact area. This is compared to 18% in Inner London. This figure is highest in the Dalgarno ward</li> </ul> <p><b>What the communities told us</b></p> <ul style="list-style-type: none"> <li>• Financial difficulty is a major issue leaving people vulnerable and relying on loans which pushes them into debt</li> <li>• Closure of the Your Credit Union has left its 1,100 members in financial trouble. This could push people towards payday lenders and illegal loan sharks</li> <li>• Poor quality housing, especially private and council rentals and social housing</li> <li>• Overcrowding is a major problem due to sub-letting and lack of affordable renting options.</li> <li>• Both poor quality housing and overcrowding are leading to health problems</li> <li>• Limited housing post Grenfell for those that needed to be re-housed, especially within the borough</li> <li>• There's a large number of people and organisations committed to the area and who are dedicated to helping support North Kensington to thrive. However, there are a number of potential barriers to making this happen:               <ul style="list-style-type: none"> <li>• Lack of consistency in services. Lots starts up in the area but then closes down. This lets people down and fosters feelings of anger and mistrust</li> <li>• Lack of coordinated approach from the voluntary sector in the area due to limited sustainable long-term funding</li> <li>• Need quality control for some of the groups that have started up since Grenfell as some lack appropriate training/personnel and resources to deal with the issues</li> </ul> </li> </ul>



# Economic Wellbeing: Vitality of Local Business and Economies

Focus areas		Findings
Enterprise	1. Entrepreneurialism	<p><b>What the data shows us</b></p> <ul style="list-style-type: none"> <li>The start up rate was 14 start-ups per 1,000 residents in 2017 in North Kensington, compared to an average of 29 per 1,000 residents across the rest of the borough. Within North Kensington, Golborne has the highest start up rate (25 per 1,000) and Dalgarno has the lowest (6 per 1,000)</li> <li>Retail rent is around £70 psf. in North Ken, compared to the London average of £40 psf. Growth from 2010-2018 also hasn't been as large in North Ken (+29%) as RBKC (+44%)</li> <li>Office rents over the last 8 years have grown at a faster rate in North Kensington (+85%) compared to the rest of the borough (+65%) and are now at around £45psf (London average of £50psf)</li> </ul> <p><b>What the communities told us</b></p> <ul style="list-style-type: none"> <li>There's a lot of entrepreneurial potential and capacity, especially amongst young people. People just need the space and support to thrive</li> <li>Lack of affordable workspaces for local people and for start-ups</li> </ul>
	2. Space for local businesses	
Economic vitality and diversity	1. A resilient local economy	<p><b>What the data shows us</b></p> <ul style="list-style-type: none"> <li>In 2017 the largest employing sectors in North Kensington were Public Admin, Education and Health (25%) and Business Support Services (20%).</li> <li>The economy is currently focused on activities providing services to the local population (e.g. retail, public services), although Portobello Road is an externally facing and regionally significant hub</li> <li>Local high street resilience likely to be tested by ongoing economic uncertainty and retail sector challenge.</li> </ul> <p><b>What the communities told us</b></p> <ul style="list-style-type: none"> <li>Local small businesses in the arcade feel disconnected from Portobello Road despite their proximity. They feel more could be done to market the area as a place for creative activity/ a locally made fashion cluster to capture tourists</li> <li>Brand the arcade as a hub for local businesses and have a curating strategy which support this</li> <li>Support the local economy, especially struggling sectors in London such as retail and trade industries like car mechanics</li> <li>There needs to be support to help local small businesses to thrive e.g. through workshops, training etc</li> <li>Arts and culture is very important in the area, particularly post Grenfell to support with community recovery and healing. Provision of money and space is needed to continue to support arts and culture activities, especially for young people, the elderly and minority groups. But this provision needs to be locally focused and directly impact and engage with local communities</li> <li>Importance of recognising, preserving and celebrating local heritage</li> </ul>
	2. Diversity of opportunities	
Business responsibility	1. Collective social responsibility	<p><b>What the data shows us</b></p> <p>This data is very difficult to collect at the local level</p> <p>London Living Wage accredited employers in local area largely limited to local community organisations and charities (<a href="https://www.livingwage.org.uk/living-wage-map">https://www.livingwage.org.uk/living-wage-map</a>). Across RBKC 22% of jobs are paid below the London Living Wage, this is higher than London (19%).</p> <p><b>What the communities told us</b></p> <ul style="list-style-type: none"> <li>The idea of 'socially conscious growth' needs to be central to activities in the area where businesses focus on the social value they are bringing to the people and place</li> </ul>
	2. Employment practices	
	3. Trading practices	

# Environmental Wellbeing: Quality of Places and Spaces

Focus areas		Findings
Air and noise pollution	1. Air quality	<p><b>What the data shows us</b></p> <ul style="list-style-type: none"><li>• The whole stretch of the Westway suffers from poor air quality which is above national No2 limits. The western edge of the Westway significantly exceeds the limit reaching dangerous levels. This area also suffers from high levels of PM10 and PM 2.5 particulates which are associated with respiratory problems.</li></ul> <p><b>What the communities told us</b></p> <ul style="list-style-type: none"><li>• Need for a cleaner, safer environment especially air quality which is worst around the sports centre and outdoor sports facilities</li><li>• Some schools don't want to use sports facilities under the flyover because they are so worried about the effects of air pollution on the children</li><li>• There's a lack of institutions/people lobbying on the issue of air quality for North Kensington communities</li></ul>
	1. Green / open spaces 2. Public realm	<p><b>What the data shows us</b></p> <ul style="list-style-type: none"><li>• St Helen's ward has below London's average access to open space</li><li>• Accessibility around the Westway is generally lower than in southern parts of the borough. Areas of Dalgarno, St Helen's and Notting Dale particularly struggle with low accessibility levels.</li></ul> <p><b>What the communities told us</b></p> <ul style="list-style-type: none"><li>• More needs to be done to green areas along/around the Westway flyover</li><li>• Open up more of the green spaces along the Westway and make them accessible to everyone. There's a need for community garden spaces, a greenhouse, a children's adventure playground for example</li><li>• The space around Maxilla gardens is very important to local communities, especially post Grenfell. This physical space could be key to the Grenfell recovery</li><li>• There needs to be improvements to public realm and an increase in user friendly and safe spaces. There are concerns that a number of parks/spaces along the Westway are dark, less visible and a place for crime and antisocial behaviour</li></ul>

# In Focus...Westway Urban Design Strategy Consultation

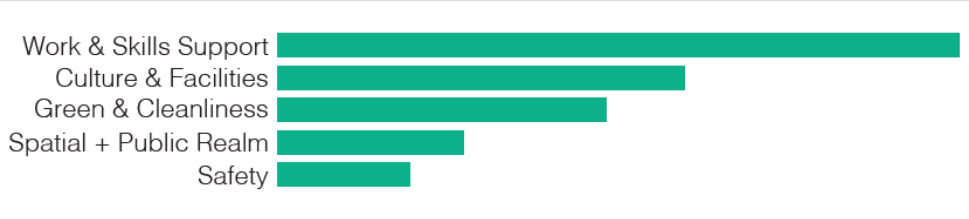
As part of the development of the Westway Urban Design Strategy, Fluid led a place focused community consultation exercise at locations around the Westway during winter 2018/19. A number of forms of engagement were used, with over 150 individuals providing responses to structured survey questions.

Reflecting the nature of the work, the research had a spatial focus, with key findings including:

- The top spatial priority which emerged for local residents was work and skills support. The provision of affordable workspace registered as particularly important, alongside employment skills and training, jobs for local people and support for local business
- When asked what they would ‘keep’ from the existing estate, the top responses which registered related to sports, the character of the area, the market and independent retail
- When asked what they would ‘change’ from the existing estate, the top responses related to ‘look and feel’, public facilities and public realm, safety and lighting and ‘greening’ and pollution
- When asked what they would ‘add’ to the existing estate, the top responses related to community space, greening / pollution and public realm
- When asked about the one big thing which would make a difference, the top responses which registered related to greening / pollution, cleaning / upkeep, and lighting / safety.

Further insight from the consultation process will be available within the Urban Design Strategy once published later in 2019.

Westway Urban Design Strategy Consultation: Top Three Priorities (Grouped)



Westway Urban Design Strategy Consultation: Top Three Priorities (Granular)



Source: Fluid



## Chapter 3

### Mapping Service Delivery in North Kensington



# Introduction and Summary

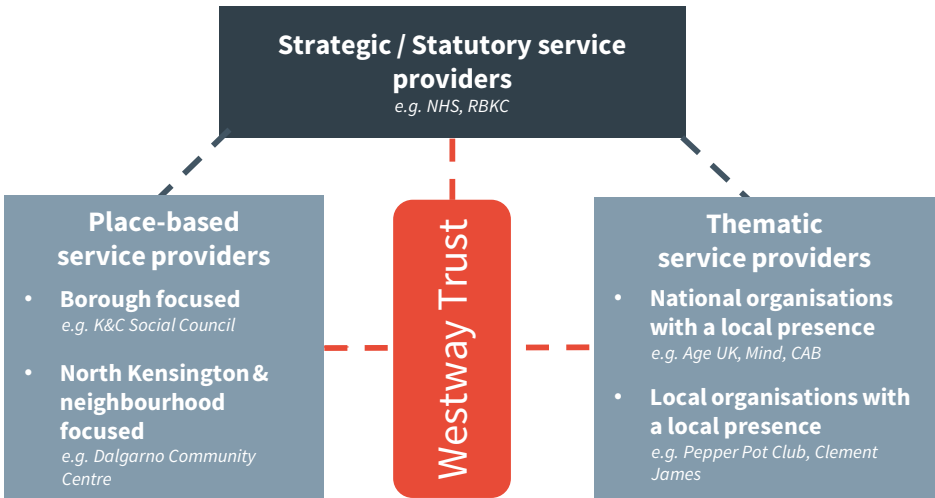
The number of organisations delivering services in North Kensington is vast. In particular, since Grenfell Fire there has been a large amount of resource and capacity devoted to delivering services to North Kensington’s communities.

At the strategic level, stakeholders such as the NHS and RBKC provide statutory services to the area. These services are further supplemented and supported by both place-based providers who focus on the borough and local communities, and by thematic providers who focus on a particular need or group of people.

Given the extent of its activities, the Trust sits in a important position between these, engaging with over 100 organisations in the area to support and deliver the services needed most.

This chapter provides a high level mapping of service delivery and provision across North Kensington, again assessed via the lens of economic, social and environmental wellbeing.

## Typology of North Kensington Service Providers



## Snapshot of Findings

The North Kensington service and support delivery landscape is complex and densely populated.

While there is a significant amount of resource and interest in tackling challenges in the area, there are concerns that not all organisations that have started delivering services post-Grenfell are organised or effective.

Key findings include:

- **Social Wellbeing:** a need for more provision of the services that support people to get into work or training; a need to better support young people and give them safe places to go where they can receive support and have fun; a need to address cultural/location barriers stopping people accessing mental health support; a need to ensure sports provision is more accessible to local people; a large shortfall in support and provision around housing and renting due to such high levels of demand
- **Economic Wellbeing:** spaces such as the new workspace units are well received and the provision of more affordable and agile space is needed; ensuring long term security of discounted rent is essential to ensure the continued provision of services
- **Environmental Wellbeing:** approach to dealing with air quality is currently too fragmented / not joined up, constraining effectiveness; similarly, a need for a more joined up approach to enhancing open spaces and public realm.

As a cross-cutting finding, there is a perception that Across all organisations in the area, there needs to be greater representation and involvement of North Kensington’s communities.

# Mapping Service Provision

Whilst the breadth and complexity of the local context means it is not possible to map out all service providers and organisations operating in North Kensington, some of the most significant of these are summarised below and overleaf.

The roles of these different organisations in relation to responding to the North Kensington context is then assessed later in the chapter.

