

Notes of Stakeholder Briefing 1 – 15,03,2021 3pm

The purpose of the meeting is to update stakeholders on the Community Street project, the timeline for delivery and the components of the project.

➤ Introduction to Westway Community Street.

In 2018, the Trust applied to the GLA Good Growth Fund for funding towards a Community/Cultural Space at Acklam Village. This application was not successful but the GLA wanted to support the work of the Trust and awarded £50k to develop an Urban Design Strategy for the Westway Estate. A company called Fluid were appointed to develop the Urban Design Strategy. They went through a consultation process asking people what they liked about the area, what needed to be improved and what should be retained. The Urban Design Strategy sets out what is possible in different areas along the estate and what some of the constraints are – the full report can be found here: <https://www.westway.org/about-us/our-strategy/fluid-report/>

The Urban Design Strategy was used as the basis for a second application to the GLA Good Growth Fund in October 2019. The Trust was notified this application was successful in February 2020. 50% of the Community Street funding is from the GLA (£1.3 million) and the rest is match funding from the Trust.

The country was then put into lockdown in March 2020, and everything was put on hold. The period that followed brought changes to Westway Trust and a new community-led Board of Trustees were in place and focused on all the work of the Trust being community centred.

The delay in starting the delivery of the Community Street gave the new Board the opportunity to review the application in September to ensure the elements of the project were still in line with what the community's wants and needs are, and that the project could support recovery from the impacts of the Covid-19 pandemic. As a result of this review, some changes were made to the project and it now feels reflective of what people have said they want in terms of improvements to the estate.

The Community Street refers to the whole length of the Westway estate – from Westway Community Transport on Acklam Road to Stable Way.

The main components of the Community Street are:

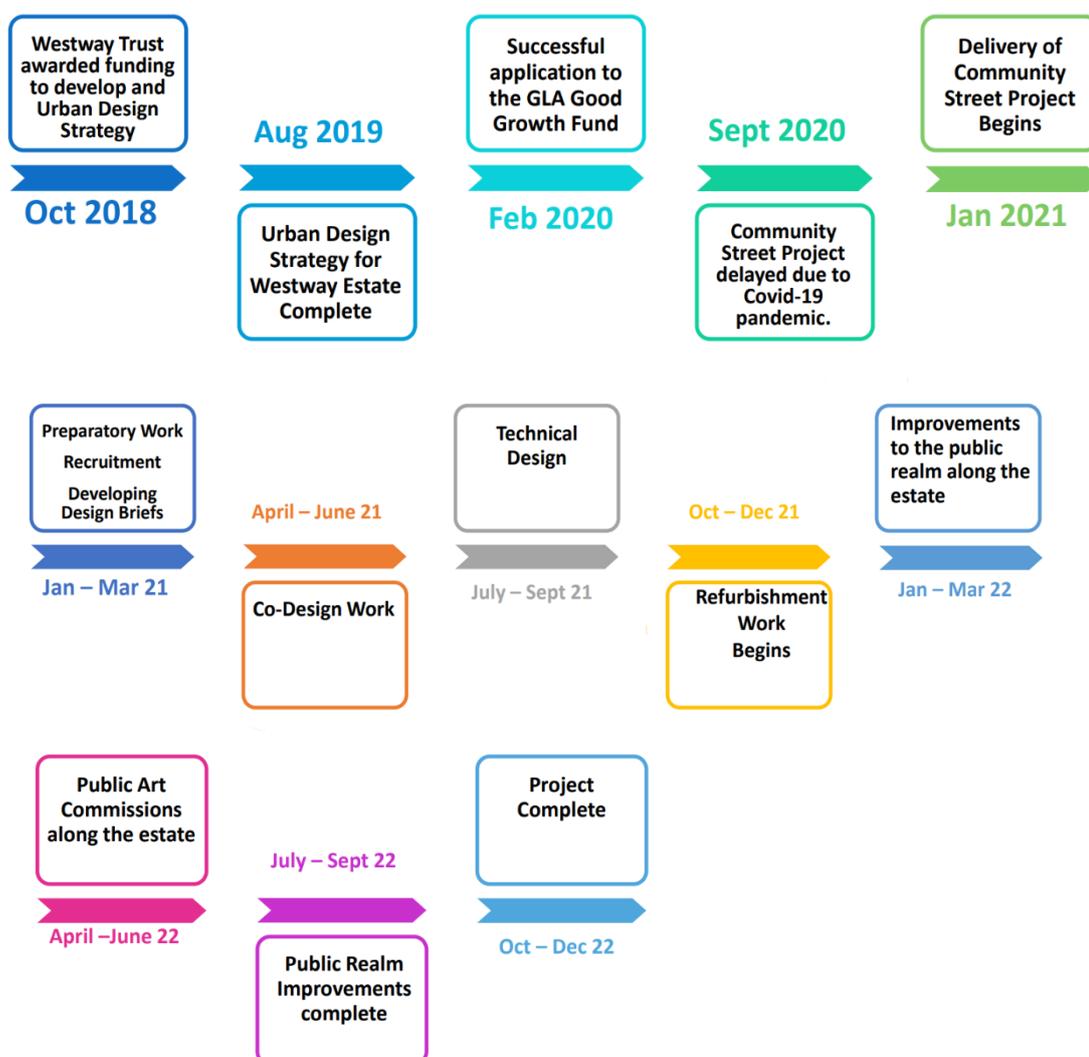
- Improved lighting across the estate
- Testing air quality improvement interventions
- Additional signage and wayfinding across the estate
- Additional greening along the estate
- Locally commissioned Art Installations
- Better integration of Portobello Green Arcade, Portobello Green, Thorpe Close and the Market Canopy resulting in a better trading and visitor experience.
- Refurbishment of public toilets on Acklam Road
- Refurbishment of Portobello Green Arcade
- Refurbishment of Bramley's Big Adventure Building