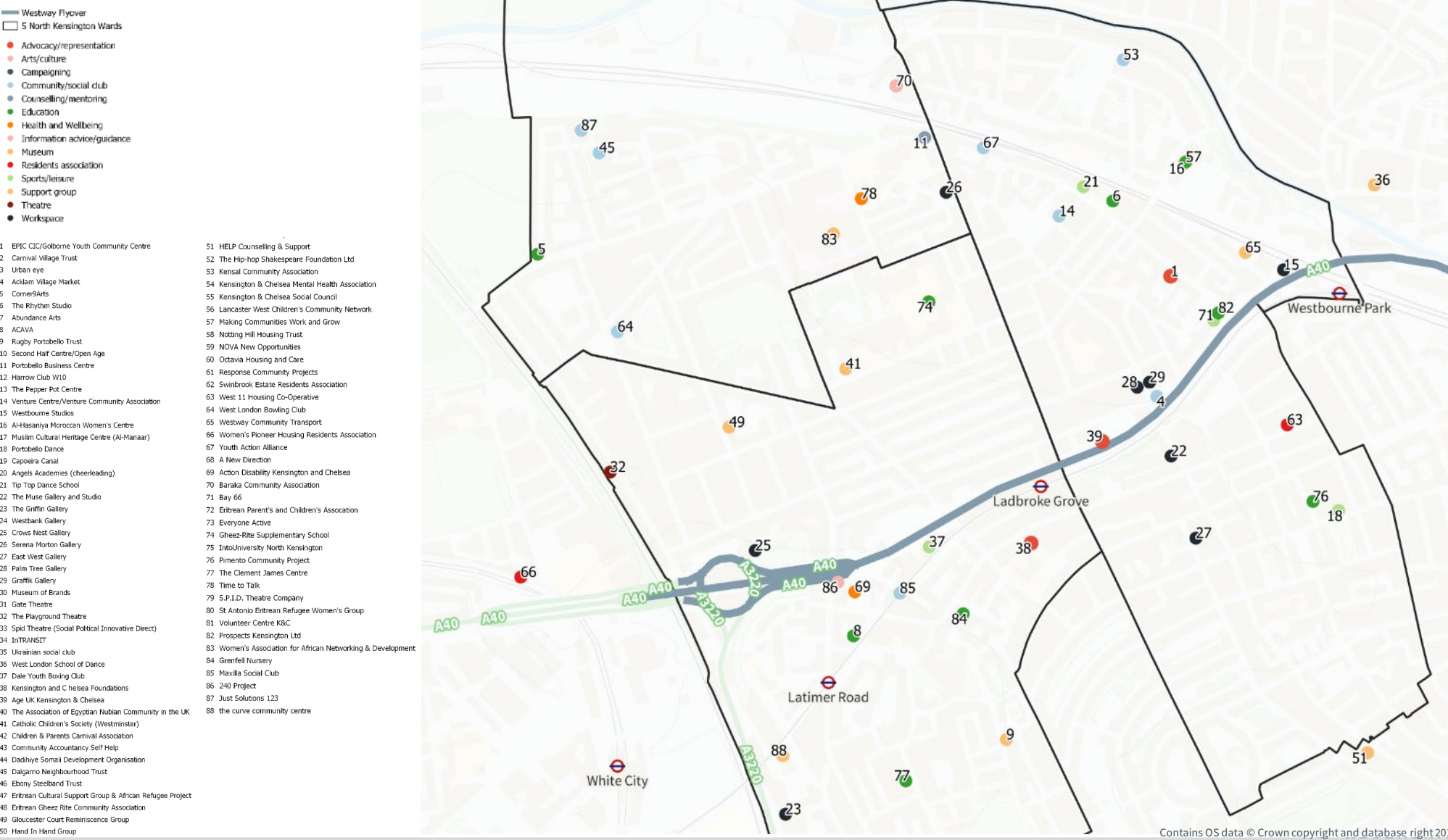
## Selected Providers of Services & Support to North Kensington Communities (illustrating diversity)

Provider / Organisation	Overview
STRATEGIC / STATUTORY	
RBKC	Strategic & policy environment; broad range of statutory services
Metropolitan Police	Crime and community safety; cohesion and engagement work
West London CCG	Oversight of local GPs and healthcare and specific response to local challenge
THEMATIC	
Job Centre Plus	Conventional employment signposting services and support
Citizens Advice Bureau	Free, confidential advice on money, legal, consumer and other problems
Charities such as Mind and Age UK	Support services targeted at certain demographic groups (older and disabilities)
Schools & Supplementary Schools	Core education services, and after school services to boost attainment & integration
NOVA	Specialist & local provider of education and skills training and support
EPIC	Local CIC providing integrated youth support services
Portobello Golborne Markets Management Committee	Organisation providing local business and economic representation for the Portobello and Golborne markets
Cultivating Kensington & Chelsea	Charity focused on supporting community gardening
PLACE BASED (Please see overleaf for a more comprehensive map of local organisations)	
K&C Social Council	Support and infrastructure for the K&C voluntary and civil sector
Housing Associations	Services and support focused around local housing estates
Food banks	Emergency food and support to people in crisis and or below the poverty line
Faith Groups	Broad range of groups representing and engaging North Ken’s diverse communities
Clement James Centre	Local charity focused around working with the community to release potential
Pepper Pot Club	Culturally sensitive drop in centre for older members of the community
Local Community Centres	Place based centres (e.g. Dalgarno Centre) providing local hubs for people to interact



# In Focus...Local Community Groups and Organisations

Snapshot of Local Community Organisations and Groups in the North Kensington Area (not comprehensive)



# Service Delivery: Social Wellbeing

	Current Key Service Delivery Providers	Current Role of Westway	Summary Assessment
Social Wellbeing	<b>Skills and employment</b> <ul style="list-style-type: none"> <li>Local schools and colleges</li> <li>K&amp;C Foundation</li> <li>Job Centre Plus</li> <li>Supplementary Schools</li> <li>RBKC</li> <li>Westway Trust</li> <li>Clement James Centre</li> <li>NOVA</li> </ul>	<b>Direct:</b> <ul style="list-style-type: none"> <li>Supplementary schools network</li> <li>Provision of adult learning</li> <li>Pop-up crèche &amp; nursery</li> <li>Direct local employment</li> <li>Young Futures programme</li> </ul> <b>Indirect:</b> <ul style="list-style-type: none"> <li>Providing subsidised space to organisations such as NOVA</li> </ul>	<ul style="list-style-type: none"> <li>The provision of adult education and supplementary schools is vital in the area given council cuts and the level of need</li> <li>There needs to be more provision of the services that support people to get into work or further training, especially young women, such as childcare and after school care</li> </ul>
	<b>Social Participation</b> <ul style="list-style-type: none"> <li>K&amp;C Foundation</li> <li>Charities focusing on specific groups e.g. Age UK, Migrants Organise, Pepper Pot Club etc</li> <li>EPIC</li> <li>Religious organisations e.g. Al Manar</li> <li>MET police</li> </ul>	<b>Direct:</b> <ul style="list-style-type: none"> <li>Grants to community organisations</li> <li>Parenting classes</li> <li>Direct local employment such as nursery.</li> <li>Subsidised support for Bay 20 community space.</li> <li>Grants for local festivals</li> </ul> <b>Indirect:</b> <ul style="list-style-type: none"> <li>Providing space to organisations such as Migrants Organise, Age UK</li> </ul>	<ul style="list-style-type: none"> <li>There's a huge number of dedicated individuals and organisations working in the area to tackle these issues, but for many of them their reach and influence is small or stifled due to lack of funding/support</li> <li>Questions raised about the impacts of grants in the area, who do they go to? How effective are they? Do they foster dependency rather than support empowerment of local communities</li> <li>There is a real need to support young people and give them safe places to go where they can receive support and have fun</li> <li>Across all organisations there needs to be greater representation and involvement of North Kensington's communities</li> </ul>
	<b>Health</b> <ul style="list-style-type: none"> <li>West London CCG (NHS)</li> <li>Local food banks (Trussell Trust and Dalgarno Community centre)</li> <li>Westway Sports Centre</li> <li>Kensington Leisure Centre</li> <li>Charities such as Mind</li> <li>K&amp;C Social Council</li> </ul>	<b>Direct:</b> <ul style="list-style-type: none"> <li>Sports bursary</li> <li>Grants to local organisations</li> </ul> <b>Indirect:</b> <ul style="list-style-type: none"> <li>Westway Sport Centre</li> <li>Subsidised access to sports facilities for Westway Trust member orgs</li> <li>Subsidised community events</li> </ul>	<ul style="list-style-type: none"> <li>Although there is significant mental health provision, it is not reaching everyone due to cultural/location barriers which stop people from accessing the help</li> <li>Not all sports provision is accessible for local people, particularly tennis and climbing</li> <li>Local primary and secondary schools are desperate for affordable sports facilities that they can use in school hours, which they can't currently access</li> </ul>
	<b>Stability and security</b> <ul style="list-style-type: none"> <li>RBKC</li> <li>Local Housing Associations</li> <li>Citizens Advice Bureau</li> <li>Schools</li> <li>Local food banks</li> </ul>	<b>Indirect:</b> <ul style="list-style-type: none"> <li>Providing space to organisations such as CAB</li> </ul>	<ul style="list-style-type: none"> <li>The vast number of organisations working in the area need to be better coordinated and support to deliver their services effectively and for the long term</li> <li>There is a large shortfall in support and provision around housing and renting due to such high levels of demand</li> </ul>

# Service Delivery: Economic and Environmental Wellbeing

	Current Key Service Delivery Providers	Current Role of Westway	Summary Assessment
Economic Wellbeing	<b>Enterprise</b> <ul style="list-style-type: none"> <li>Westway Trust</li> <li>RBKC</li> <li>Portobello Business Centre</li> <li>EPIC</li> </ul>	<b>Direct:</b> <ul style="list-style-type: none"> <li>Providing space for local businesses</li> <li>Discounted rent for local charities and commitment to this long term</li> </ul>	<ul style="list-style-type: none"> <li>Spaces such as the new workspace units are well received and the provision of more affordable and agile space is needed</li> <li>In an area with high rents, space is extremely important discounted</li> <li>Ensuring long term security of discounted rent is essential to ensure the continued provision of services</li> </ul>
	<b>Economic vitality and diversity</b> <ul style="list-style-type: none"> <li>RBKC</li> <li>Kensington &amp; Chelsea Chamber of Commerce</li> <li>Market traders groups</li> <li>Portobello Golborne Markets Management Committee</li> <li>Landlords and agents</li> </ul>	<b>Direct:</b> <ul style="list-style-type: none"> <li>The mix of tenants</li> </ul> <b>Indirect:</b> <ul style="list-style-type: none"> <li>Arts and culture grants</li> </ul>	<ul style="list-style-type: none"> <li>Although the Westway Trust responds to this through it's mix of tenants, it isn't a result of direct strategy and design.</li> <li>Curating economic diversity in the area needs to be a priority</li> </ul>
	<b>Business responsibility</b> <ul style="list-style-type: none"> <li>RBKC</li> <li>Westway Trust</li> </ul>	<b>Direct:</b> <ul style="list-style-type: none"> <li>Encouraging responsible business practices through the tenants charter</li> </ul>	<ul style="list-style-type: none"> <li>Westway Trust is leading the way in the area with the implementation of a tenants charter but it could be more ambitious and further enhance it</li> </ul>

	Current Key Service Delivery Providers	Current Role of Westway	Summary Assessment
Environmental Wellbeing	<b>Air quality</b> <ul style="list-style-type: none"> <li>TfL</li> <li>RBKC</li> </ul>	<b>Direct:</b> <ul style="list-style-type: none"> <li>Support for local campaigning groups such as RAP 23</li> <li>Grants to local organisations</li> <li>Air quality monitoring</li> </ul>	<ul style="list-style-type: none"> <li>There are lots of different stakeholders involved in tackling air quality and a fragmented approach will result in few changes. Need to explore ways for better partnership working and collectively lobbying or addressing the issues</li> </ul>
	<b>Public realm, open space</b> <ul style="list-style-type: none"> <li>Westway Trust</li> <li>RBKC</li> <li>Cultivating Kensington and Chelsea charity</li> </ul>	<b>Direct:</b> <ul style="list-style-type: none"> <li>Beehives and community education programmes</li> <li>Volunteer gardening programme</li> <li>Eco Kids Club</li> <li>Fundraising for improvements such as through GLA</li> <li>Grounds maintenance</li> </ul>	<ul style="list-style-type: none"> <li>There are a number of key players focusing on improving public realm and open/green space in the area, but it could be more effective if they worked together, sharing resources, knowledge and spaces</li> <li>Partnership working could enable more people to be reached through these programmes</li> </ul>



# Chapter 4

## Responding to the North Kensington Context





# Chapter 4: Responding to the North Kensington Context

## Introduction

**As the biggest and most ‘embedded’ community organisation in North Kensington, the Westway Trust should be the focal point of community action and development in the area.**

The impact of the Grenfell Tower tragedy has resulted in more focus than ever on local community development in North Kensington, with significant new capacity and targeted resource.

However, for a number of reasons, trust in, and the position of, the Westway Trust has been eroded. This is undermining its ability to engage with and represent North Kensington’s communities as effectively as possible. While the Trust delivers a range of important services, there is not enough knowledge and understanding of the value and impact of these to tailor delivery and maximise value.

This chapter builds upon the research in the previous chapters to examine the current role of the Westway Trust within the local area, and building on learning from elsewhere across London and the UK, sets out possible responses.



## Readiness to Respond

While the Trust is well embedded within the local area, the past 5 years have been a period of considerable challenge.

Organisationally, the Trust has been through a number of periods of transition in management and governance, with the previous management team adopting a more commercially focused approach than has traditionally been the case. At the same time, the role and function of the Trust has been brought into sharper than ever focus as a result of the Grenfell tragedy in 2017.

During consultation with North Kensington's communities a number of clear and consistent messages emerged regarding the current role and position of the Westway Trust within North Kensington. These included:

- + **Overall position and purpose:** an overall sense that the perception and position of the Trust within North Kensington is weaker than it should be. There is a perception that the Trust has lost some of its focus on communities, and that while it has significant resource (spatial, financial and human) this is not currently being maximised or distributed evenly (spatially and thematically). There is a sense that the Trust needs to be more proactive (not reactive) to community development, and a feeling that co-design and empowerment of communities should be more deeply embedded in the Trust. Linked to this, there is a feeling that there needs to be more local representation in the management structure and increase proportion of people employed from the local area to better legitimise its approaches. Cutting across everything else, a need to do more to demonstrate clear, tangible outcomes and impacts going forward.
- + **Voice and influence:** there is a sense that the Trust could be more active / visible in lobbying on behalf of local communities and could be doing more to collaborate with and enable other local charities. It could also be doing more to maximise its influence and networks to tackle some of the biggest issues e.g. air quality.

- + **Space:** many people don't associate commercial income generated by the Trust with its community / charitable activities: there needs to be better communication around this; people want more of a community-orientated approach to the use of space; appetite for different models of charity/community vs commercial space be tested to better support local organisations
- + **Resource:** The supplementary schools and Adult Education provision is seen as making an important contribution to the area. However, there is a need to better communicate what has been successful (e.g. the pop-up creche). Grants are well received but there was uncertainty about their impact; a feeling that human capital in the Trust could be better used to support the communities in the area and to build trust and cohesion.

### Westway Trust's Response

The Westway Trust appointed a new management team in 2017 and has since been working to review its purpose and define its future strategy and approaches.

To date, this has included work to:

- Define a new vision and strategy based around economic, social and environmental wellbeing
- Review approaches to grant giving
- Update the Trust's commercial property strategy
- Concerted effort to consult with partners across the area to reinvigorate relationships and strengthen foundations for future partnership working.

This research forms a crucial part of the response: establishing a more granular understanding of the North Kensington's communities and service delivery landscape is a fundamental starting point for the Trust in defining future strategy.



# Learning from Elsewhere

Looking at examples of best practice from elsewhere can help to think critically about current activity and provide inspiration for new approaches going forward.

We have identified range of examples of organisations and individual projects from around the country, and explored what has been successful and what lessons can be learned.

These examples are summarised in the table to the right, and set out in more detail in Appendix A.

Example	Overview	Relevance
<b>HOLISTIC COMMUNITY DEVELOPMENT, INVESTMENT AND INNOVATION</b>		
<b>Every One, Every Day</b>	Communities working together in Barking & Dagenham on local projects to make everyday life better for everyone.	Provide a structure and framework to bring together and unlock community capacity and talent.
<b>Dudley CoLab</b>	Supported activity to increase community capacity; residents define ideas and are given expert support to organise activities	Use of vacant / disused space to encourage interaction, engagement and innovation
<b>NESTA Challenge Funds</b>	Uses prizes to stimulate innovative solutions to some of the biggest challenges we face	Using public competition, to engage a broader community of problem-solvers
<b>USING SPACE TO SUPPORT THE COMMUNITY</b>		
<b>Brixton Workspaces</b>	Innovative leasing models to cross subsidise start-ups, and community organisations and to delivery wider social value	Taking a wider and more ambitious view of value which can be generated via commercial estate
<b>639 Enterprise Centre</b>	Offers affordable office space, shared space, meeting space, a gallery and a free venue space for local charities to hire.	Use of space to accommodate a mixed model responding directly to local community needs
<b>Maida Vale Kitchen</b>	Social enterprise with a professional kitchen, provides shared space and training with access to facilities	Use of space to encourage sector specific enterprise and training, with wider placemaking benefits
<b>YOUTH ENGAGEMENT, SKILLS, PARTICIPATION</b>		
<b>Volunteer It Yourself</b>	Combines volunteering and DIY by challenging young people to learn trade skills by helping to renovate community buildings.	Engaging young people and supporting progressions via practical volunteering which leaves a physical legacy.
<b>Industry in the Streets</b>	A youth agency working with young people, promoting ethical enterprise, education and engagement in the creative sector.	Engaging young people, raising aspirations, unlocking talent by facilitating and promoting links to business.
<b>Teenage Markets</b>	A free platform for young people to run their own stall at their local market and test product and business ideas.	Building connections between young traders and established independent retailers.
<b>COMMUNITY FOCUSED PLACESHAPING</b>		
<b>Southwark Social Charters</b>	Highly place specific social regeneration charters to deliver value through economic growth and evolution	Collaboration across public, private and civil society sectors to drive collective responsibility and value
<b>Pilcrow Pub</b>	Community and volunteer-led project to build and staff a new pub north of Manchester City Centre	Creation of community capacity, engagement, and space via a collaborative project.
<b>Bankside Low Line</b>	Initiative to unify a disparate urban environment around the common thread of the rail viaduct arch economy.	Proactively sharing and curating the urban environment and economy to respond to local community needs.

# Principles for the Westway Trust in Responding

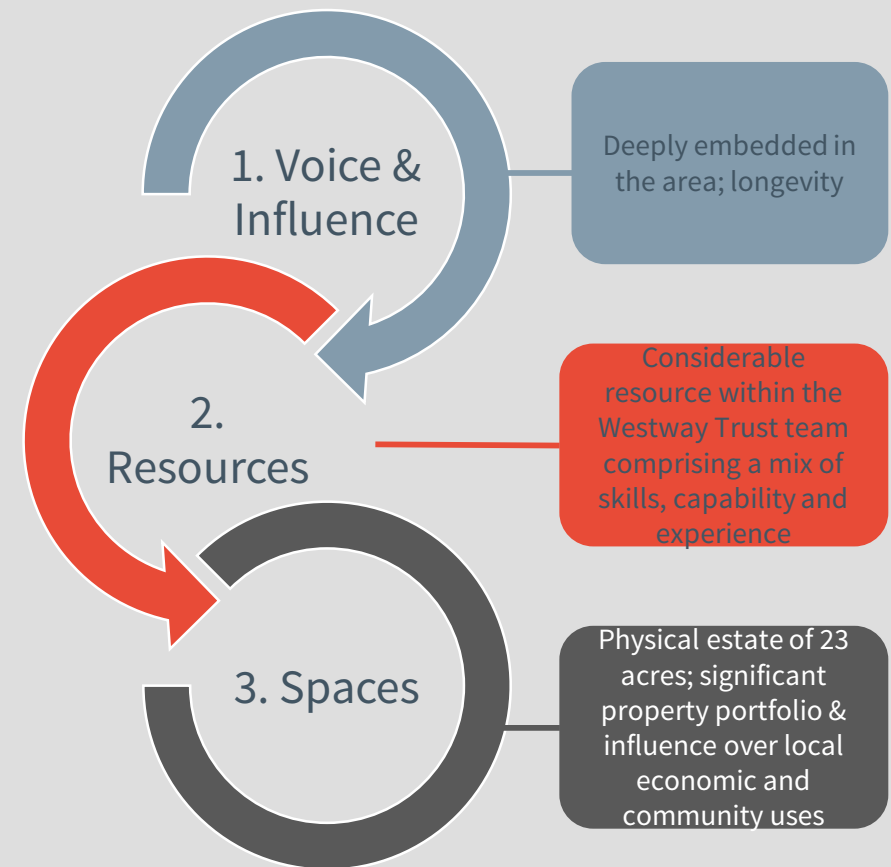
In light of the research and perspectives from North Kensington's communities on the Trust's current position within the area, a number of overarching organisational recommendations have emerged which should guide its future activities:

- 1. Leadership:** Westway Trust should prioritise re-establishing its leadership role within North Kensington's communities, acting as a central hub for activity and supporting the activities of others through partnership working
- 2. Representation:** linked to the above, the Trust needs to focus on ensuring it represents North Kensington's multi-dimensional communities: all activity should be viewed through the lens of these communities, and where possible informed / influenced by them
- 3. Enabler:** continue to focus on acting as an enabler: using space and resource (staff and financial) to build community capacity and resilience, and unlock talent rather than providing services directly
- 4. Social Investment and Value:** activity of the Westway Trust, whether commercial or charitable, should be viewed as a social investment in local communities; delivery should be tailored to reflect the returns and value generated by that investment over time.
- 5. Agility:** the Trust should focus on being open, flexible and responsive to local communities; open to innovative, community-driven and long term ideas; potentially making a concerted effort to focus resources on specific areas of need where these are of temporal importance.

## Maximising Value from Core Assets

The Westway Trust has a number of assets which marks it out from other community groups across the area.

These provide the foundations for future activity and are the basis upon which recommendations have been developed.





# Thematic Priorities for the Westway Trust

The research has highlighted a broad range of topics and themes requiring attention across North Kensington. It is crucial that the Trust tailors its response to focus on the areas where need is greatest, and, taking into account the work of other local partners, the areas where it can deliver the greatest impact and added value. A number of initial priority topics for the Westway Trust have been identified; these should be reviewed on an ongoing basis to ensure the Trust can remain responsive and agile.

Priority theme	Rationale for Focus
1. Places and Spaces for Young People	Young people in the area are at risk of violence, gangs and unemployment due to diminishing youth services support and a lack of space for them to go. There's a need for safe, friendly spaces where they can hang out, have fun and be supported. There is also demand for after school care, and sports provision which can support socialising and stress relief, homework clubs with computer access and nursery care for young children during the day.
2. Isolation	Social isolation and loneliness are especially experienced by the elderly and those from minority communities. This is exacerbated for those who speak limited English. Isolation is coupled with distrust and a feeling of being unheard, especially post Grenfell, which has led to distrust in the major institutions in the area. There needs to be a strong focus on listening, re-building trust and encouraging community cohesion.
3. Physical Exercise & Recreation	There are significant health challenges (particularly around mental health and depression) across North Kensington and partners such as the CCG are working hard to respond to these. A further health challenge which the Westway Trust can play a more direct role in addressing is recreation and exercise. There are clear opportunities to take a proactive approach to responding to this via the Trust's physical estate.
4. Economic Participation	The area is characterised by low skill levels and a lack of basic skills needed for employment. However, there are a lot of people who are willing to become economically active, they just need the right support. The biggest gaps are between training and local skills needs, opportunities for work experience (especially for young people), vocational skills training and basic skills training. The Trust already plays an important role in coordinating and facilitating skills and employment activities, and this should continue to be a key focus. Exploring new ways to use the physical estate to create local employment (e.g via supported start up space, or via strong social value covenants placed on tenants) should be a key area of focus.
5. The Creative Economy, Arts and Culture	The Trust has long played an important role in supporting arts and culture, both via its physical estate and via grant giving activities. The Trusts activities in this regard are strongly valued, and there continues to be significant demand from the local community. The Trust has an important role to play in both curating its commercial estate to support the development of the local creative community, in opening up access to arts and culture via its approach to managing and investing in the physical estate, and in supporting the local arts and culture sector to build and strengthen its capacity.
6. Environment: Air Quality, Safety & Greening	There is a need for a cleaner, safe environment, especially around sports facilities and schools. The area suffers from very poor air quality with high levels of NOx, PM10 and PM2.5. The western edge of the Westway significantly exceeds the national NO2 limit reaching dangerous levels. The Trust has to take the lead in responding, via its management of the physical estate, and by lobbying government on behalf of local communities.

The research has also highlighted a number of wider concerns and areas of challenge within North Kensington. While these are no less important than the issues noted above, it is considered that there are other local partners who are *currently* better placed to take the lead in responding; that said, the Trust should remain an proactive partner in all these matters, supporting via space and resource where specific need can be demonstrated.

These wider topics and themes include: **physical & mental health** (LEAD: NHS), **personal economic resilience** (LEAD: RBKC, organisations such as CAB, local groups such as food banks), **housing security, affordability and quality** (LEAD: RBKC and local RSLs), and **crime and violence** (LEAD: the MET and local groups such as EPIC).

## Recommendations: 1. Voice & Influence

### Overarching Objectives:

- Ensuring the Westway Trust is established as a trusted and valued local partner
- Playing a more active role as a steward of activity within North Kensington, working closely with the Kensington and Chelsea Social Council to provide a coordinated voice for the local civil society sector
- Using resource and influence to enable and amplify activity of local community partners

### *Voice and Influence: Specific Areas for Immediate Focus*

#### **Organisational**

- V1. Continue to prioritise work to communicate of the Trust's vision, aims, projects and impact more clearly. The new website has an important role to play in this.
- V2. Develop and embed new approaches to track the value and impact of the Trust's activities (see page 41 for further detail)
- V3. Building from this research, explore the potential for a 'festival' of participation and celebration of the area; this would bring partners together to share ideas and aspirations, and provide the basis for a fresh start in the relationship between the Trust and its partners
- V4. Continue work to refresh the members system, focusing on its role in building community capacity and connecting communities.
- V5. Set a 'responsible business' precedent via Westway's own responsible and ethical business practices focusing on creating local employment, local procurement, and maximising local impact.
- V6. Examine the potential to pilot the use of Social Value Bonds to unlock greater social returns.