The above are the headings or themes for improvements – the detail of each component will be developed during the co-design and design phases of delivery.

The breakdown of investment in each component is as follows:

- £570k on Greening and tackling Air Quality across Westway
- £270k on Lighting across Westway
- £240k to improve Portobello Green area
- £170k to refurbish Portobello Green Arcade
- £170k to refurbish Bramley’s Big Adventure building
- £80k on Arts interventions across Westway
- £100k on refurbishment of public toilets

The Community Street project will be delivered over a period of 2 years and delivery broken down into the following phases:



Community Street Timeline

- **Oct 2018** – First application to the Good Growth Fund unsuccessful but the GLA awarded the Trust £50k funding to develop an Urban Design Strategy for the whole of the Westway Estate
- **Aug 2019**- Urban Design Strategy completed and used as the basis for an application to Round 3 of the Good Growth Fund
- **Feb 2020** -Application to Good Growth Fund successful resulting in investment of £2.6 million in improving the Westway estate
- **Sept 2020** – Delivery of Community Street delayed due to Covid-19 pandemic. Westway Board of Trustees revised the Community Street project elements in response to community feedback and to support recovery from the pandemic
- **Jan – Mar 21** – Recruitment is underway for a Project Manager to deliver the project. The deadline has passed for applications and a community panel will interview shortlisted applicants shortly.
The briefs to procure a co-design and design team have been drafted. As the Board want the community to be at the centre of the design process, a separate team will be appointed to lead the co-design process and they will work alongside the technical design team to ensure the integrity of the design is maintained throughout. The co-design team will likely have a lot of local knowledge and be well networked locally.
- **April – June 21** – The procurement exercise for the co-design and design teams will be completed and the successful bidders appointed.
The co-design process will begin – involving members of the community, Westway tenants, market traders, member organisations and others in the discussion on improvements to the space under the Westway.
- **July – Sept 21** – The technical design work will be undertaken, along with surveys and submission of a planning application if required.
- **Oct – Dec 21** – A contractor/contractors will be appointed, and the building refurbishment works will begin.
- **Jan – Mar 22** – Improvements to the public realm along the estate will get underway
- **April – June 22** – Local artists will be commissioned to create artwork for spaces along the Westway.
- **July – Sept 22** – Public Realm improvements will be complete
- **Oct – Dec 22** – All components of the Community Street project will be complete

To ensure the community are central to the delivery of the Community Street project, there will be many opportunities for participation in the project including:

- Join the Project Steering Group or Project Delivery Group
- Join a panel to select the design teams
- Bid to deliver the Co-design or Design work
- Join the 'Bramley's' Steering group
- Participate in co-design and design workshops
- Be a member of the Community Design Review Panel
- Join a panel to select a construction partner

The Project Steering Group is a governance group for the project and will include community members, and officers from RBKC and TfL. The purpose of this group is to support with keeping the project delivery on time and on budget and to help with any issues or delays that may arise.

The Project Delivery Group will be responsible for the day-to-day delivery of the project and looking at what else is going on in the area adjacent to the Westway Estate and what impact it may have on the project delivery.

A Community Panel will interview and select the co-design and design teams ensuring they understand the aims of the Community Street project and the importance of community participation.

Local organisations and individuals will be encouraged to bid for the co-design and design work as having local knowledge and networks would be an advantage.

The building that was Bramley's Big Adventure will be refurbished, and a steering group will look at how this building will be used in the future as a community space.

Once the design work is complete, a Community Design Review Panel will ensure the design is reflective of the co-design process. This is a process to ratify the design work before delivery begins.