#### **Social participation; stability and security**

- V7. Work towards establishing a deeper and more effective role in supporting the local voluntary sector in partnership with the Social Council (with a focus on many of the smaller organisations that have emerged post-Grenfell). Help to put organisations in touch with each other to tackle some of the biggest issues and build community capacity
- V8. Work with key strategic and local providers to develop a 5 and 10 year strategy for meaningful participation across the five wards. This could include creating a Community Steering Board which includes positions for local young people. Provide associated training and support needed to achieve this

#### **Air quality; public realm and open space**

- V9. Lobby for investment in scaled roll out of air quality mitigation; at the same time continue to explore opportunities to be a trailblazer for localised solutions / mitigation to air quality issues (see also S7).

## Recommendations: 2. Resources

### Overarching Objectives:

- Delivering a more outcomes focussed approach (focused on social investment rather than ‘giving’)
- Focusing on acting as an enabler, supporting new and nascent organisations to become self sufficient
- Focusing on long-term investment which strengthens social capital in the area.

### Resources: Specific Areas for Immediate Focus

#### **Organisational**

R1. In line with a renewed focus on community investment and being an ‘enabler’, continually appraise the role that the Trust plays as a deliverer of services, defining a clear strategy for future activity in this respect. In appraising its role as a service provider, the Trust should consider the advantages and disadvantages of this approach in terms of organisational purpose, agility, resource, and, most importantly, community outcomes.

#### **Social participation; stability and security**

R2. Review the grants programme, with a view from moving away from the idea of ‘giving’ to one of community investment. This could include participatory grant making and setting up and coordinating a community challenge fund to encourage innovation and participation. As noted elsewhere, new approaches to tracking and understanding the value of investment should be considered in parallel with this.

R3. Explore the potential to blend grant application with non-financial support as part of the commitment to capacity building

#### **Health**

R4. Explore options to increase the social value generated by the sports centre and the other locations on the estate used for physical activity (such as the Stables and Skate Park). Immediate focus should be placed on a more proactive approach to managing the Sports Centre contract. It should also consider options to fund free spaces at the sports centre for local people from low income groups, provide out of hours/late access to Westway facilities for young people, and enable access to groups who don’t traditionally access facilities. It should also consider opportunities to make better use of currently underused spaces for physical recreation (see also S7 and S8)

#### **Young People, Skills and Employment**

R5. Support homework clubs, after school care and child day care through funding and supporting partner organisations to deliver this service (see also recommendation S8). The Westway Trust could also use their resource and infrastructure to support small organisations with regulatory pressures and help to build capacity in this regard

R6. Play a more direct role in brokering opportunities for work experience/apprenticeships with tenants or local businesses. Look to work with the Kensington and Chelsea Foundation and extend/enhance the Young Futures Fund

## Recommendations: 3. Space

### Overarching Objectives:

- Embedding principles of community investment and value within the Westway Trust's approach to curating its spaces
- Creating a more unified and coherent environment which better reflects and enhances the Trust's role at the heart of North Kensington communities.

### *Space: Specific Areas for Immediate Focus*

#### ***Enterprise; economic vitality and diversity***

S1. Refresh the Asset Strategy to adopt a more responsive approach which considers the 'total' value of assets, recognising subsidy as investment in service delivery and community outcomes. This should:

- Include a clear tenant curation strategy to inform leasing, taking into account different types of non financial value
- Continue to provide subsidised space to charities, but ensure this investment is delivering community value
- Ensure that some facilities are safeguarded for the testing of new commercial and community activities providing a stream of new activities (including space for innovation and SME incubation)
- Explore more innovative leasing models which support the development and growth of small businesses
- Critically appraise the potential value of bringing in a specialist workspace operator to manage parts of the portfolio (taking into account the International House and Pop Brixton examples)

S2. Develop a clear strategy to support arts, creativity and culture within space across the Estate. As part of this, prioritise action to enhance the vitality of the Portobello Arcade, enhancing visibility and links to the wider area, and maximising the potential of this small creative community

S3. Continue to develop Tenants Charter but consider options to make covenants more prescriptive to generate greater value.

#### ***Skills and employment & Social Participation and Isolation***

S4. Prioritise space for initiatives and organisations providing training and qualifications (e.g. similar to VIY)

S5. Focus on providing space for activities that bring different parts of the community together (responding to isolation). In particular, develop a cultural offer through the creation of a cultural asset which is community focused.

S6. Provide space for local young people to be after school to do homework, access support and with interesting activities / things to do. Bay 20 could be a good location for this

#### ***Air quality; public realm and open space***

S7. Via the Urban Design Strategy deliver new greening initiatives around the Westway flyover, including opening up green spaces to everyone in the community (particularly at the Maxilla end)

S8. Explore opportunity to create a children's play space/adventure playground open to everyone

S9. Support RBKC community gardens programmes (e.g. Cultivating K&C) through: provision of gardeners, horticultural training space, space to store equipment, space for a local community garden centre, work experience and training opportunities.

#### ***Other***

S10. In the longer term, explore the potential to pilot the delivery of community housing within the Estate, with a focus on genuinely innovative models which respond directly to areas of challenge (e.g. housing security, affordability and quality).



# In Focus...Tracking Value and Impact

A clear and consistent message which emerged via the research was a feeling that, despite its significant charitable and grant giving activities, there is a lack of understanding of the impact of the Westway Trust on local communities.

If the Trust is to evolve to an approach which is more focused around the principle of community investment, a new and deeply embedded approach to understanding value will be required.

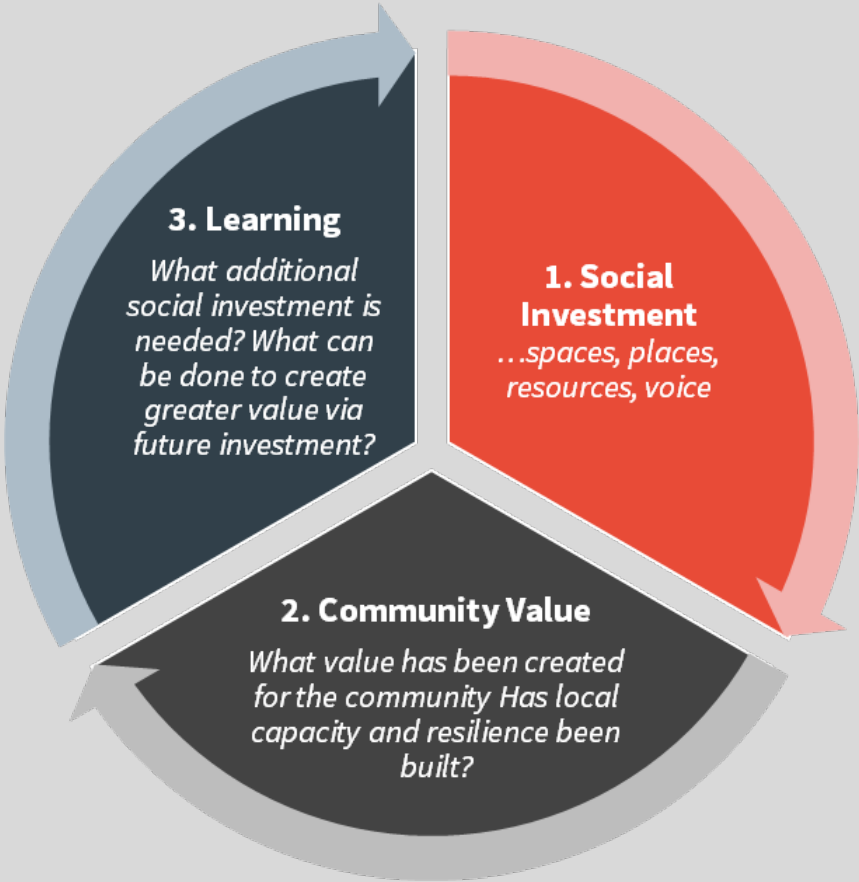
This will need to view every action of the Westway Trust – from the leasing of space to support for community groups – as an investment in local communities. To be fully understood, that value will need to be tracked over time, with ability to adapt and respond to learning to ensure that value is continually maximised.

As a truly embedded community organisation, the value of the Westway Trust should extend for beyond that of its direct activities.

DIRECT VALUE	ENABLED VALUE
<ul style="list-style-type: none"><li>• <b>Value generated via operational activities:</b> local employment, local procurement</li><li>• <b>Value generated directly via approach to leasing and management of space:</b> local jobs, local procurement, local skills, community interactions and exchanges, innovation, confidence, health</li><li>• <b>Value generated via partnership activities:</b> new partnerships, resource levered, efficiencies gained and organisational resilience supported</li></ul>	<ul style="list-style-type: none"><li>• <b>Value enabled via organisations leasing space:</b> individuals engaged and supported, community interaction, uplift and skills, confidence and access to opportunities, organisational capacity and resilience.</li><li>• <b>Value generated via community investment (grant giving):</b> organisational capacity, scale up, and resilience community interactions, innovation and confidence</li></ul>

As the Trust looks to build and evolve its future strategy over the next year, it should prioritise a bespoke framework to understand its impact and value. This will then need to be embedded across the organisation, recognising that understanding value should be an everyday behaviour and activity of all staff members.

## Understanding the Value of the Westway Trust's Activities: An Ongoing Process



## *In Focus...Tracking Value and Impact*

It is important that an 'organisation-wide' approach is taken to evidence capture, rather than one focused purely on 'charitable' purposes. Maintaining a balance between financial, economic and social intelligence will help to focus and steer the Trusts' targeting of resource on an ongoing basis.

Some initial considerations in terms of data capture are provided below, this will need refinement as the framework of indicators is developed further.

### **Types of Information**

A mix of evidence will be needed: some of this will be easy to collect (and in some cases is already being collected), while in other cases, more leg work will be required. This should comprise both quantitative and qualitative insights (e.g. testimonies and stories). While some of the indicators are likely to remain static over time, others are likely to evolve and emerge in line with changing activities and focus of the Trust.

Example information types are summarised to the right.

### **Types of Reporting**

Reporting will be required at regular intervals: providing 'live' evidence to better inform delivery activities across the team. Crucially, to be effective this should be readily accessible by all team members. Collecting good information and evidence should be seen as a 'behaviour' embedded across the organisation (rather than being the sole responsibility of individuals).

While it will not be possible to share all data externally, examining ways to democratise wider access to evidence on data and value should also be considered. A live data dashboard embedded within the website could be an innovative way to achieve this.

In addition, seeking new, more interactive ways to gather and play back information (e.g. short videos) could help to engage different communities.

### **Westway Trust Value & Impact: Example Evidence Sources**

**Internal gathering and collation of data:** e.g. on the profile and performance of the commercial estate, on partnership work, and on education services. Much of this can be easily without a need for additional resource

**Feedback forms / surveys of people benefiting from Westway Trust support:** to collect information on the experience of services, and the impact of these

**Collection of information from tenants:** via the tenant's charter, exploring ways to encourage tenants to share information on their activities and footprint as part of their lease (a two-way exchange, recognising the value of discounted rent, or enhanced support). This could be in the form of an annual 1-2-page community investment 'pro-forma' which all tenants are expected to complete on a self-evaluation basis

**Tracking of value levered via grants:** a loose framework to capture good information from organisations receiving grants. Again, this could be in the form of a short community investment 'proforma' /self-evaluation; case studies and videos could also be used to highlight particular success stories or achievements.

**Community 'ears':** consideration should be given to investment in approaches which can capture additional information, taking into account more informal interactions with the Trust, beneficiaries who are more difficult to engage, and the need to understand the North Kensington community more generally. A team of part time community researchers, tasked with collating sentiment and stories on an ongoing basis could help collect better information but also to help ensure the Trust represents the community.

# In Focus...Tracking Value and Impact

## Understanding Wider Area Change

Alongside understanding the direct and enabled value and impact of its community investment activities, the Westway Trust should continue to prioritise having an up to date and holistic understanding of the North Kensington community.

The research undertaken here, has provided an initial baseline, but if the Trust is to be agile and responsive it will need to update this on a regular basis.

This can be achieved via two means:

- Undertaking an **annual statistical review of local conditions** (and changes in these) using government and GLA statistics. There is no reason why this can't be done 'in-house' . The vast majority of the sources used are freely accessible and updated regularly. A summary of the most pertinent indicators for annual refresh is provided to the right.
- Gathering more qualitative insight on a ongoing basis via discussion and **dialogue with local communities**. This might include:
  - Evidence gained in the course of day to day work with local partners and community members
  - A more proactive approach to ongoing dialogue – such as via the 'community ears' approach mentioned on the previous page.

While evidence captured does not need to be formally reported, it will need to underpin communications regarding the decisions that the Westway Trust has taken and the rationale for these.

Wider Area Change: Example Metrics for Ongoing Review (focus on metrics typically updated annually only)		
	Indicator	Source
Social Wellbeing	Languages Spoken by Pupils	DfE Schools Census
	School Attendance Rates	DfE Schools Census
	Free school meals	DfE Schools Census
	Local Unemployment rates (inc. length)	ONS / DWP
	Resident Health (general, mental and physical)	NHS
	Crime rates (inc by type)	MET Police
Economic & Environmental	Westway Sports Centre User Demography	Everyone Active
	Number of jobs and businesses in local impact area	ONS NOMIS
	Number and change in jobs in local creative and cultural sector	ONS NOMIS
	Commercial Property Values	CoStar (if available)
	Footfall – station and bus usage	TfL
	Air quality levels	TfL

## Next Steps

While a relatively broad set of recommendations have emerged from the research, there are a number of immediate / priority actions which have been identified for the Westway Trust.

Where possible, these should form the focus of activity over the course of the 2019-20 financial year, and should be seen as setting the foundations for future change and action.

Ten Priority Actions for the Westway Trust – 2019/20
CROSS CUTTING / ORGANISATIONAL
<div>1. Development of a short term action plan for the Westway Trust, prioritising interventions, and ensuring that actions identified here and elsewhere are delivered within a common and coherent framework (alignment of the work of property and charitable focused parts of the organisation is paramount)</div> <div>2. As part of the above, develop a new model to track and understand the impact of the Westway Trust, both in terms of its direct footprint, and as enabled via community investment</div> <div>3. Progress work to develop a new communications strategy for the Trust (including a new website) which focuses on better articulating the Trust's community role and function.</div>
VOICE
<div>4. Agree a partnership agreement framework with the K&amp;C Social Council (and where relevant other partners), laying the foundations for more effective and impactful future collaboration</div> <div>5. Complete the review of the ‘member organisation’ model and community participation approaches, establishing greater clarity on the purpose and value of these both for the Trust and local communities</div>
RESOURCE
<div>6. Trial participatory grant making, examining via this the potential to transition to a long term model which is focused around community investment</div> <div>7. Instil a more proactive approach to managing the Sports Centre contract, identifying areas for immediate action to broaden the demography of local participation.</div>
SPACE
<div>8. Commence and complete the review of the Asset Strategy and related Tenant Curation Strategy, taking into account the recommendations outlined on page 42</div> <div>9. Identify a pipeline of current and forthcoming spaces which could be used as ‘quick wins’ in terms of testing new spatial approaches</div> <div>10. Via the Urban Design Strategy, identify a pipeline of ‘quick wins’ for priority investment</div>



# APPENDICES





# Appendix A

## Baseline Economic & Social Data





# Appendix A: Baseline Socio-Economic Data

This section brings together the data which has been collated in developing this report. It presents key statistics for each of the three wellbeing themes, as summarised in the diagram below.

Where possible the most up to date data has been used, however for a number of statistics the only data available is from the 2011 Census. Sources are listed throughout Appendix C. Statistics are reported for the following geographies:

- + Local Impact Area 'LIA' (North Kensington's 5 wards combined: Dalgarno, St Helen's, Golborne, Notting Dale, Colville). For older statistical datasets the pre-2014 ward boundaries have been used
- + Royal Borough of Kensington and Chelsea
- + London



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## Key Statistics

Indicator	Area Statistics		
	North Kensington LIA	RBKC	London
Social			
Ethnicity (Census 2011)	58% White, 17% Black, 17% Mixed/Other, 8% Asian	71% White, 7% Black, 17% Mixed/Other, 10% Asian	60% White, 13% Black, 8% Mixed/Other, 18% Asian
Language: % speaking English (Census 2011)	76.6%	72.0%	77.9%
Economic Activity Rate (Census 2011)	68% (19,000 people)	69%	72%
Claimants as a proportion of residents aged 16-64 (ONS 2018)	2.3% (605 people)	1.9%	2.2%
Median Household Earnings (GLA 2015)	£36,613	£56,620	£39,110
Indices of Multiple Deprivation (DCMS 2015)	72% of LSOAs are in the top 20% most deprived in the country	24% of LSOAs are in the top 20% most deprived in the country	23% of LSOAs are in the top 20% most deprived in the country
% Patients with Depression at GP Surgeries (NHS 2015/16)	11%	-	8%
Economic			
Total Employment (Growth 2012-17) (ONS 2012, 2017)	19,700 (+35%)	137,500 (+9%)	5,270,000 (+14%)
% jobs in high value sectors (comprising Creative, Digital and Knowledge sectors) (ONS 2017)	41%	56%	49%
Commercial Rental Value (Growth 2010-18) (CoStar 2019)	Retail: £70 per sq. ft (+29%) Office: £45 per sq. ft (+85%)	Retail: £84 per sq. ft (+44%) Office: £50 per sq. ft (+65%)	Retail: £40 per sq. ft (+30%) Office: £50 per sq. ft (+50%)
Start-up Rate (Companies House 2018)	14 start-ups per 1,000 residents	29 start-ups per 1,000 residents	22 start-ups per 1,000 residents
Environmental			
Levels of PM2.5 air pollution (GLA 2013)	5% of output areas have over 18µg/m³ of PM2.5	11% of output areas have over 18µg/m³ of PM2.5	2% of output areas have over 18µg/m³ of PM2.5



# Appendix A: Baseline Economic and Social Data

## Social Wellbeing - Demography

### Population

- + The LIA has an average population of 38,950 individuals, which represents around 1 out of 4 individuals in Kensington and Chelsea.
- + More than half of LIA population is from the UK, 30% from other countries and 13% from other EU countries (2011).

### Age

- + The LIA's population is older than London's, with a notably low younger working age population aged 20-39.
- + When compared to London, LIA's population is older, with a notably low younger working age population aged 20-39.

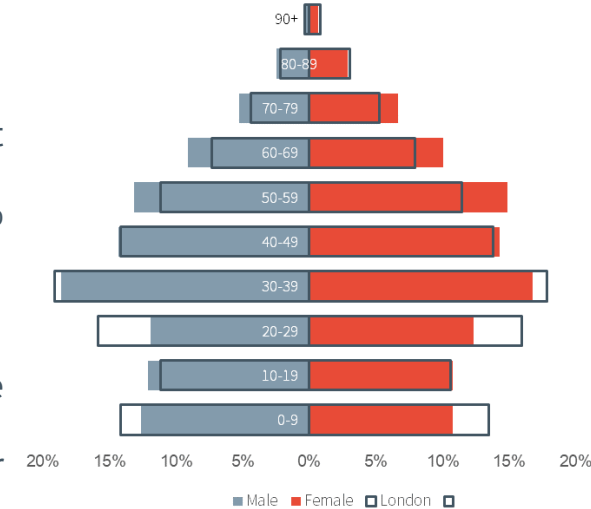
### Ethnicity

- + Population diversity: Census broad ethnic groups – 58% white, 17% black, 7% mixed/other (2011). Within this, the area has a mix of established and emerging communities:
  - + There is a longstanding White Irish community, making up 3-4% of each ward's population
  - + St Helen's has a small Roma Traveller community who are long established in the area
  - + Since the Census included Arab as a separate category, the emerging Arab community in the area has become apparent, especially in Notting Dale and Golborne where Arab's make up 7% of the populations
  - + Of those not born in the UK, around 25-30% have been in the area for more than 10 years

### Language

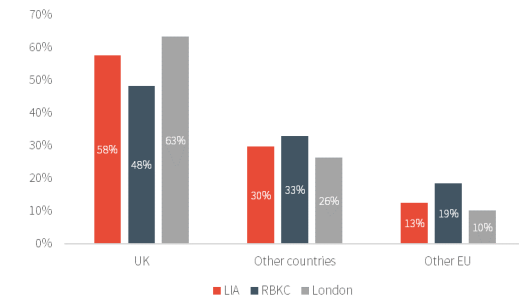
- + English is the language spoken by 76.6% of the population in the LIA. Languages most spoken after this are Asian languages, Arabic and Spanish/Portuguese (2011).
- + More recent figures from the 2018 School Census Data indicate that there are around 47.8% of pupils in the LIA whose first language is known or believed to be other than English. This is slightly higher than the London average (44.6%) and RBKC average (43.7%).

LIA's Population Structure, 2017



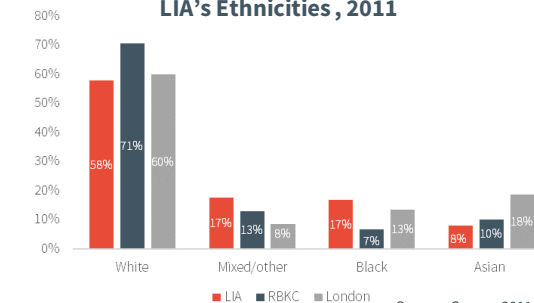
Source: ONS 2017

LIA's Country of Origin, 2011



Source: Census 2011

LIA's Ethnicities, 2011



Source: Census 2011

# Appendix A: Baseline Economic and Social Data

## Social Wellbeing – Skills and Employment

### Education and Skills

#### School Performance (2018)

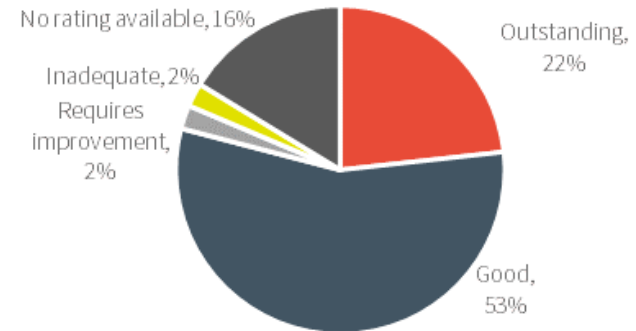
75% of schools in the LIA are rated as good or outstanding by Ofsted. However performance data from local schools shows a mixed picture:

- + All the Primary schools in the area with data available are on or above the national average in progress 8 scores. 38% are above average in at least two of the measures (the measures are Reading, Writing and Maths).
- + However, Secondary schools and colleges are below the national average in progress 8 scores. Out of the 10 schools/colleges with data available, 7 were below or well below the national average.

#### Skills Levels of Residents (2011)

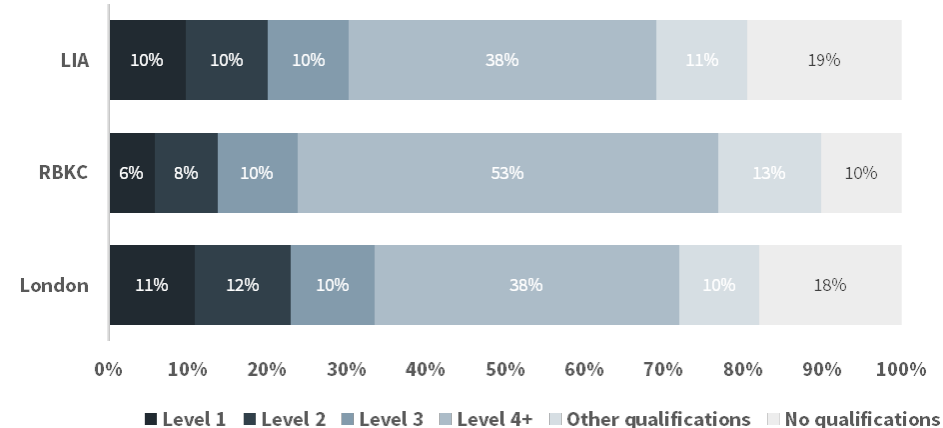
- + LIA has a higher percentage of residents with no or low level qualifications than RBKC, however these are similar levels to London

Rating of schools within the LIA, 2018



Source: Ofsted, 2018

Qualifications of Residents, 2011



Source: Census 2011

# Appendix A: Baseline Economic and Social Data

## Social Wellbeing – Skills and Employment

### Employment and Economic Participation

#### Economic Activity (2011)

- + Significant differences in economic activity between the wards. In 2011, Golborne had the lowest economic activity rates and highest levels of unemployment. Whilst Colville aligned with or performed better than RBKC and London in both these indicators.

Economic Activity Rates, 2011

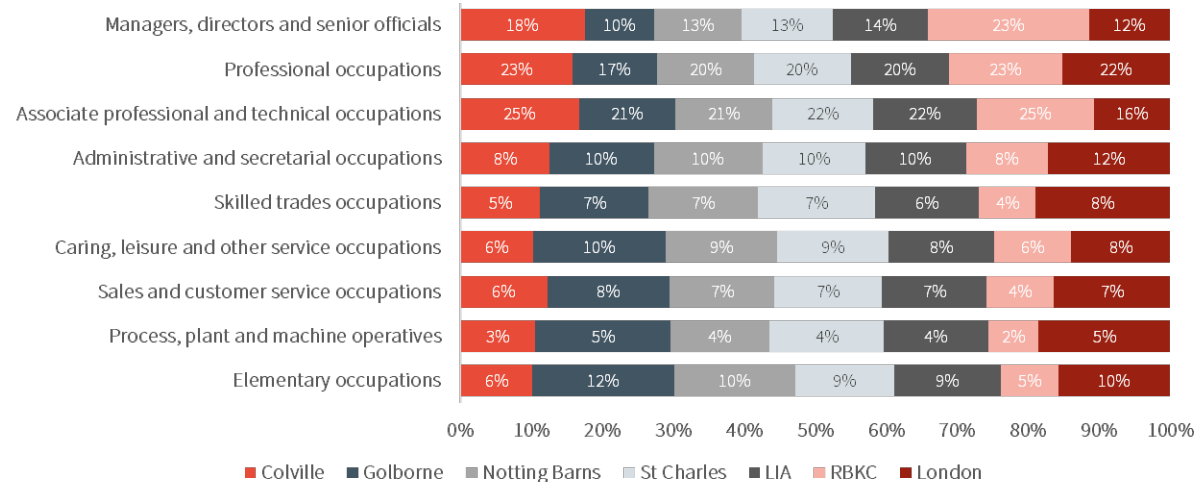
	Colville	Golborne	Notting Barns	St Charles	LIA	RBKC	London
<b>Economically Active</b>	74%	65%	66%	67%	68%	69%	72%
<b>Unemployed</b>	6%	8%	7%	7%	7%	6%	7%
<b>Economically Inactive</b>	26%	35%	34%	33%	32%	31%	28%

Source: Census, 2011

#### Occupational Profile (2011)

- + The LIA has a significantly lower percentage (14%) of the highest level of occupations, Managers, Directors and Senior Officials than RBKC (23%). However, it is at similar levels to London
- + There is disparity between the wards that make up the LIA. Colville has a higher percentage of higher skilled occupations than the other wards

Occupational profile, 2011



Source: Census, 2011

# Appendix A: Baseline Economic and Social Data

## Social Wellbeing – Health

### Physical Health

#### General Health of Residents (2011)

- + Proportion of population which is in very good health is slightly lower in the LIA than in the RBKC or London.

#### Life Expectancy

- + 5 North Kensington wards have a life expectancy of 14 years shorter for men and 12 years shorter for women than the south of the borough

#### Prevalence of Disease

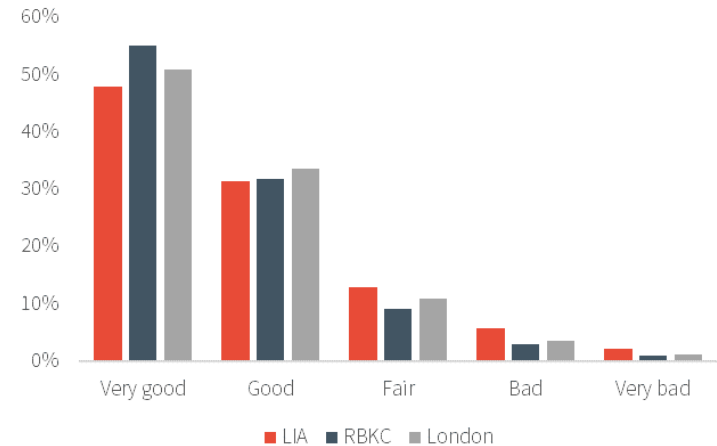
- + Asthma and diabetes are more prevalent in the North of the borough, especially Golborne and Dalgarno
- + The LIA suffers from slightly higher percentages of childhood obesity than RBKC, especially for young children aged 4-5. The LIA is in line with London levels
- + Across all geographies, childhood obesity increases between reception and year 6, however this increase is particularly stark in Dalgarno and Notting Dale

#### Westway Sports Centre (2019)

Data from Westway Sport and Fitness shows the profile of users. 51% of users are from outside the Borough and 27% are from within the LIA. Of those members from within the LIA:

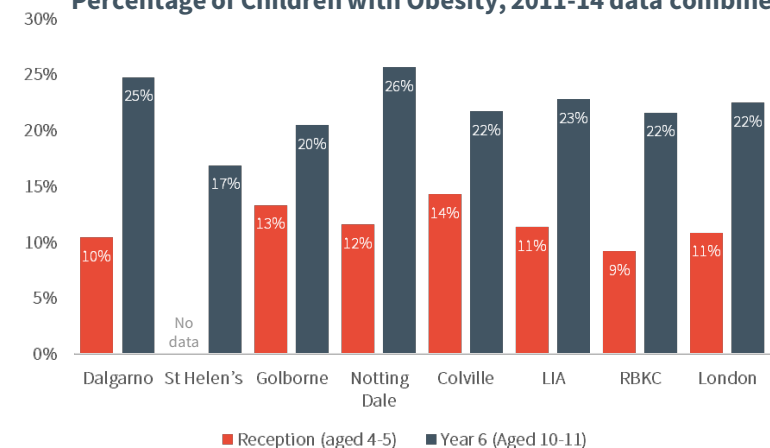
- + 60% are male
- + 44% are aged 0-25; 28% are under 16
- + 7% are students
- + Less than 1% are unemployed, disabled or a concession due to low income

General health of people in the LIA, 2011



Source: Census, 2011

Percentage of Children with Obesity, 2011-14 data combined



Source: Department of Health, 2014



## Social Wellbeing – Health

### Mental Health

#### CCG Level (2016/17)

- A breakdown of London's 32 NHS Clinical Commissioning Groups (CCG) indicates that the West London CCG (which oversees the various medical practices in Chelsea and Kensington) is ranked as having the highest prevalence GP patients with mental health conditions. It also has a higher proportion of patients with depression and dementia than at the London level.

Prevalence of mental health conditions in the LIA's NHS clinic					
	Dementia	Depression	Epilepsy	Learning disabilities	Mental health
London	0.5%	6.6%	0.6%	0.4%	1.1%
NHS West	0.6%	7.7%	0.5%	0.3%	1.5%
NHS West Ranking (out of 32 London clinics)	12th	5th	29th	29th	1st

\* Cells highlighted in red indicate a higher prevalence than at the London level.

#### GP Surgeries (2015/16)

- % of patients recorded with depression in GP Surgeries in the LIA in 2015/16 is consistently around 11%. This is significantly higher than CCG West London average (7%) and London average (8%)

#### Wellbeing (2013)

- The GLA Well-Being scores are a composite measure of the well-being of residents based on 12 indicators. There is significant variation in the well-being scores of the wards across Kensington and Chelsea. St Charles has the lowest levels of well-being with a score of -6, whilst Colville has the highest with a score of -2. This stands in stark comparison with the borough's well-being score of 5.

Rank	Well-being score	Key drivers holding back wellbeing*
1	RBKC (5)	Childhood obesity; crime rate; unauthorised absence in all schools
2	London (-1)	Childhood obesity; crime rate; dependent children in out of work families
3	Colville (-2)	Crime rate; childhood obesity; incapacity benefit rate
4	Notting Barns (-2)	Incapacity benefit rate; dependent children in out of work families; unemployment
5	Golborne (-5)	Incapacity benefit rate; unemployment; dependent children in out of work families;
6	St Charles (-6)	Incapacity benefit rate; dependent children in out of work families; unauthorised absence in all schools

Source: London Ward Well-being Scores (2013)

\* Key drivers are the indicators with the most negative score

# Appendix A: Baseline Economic and Social Data

## Social Wellbeing – Social Participation

### Isolation

#### Crime Statistics (2018)

- + Between March 2017 and March 2019, the LIA had 11,893 reported crimes. Colville had the highest number of reported crimes of the LIA wards, accounting for 32% of the LIA total
- + Last year RBKC had the 6th highest stop and search numbers in London. The main reasons were drugs, weapons and stolen property
- + Last year almost 70% of crimes in North Kensington were theft or violence against the person
- + The LIA's crime rate was 163 per 1,000 population last year compared to 150 in the rest of the borough

#### Physical Accessibility (2015)

- + Accessibility around the Westway is generally lower than in southern parts of the borough. Areas of Dalgarno, St Helen's and Notting Dale also struggle with low accessibility levels.

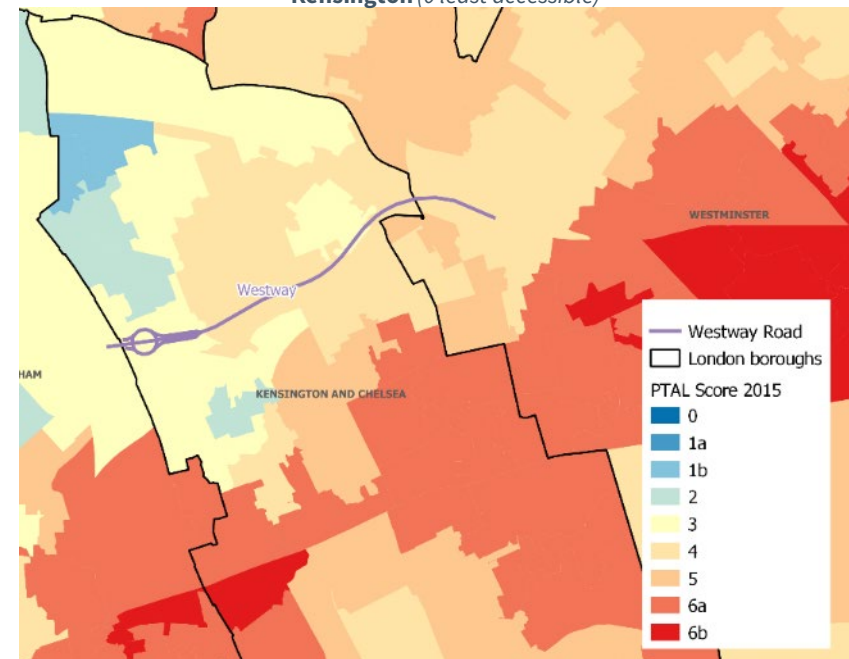
#### Crime Statistics

	Dalgarno	St Helen's	Notting Dale	Colville	Golborne	LIA
<b>Reported Crimes March 2017-19 (% of LIA total)</b>	1,684 (14%)	1,484 (12%)	2,242 (19%)	3,843 (32%)	2,640 (19%)	11,893 (100%)

	LIA	RBKC	London
<b>Crime Rate per 1,000 population</b>	163	150	102

Source: Met Police 2019

#### Public Transport Accessibility Level (PTAL) map of North Kensington (0 least accessible)



Source: TfL 2015

# Appendix A: Baseline Economic and Social Data

## Social Wellbeing – Social Participation

### Engagement & Trust

#### Community Stability (2018)

- + The London Vulnerable Localities Profile published by MOPAC shows which wards in London are at risk of community stability issues. Its calculated by overlaying data on crime, health, educational attainment and population density.
- + All the wards in the LIA are above the London average, with Golborne most at risk of community instability

Vulnerable Localities Score, 2018

	Dalgarno	St Helen's	Notting Dale	Colville	Golborne	London
Vulnerable Localities score	109.5	114.5	120.8	119.9	133.5	100

Source: MOPAC 2018

### Young People

#### Absence at School (2013)

- + The LIA has a slightly higher percentage of unauthorised pupil absences than across RBKC and London
- + St Charles ward had the highest percentage of unauthorised absences at 1.6%

Pupil Absences

	Golborne	St Charles	Notting Barns	Colville	LIA	RBKC	London
% un-authorised absences in all schools, 2013	1.3%	1.6%	1.1%	1.3%	1.3%	1.2%	1.1%

Source: GLA's Ward Atlas 2013

#### Youth Crime (2017/18)

- + In 2017, 106 young people were victims of serious youth violence in RBKC
- + There were 38 serious knife crime offences and 10 gun offences by under 25s in RBKC in 2017
- + Youth stop and search rates in Kensington and Chelsea:
  - + Aged under 10: 0.2 per 1,000 population (London is 0)
  - + Aged 10-14: 33 per 1,000 population (London is 17)
  - + Aged 15-19: 396 per 1,000 population (London is 116)

# Appendix A: Baseline Economic and Social Data

## Social Wellbeing - Personal Stability and Prosperity

### Financial Security

#### Household Earnings (2015)

- + Median household earnings across the LIA are significantly lower than at the borough. There are also important variations within the LIA, for example between Colville (£43,560) and Golborne (£30,100).

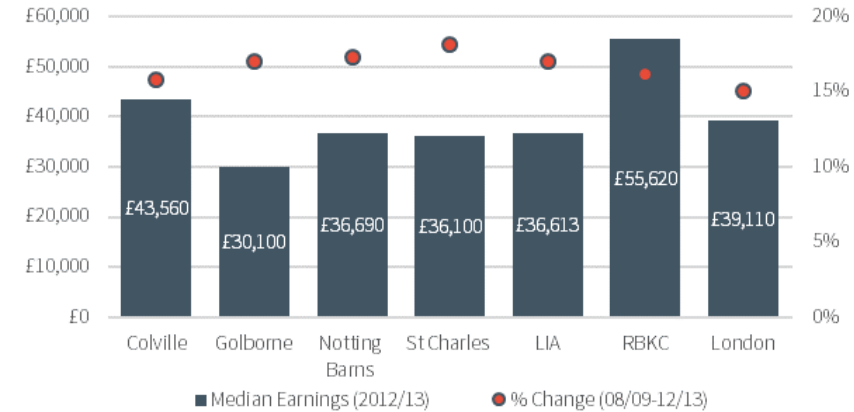
#### Free School Meals (2018)

- + 22% of FSM eligible pupils take free school meals in the LIA. This is compared to 22% across RBKC and 18% in Inner London.

#### Claimant Count (2018)

- + Claimant count in the LIA is higher than for RBKC. There's significant variation within the LIA wards, Golborne has the highest claimant count whereas St Helen's has the lowest.

Median Household Earnings, 2012/2013



Source: GLA Household Income Estimates, 2015

Geography	Claimant count 16+	Claimants as a proportion of residents aged 16-64
Colville	120	1.9%
Dalgarno	100	2.1%
Golborne	175	3.2%
Notting Dale	135	2.6%
St. Helen's	75	1.8%
<b>LIA</b>	<b>605</b>	<b>2.3%</b>
<b>RBKC</b>	<b>1,980</b>	<b>1.9%</b>
<b>London</b>	<b>134,180</b>	<b>2.2%</b>

Source: ONS, 2018



# Appendix A: Baseline Economic and Social Data

## Social Wellbeing - Personal Stability and Prosperity

### Financial Security

#### Indices of Multiple Deprivation (2015)

In the LIA:

- + 37% of LSOAs are in the top 10% most deprived in the country
- + 72% of LSOAs are in the top 20% most deprived in the country
- + All the LSOAs are in the top 60% most deprived in the country

### Housing Security

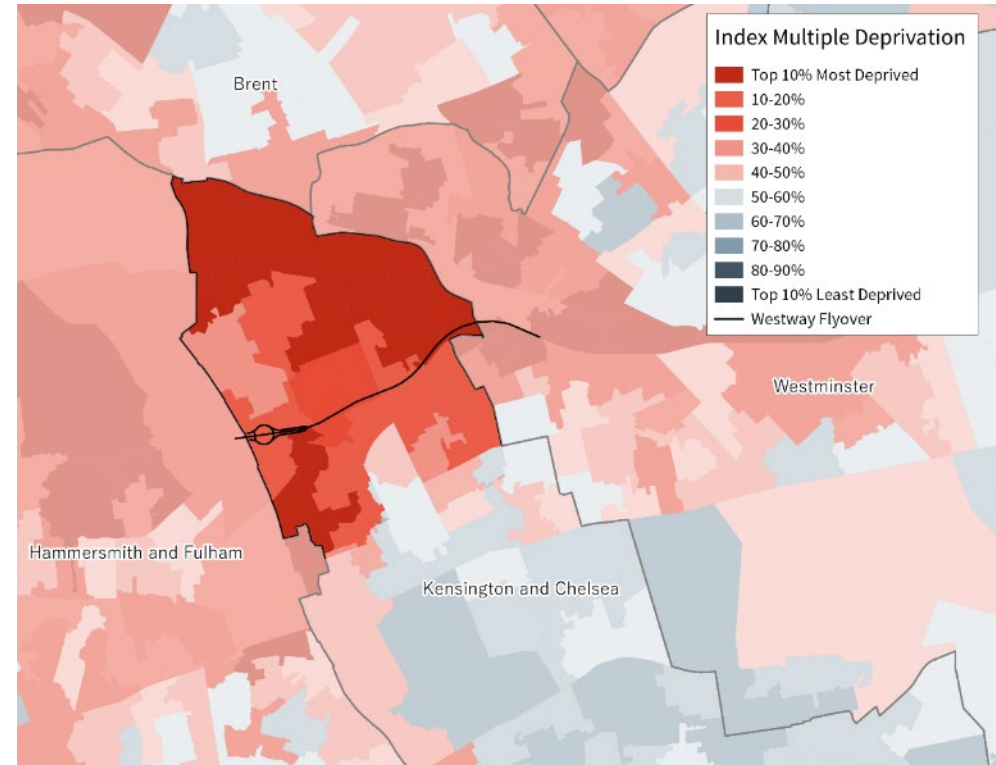
#### Tenure

To the north and west of the Westway, over 60-70% of tenure is social renting. In Colville this is much lower; around 43% social rented. St Helen's has the highest proportion of people owning their homes at 34%.

#### Social Housing (2018)

- + According to DCLG, in 2018, there were 3,330 households on RBKC's housing waiting list

Indices of Multiple Deprivation, 2015



Source: DCMS 2015

## Economic Wellbeing – Enterprise

### Entrepreneurialism

#### Start-up Rates (2017)

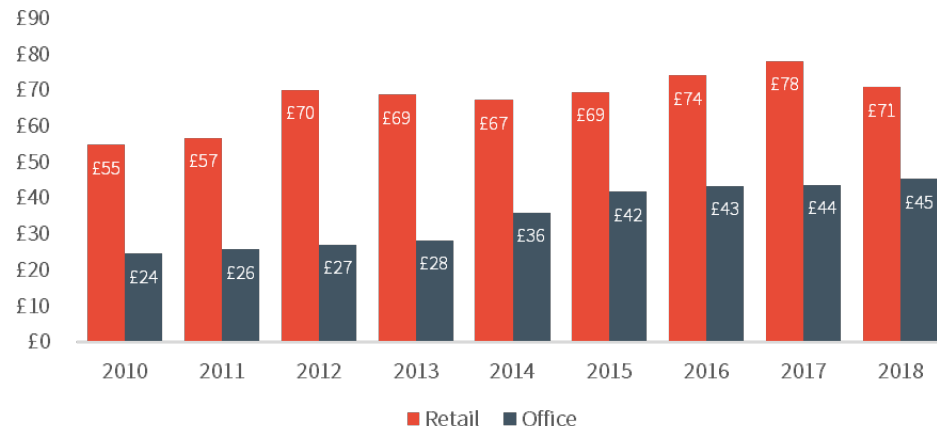
- + The start up rate was 14 start-ups per 1,000 residents in 2017 in North Kensington, compared to an average of 29 per 1,000 residents across the rest of the borough. Within North Kensington, Golborne has the highest start up rate (25 per 1,000) and Dalgarno has the lowest (6 per 1,000)

### Space for Local Businesses

#### Commercial Rent (2019)

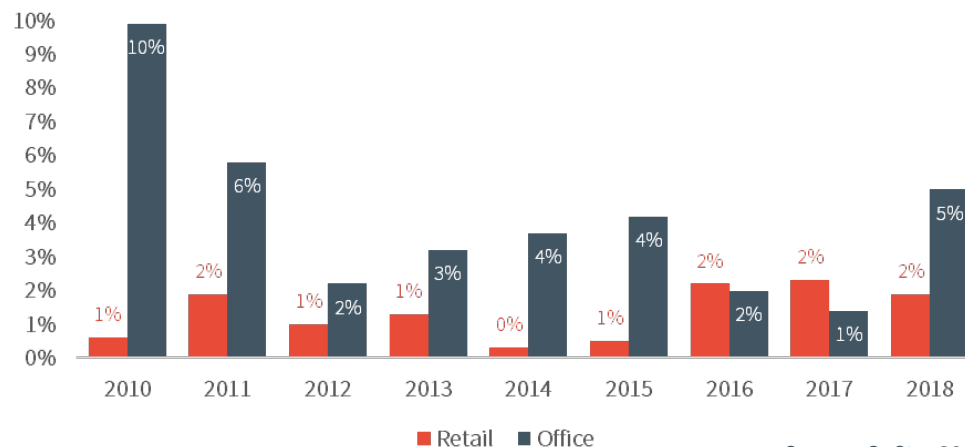
- + Retail rent is around £70 psf. in North Ken, compared to the London average of £40 psf. Growth from 2010-2018 also hasn't been as large in North Ken (+29%) as RBKC (+44%)
- + Office rents over the last 8 years have grown at a faster rate in North Kensington (+85%) compared to the rest of the borough (+65%) and are now at around £45psf (London average of £50psf)
- + Vacancy rates have been variable over the last 8 years. Office vacancy rate is currently high at around 5%. Retail vacancy rates have remained steady over time at around 1-2%

Retail and Office Rental Values, 2010-18



Source: CoStar 2019

Retail and Office Vacancy Rates, 2010-18



Source: CoStar 2019

# Appendix A: Baseline Economic and Social Data

## Economic Wellbeing - Economic Vitality and Business Responsibility

### A Resilient Local Economy

#### Employment (2017)

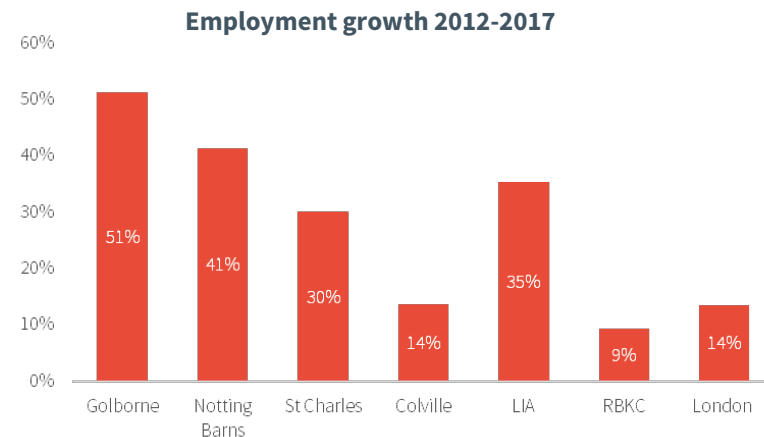
- + There are around 137,500 jobs in LB Kensington and Chelsea. Jobs in the LIA account for 14% of the Borough total.
- + In 2017 the largest employing sectors in the LIA are Public Admin, Education and Health (25%) and Business Support Services (20%) – focus on activities providing services to the local population
- + Key economic hubs in the area are Ladbroke Grove and Portobello Road. Portobello Road ranks 396<sup>th</sup> in the UK in the venue score UK Shopping Index
- + There has been an overall increase in employment since 2012 (+9%), with an important increase taking place in Golborne (+51%) and Notting Barns (41%). Colville has experienced a slower growth in employment.

### Employment practices

#### London Living Wage

- + Across RBKC 22% of jobs are paid below the London Living Wage, this is higher than London (19%).

	2017 Employment
Golborne	6,500
Notting Barns	5,400
St Charles	3,600
Colville	4,100
LIA	19,700
RBKC	137,500
London	5,269,600



Source: BRES, 2012-2017

# Appendix A: Baseline Economic and Social Data

## Environmental Wellbeing – Public Realm & Open Space

### Green/open spaces

- + The access to green space varies across the wards. St Helen's is the only ward in the LIA with below London average's in access to open space.

### Public realm

#### Traffic Incidents (2014)

- + Dalgarno and Notting Dale experience a significantly higher percentage of road collisions which are fatal or serious than across the LIA, RBKC or London

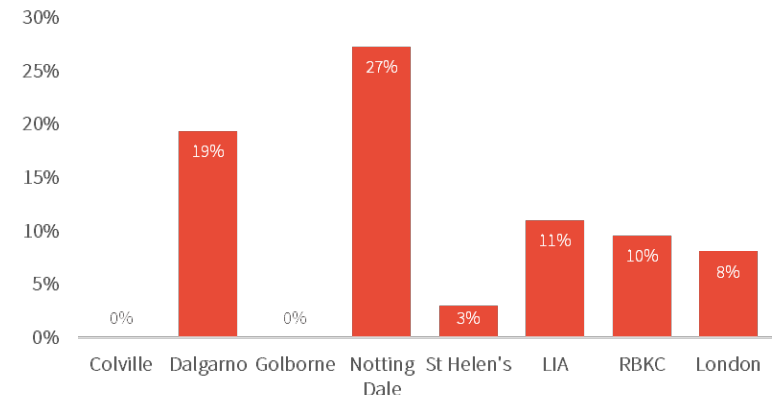
Percentage of households with access to different kinds of green space, 2015

	Open Space	Local Parks	District Parks	Metropolitan Parks	Regional Parks
Dalgarno	89	99	0	100	0
St Helen's	46	98	0	100	0
Golborne	67	98	0	100	0
Notting Dale	94	100	16	100	0
Colville	79	96	29	100	0
London	51.5	38.3	35.6	55.6	26

Source: GLA 2015

Cell is coloured in red when it is below the London average

Percentage of road collisions which are fatal or serious, 2014



Source: DfT 2014



# Appendix A: Baseline Economic and Social Data

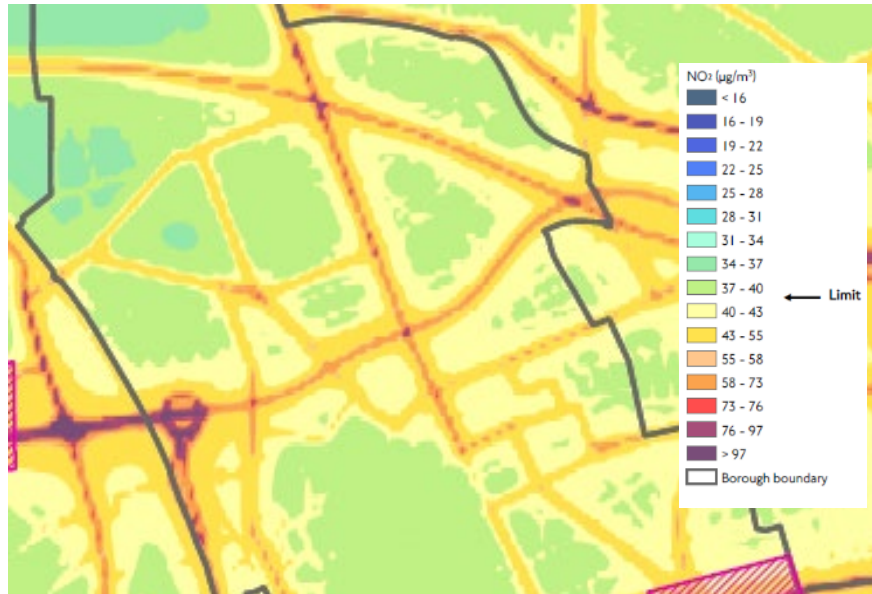
## Environmental Wellbeing – Air & Noise Pollution

### Air Quality

#### Pollution Levels

- + The whole stretch of the Westway suffers from poor air quality which is above national No2 limits. The western edge of the Westway significantly exceeds the limit reaching dangerous levels.
- + This area also suffers from high levels of PM10 and PM2.5 particulates which are associated with respiratory problems.

Air quality in North Kensington (No2), 2013



Source: London Atmospheric Emissions Inventory. TfL, 2013

Air quality in North Kensington (PM2.5), 2013



Source: GLA, 2013

- + Along the Westway Flyover in North Kensington, PM2.5 levels are consistently over  $18\mu\text{g}/\text{m}^3$ .
- + 5% of output areas across the LIA have PM2.5 levels above  $18\mu\text{g}/\text{m}^3$ , compared to 2% across the rest of London

## Appendix B

### Learning from Elsewhere





## Participatory City: putting the community at the centre of an organisation

Overview	<b>Communities working together in Barking &amp; Dagenham on local projects to make everyday life better for everyone.</b>
Purpose	Puts local residents at the heart of projects and encourages spending time together as a local community doing practical and useful everyday things. They support residents to help develop their own ideas and businesses by supplying space or materials and holding workshops and business support programmes.
Relevance	Provide a structure and framework to bring together and unlock community capacity and talent.
More Information	<a href="https://www.weareeveryone.org/">https://www.weareeveryone.org/</a>

# 01

**LOCAL PEOPLE ARE AT THE HEART OF EVERYTHING.**

People's ideas and energies are the biggest asset in the borough - especially when we work together.

# 02

**IDEAS, SKILLS AND ITEMS ARE EXCHANGED, NEVER MONEY.**

There is no financial cost for taking part in any of the Every One Every Day projects. However the project experiences all involve a sharing of ideas, friendship, skills and sometimes ingredients or barter items. The Every One Every Day team helps make that magic happen but we don't deliver the activities as a service.

# 05

**EVERY ONE EVERY DAY DOESN'T GIVE OUT GRANT FUNDING.**

We have small budgets for spaces, materials and equipment. It means you can test your idea out with other local people very quickly, without having to create new organisations from scratch.



## Dudley CoLab: putting the community at the centre of an organisation

Overview	Supported activity to increase community capacity; residents define ideas and are given expert support to organise activities
Purpose	Based in Dudley Town Centre in a number of co-created spaces. The focus is to help local people make change in the places that matter to them in ways and timeframes that make sense to them.
Relevance	Use of vacant / disused space to encourage interaction, engagement and innovation
More Information	<a href="https://www.colabdudley.net/">https://www.colabdudley.net/</a>





**Nesta Challenge Prizes:** encouraging community engagement and innovative approaches to change

Overview	Uses prizes to stimulate innovative solutions to some of the biggest challenges we face.
Purpose	By taking the form of a public competition, challenge prizes aim to engage the broadest community of problem-solvers to tackle big challenges in communities and places.
Relevance	Using public competition, to engage a broader community of problem-solvers
More information	<a href="https://www.nesta.org.uk/project/challenge-prize-centre/">https://www.nesta.org.uk/project/challenge-prize-centre/</a>



### Pop Brixton: using innovative leasing models to create meaningful local impact

Overview	Innovative leasing models to cross subsidise start-ups, and community organisations and to delivery wider social value.
Purpose	Has the space to drive footfall and flexibility to test new uses. Bars and food uses have a high turnover and provide a strong place making value. Achieves above market rates, which enables cross subsidy of lower value generating uses. Leases also mandate community give back creating social value. Overall it has been highly successful.
Relevance	Taking a wider and more ambitious view of value which can be generated via commercial estate.
More information	<a href="https://www.popbrixton.org/">https://www.popbrixton.org/</a>



## 639 Enterprise Centre: supporting local people in business

Overview	<b>Offers affordable office space, shared space, meeting space, a gallery and a free venue space for local charities to hire.</b>
Purpose	639 offers affordable office space, shared workspace, meeting space, a gallery and a free venue space for local charities to hire. Run by the London Youth Support Trust (LYST), the 639 building has been developed as a centre to help local people get started in business and gain employment skills.
Relevance	Use of space to accommodate a mixed model responding directly to local community needs in a area of significant transition
More information	<a href="http://www.lystbusiness.com/our-centres-old/639-enterprise-centre/">www.lystbusiness.com/our-centres-old/639-enterprise-centre/</a>



## Maida Hill Place: creating a hub on the high street

Overview	<b>Social enterprise with a professional kitchen, provides shared space and training with access to facilities.</b>
Purpose	Set up to be a sustainable hub on the high street and encourage economic growth in the local area. Provides space for local small businesses who specialise in food production, but is particularly targeted at residents from low income backgrounds. It delivers specific training and food education to local people, and generates income through cooking classes, menu development and tastings.
Relevance	Use of space to encourage sector specific enterprise and training, with wider placemaking benefits
More information	<a href="https://www.maidahillplace.co.uk/">https://www.maidahillplace.co.uk/</a>

**maida hill place™**





# Appendix B: Learning From Elsewhere

## Volunteer It Yourself: developing the skills of young people

Overview	<b>Combines volunteering and DIY by challenging young people ages 14-24 to learn trade skills by helping to renovate community buildings.</b>
Purpose	Participants are mentored by professional tradespeople, who also volunteer their time, and can gain vocational skills accreditations as well as access to further training, work placement and apprenticeship progression opportunities beyond VIY.
Relevance	Engaging young people and supporting progressions via practical volunteering which leaves a physical legacy.
More information	<a href="http://www.volunteerityourself.org/">http://www.volunteerityourself.org/</a>



### Industry in the Streets: developing and promoting the creative talent of young people

Overview	A youth agency working with young people, promoting ethical enterprise, education and engagement in the creative sector.
Purpose	A creative youth agency that works with young people and practitioners in creative industries. IITS develops projects ranging from live events to seminars and marketing campaigns for brands, education providers and arts organisations, promoting ethical enterprise, education and youth engagement in the creative sector.
Relevance	Engaging young people, raising aspirations, unlocking talent by facilitating and promoting links to business.
More information	<a href="http://www.industryinthestreets.co.uk/">http://www.industryinthestreets.co.uk/</a>



## Teenage Markets: giving young people a platform

Overview	A free platform for young people to run their own stall at their local market and test product and business ideas.
Purpose	Offers young people the opportunity to run their own stall at their local market for free to test their product and business ideas. The markets also focus on promoting young local performers by providing performance platforms.
Relevance	Building connections between young traders and established independent retailers.
More information	<a href="https://theteenagemarket.co.uk/">https://theteenagemarket.co.uk/</a>



## Southwark Social Charters

Overview	Highly place specific social regeneration charters to deliver value through economic growth and evolution.
Purpose	Ensuring that physical change in the borough is accompanied by positive social change which is achieved through partnership. The charters provide a shared framework for all stakeholders to sign up to, and a shared process of governance for implementing and reviewing any development.
Relevance	Collaboration across public, private and civil society sectors to drive collective responsibility and value.
More information	<a href="https://www.canadawatermasterplan.com/wp-content/uploads/2018/05/Masterplan-Social-Regeneration-Charter-May-2018.pdf">https://www.canadawatermasterplan.com/wp-content/uploads/2018/05/Masterplan-Social-Regeneration-Charter-May-2018.pdf</a>





## Appendix B: Learning From Elsewhere

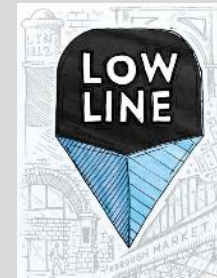
### Pilcrow Pub: putting community assets back in the hands of the community

Overview	<b>Community and volunteer-led project to build and staff a new pub north of Manchester City Centre.</b>
Purpose	It took 10 months to build and was built by volunteers who attended workshops run by local tradespeople. Local people feel a strong sense of ownership over the pub, which is now open and sells modern beers, drinks and food. It also runs events including pub quizzes and music nights and has rooms available to hire.
Relevance	Creation of community capacity, engagement, and space via a collaborative project.
More information	<a href="http://www.thepilcrowpub.com/">http://www.thepilcrowpub.com/</a>



## Bankside Low Line: putting place at the heart of projects

Overview	Initiative to unify a disparate urban environment around the common thread of the rail viaduct arch economy.
Purpose	An ambitious long term project to open up the pedestrian walk way that runs along the base of the rail viaduct in Bankside. The route encourages exploration along its length, revealing new destinations, and celebrating and preserving the history, economy and community of one of London's oldest neighbourhoods.
Relevance	Proactively sharing and curating the urban environment and economy to respond to local community needs.
More information	<a href="http://www.betterbankside.co.uk/buf/the-low-line">http://www.betterbankside.co.uk/buf/the-low-line</a>





# Appendix C

## Study Consultees



# Appendix C: Study Consultees

A detailed consultation process informed the research. The list of consultees was initially shaped via discussion with the Westway Trust, with additional contracts added and suggested as the programme progressed.

In addition to the one to one discussions summarised below, insight was also gained via attendance at a number of pre-existing

meetings / forums where local issues were being discussed.

The research also cross-referenced against a number of parallel consultation exercises taking place in North Kensington, including by RBKC and by Fluid (the latter as part of the Westway Urban Design Strategy).

## Strategic

Alex Russell

Mark Lockhart

Tanya Thompson (CPC)

Eve Wedderburn (CPC)

Cynthia Dize (CPC)

Howard Richards (CPC)

Theresa Shonibare

Gary Thomas

Phil Nicolls

Cllr. Monica Press

Cllr. Anne Cyron

Cllr. Sof McVeigh

Cllr. Pat Healey

Cllr. Mohammed Bakhtiar

Kensington & Chelsea Social Council

Kensington & Chelsea Foundation

Dionne Buckman (RBKC)

Robyn Fairman (RBKC)

Terry Oliver (RBKC)

Katherine Faulks (RBKC)

Tutu Foundation

Isis Amlak

Ann Sanders

## Communities

*(Residents, businesses, groups)*

Matthew Philips

Paul at Bay 66

Arcade Tenants

EPIC

Dalgarno Community Centre

Migrants Organise

Met Police Safer Neighbourhoods team:

Golborne & Colville reps

Bowling Club

Tabernacle Senior Community Group

John Lyons Charity

## Service Providers

West London CCG (NHS)

Westway Sports Centre

Dalgarno Food Bank

North Kensington College

K&C Volunteer centre

Clement James

Colville Primary school

Citizens Advice Bureau

Pepper Pot Club

Open Age





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