➤ **Draft Co-design and Design Briefs**

The draft Co-design Brief and Design Brief were shared with those who registered for the Stakeholder Briefings.

The Co-design brief outlines the scope of the work required and acknowledges the fact that those who live and work around the Westway Estate and have lived experience of the area have valuable insight to add to the discussion and design process.

The main role of the co-design team is to get people involved, getting their views and understanding where people are coming from and their opinions. Part of the co-design process is listening to the views of other people, and while everyone may not agree with each other, there is an understanding of different views. People need to feel they have a genuine opportunity to influence the Community Street project. The co-design team will be involved in developing the concept design with support from the technical design team.

The design brief outlines the scope of work for the design team. We anticipate the design team will be multi-disciplinary and include architects, landscape architects, a planning expert and cost consultants. The design team will design to RIBA stage 5 – which is the final design phase, and the construction team will deliver to this design specification.

The design brief includes a commitment to embedding and delivering social value through the procurement process for the design team and in the delivery of the Community Street. It makes it clear to those who are interested in bidding for this work that the expectation is that they engage with the whole community and think about how they could deliver social benefit. This could be working with schools, having work placements, doing career talks etc. We are inviting people to tell us what they can offer.

The design brief includes some principles on accessibility and inclusiveness and the need for the design team to consider both.

We also expect the design to consider environmental standards – thinking about the materials used, the embodied carbon and energy of the materials and the provenance of the materials used.

➤ **Communicating the Community Street Project**

We accept that many people do not know anything about the Community Street project, and we are essentially starting at ground zero. It is important to start thinking about communication and how the area around the Westway is used to communicate. How can we immediately work to effectively communicate and engage our community on the development of the Community Street?

Toby Laurent Belson, Chair of Westway Trust prepared a presentation on the communication of the Community Street project including communication questions, principles, ideas, starting points and inspiration.

Communications Questions:

- How is the 23 acres used by WT to communicate to the local community? – What information do people see around them when walking up and down the Westway? What does Westway Trust say to you?
- How is the 23 acres used to enable communication amongst the community? Do different people in the community have the opportunity to communicate with each other?
- What spaces currently carry or support communication? Are there advertising boards/noticeboards along the estate?
- How is WT connecting its physical space to its virtual space? The Trust have some great digital spaces that have been developed over the past few years – Westway website and Visit Portobello website. How are these connected to the physical space?
- How is WT supporting its member organisations and tenants to communicate? The Trust has 70 member organisations ranging from resident associations, faith organisations and sports organisations – how do the member organisations connect with tenants including market traders?
- How can we use the Community Street to improve things straight away?
- What spaces are available right now to work with? Are we making the most of our commercial tenants or TfL? Could the Trust work better with commercial tenants such as Sainsbury's and JC Decaux?

Principles to help direct this work:

- We advertise to and communicate with ourselves - Westway Trust and our community - rather than with outside corporations. This is about how we support and talk to each other.
- We begin the Community Street with a focus on communication. This series of briefings are the starting point as we identified that we need to start talking right now.
- We move to other substantial works once we have created a strong and sustainable platform of communications. The timeline shows that a lot of the big work happens later down the line so there is an important piece of work

around communication and bringing people together to work on the designs before the works begin.

- We focus on supporting and engaging the people close to each space - the people who live with the spaces - to create authentic communication. This will help to identify how people will be impacted by works and to resolve issues together. People will have different experiences along the estate.
- This is our community's space to play with. The space under the Westway is for the community – recently reclaimed by the community and not for corporates or institutions

Ideas to get started

- Create bespoke temporary creative communication spaces across the 23 acres - 21st century notice boards. Capacity is an issue at the Trust at the moment, but we can be creative about how space is used to communicate.
- Offer spaces to tenants and members to communicate their work
- Work with local artists, designers, and makers to create the spaces and populate them.
- Create competitions and opportunities for artists, schools, and colleges to exhibit and support each other. Link the physical space with the virtual using webspaces, QR codes, social media and hashtags. The base for a lot of this work is already there.
- Carry the inside spaces outside with photo essays - Westway Stories – could they be communicated physically along the estate
- Create strong engagement opportunities across the 23 acres
- Mix tenants together in mixed comms campaigns EG an arts organisation with a light industrial organisation or a health organisation with a retail organisation
- Link the comms below to the comms above IE use JC Decaux ad space
- Keep community up to date with Westway news EG Job opportunities or panels or public meetings or trustee vacancies or GGF updates
- Invite community groups to create their own communication campaigns
- Be specific. IE engage the organisations who operate in the specific local areas such as Maxilla or Portobello or Swinbrook
- Comms team to develop a unifying style guide
- Engage JC Decaux as part of our Community Street comms and recovery strategy

Starting Points:

- Decorate or customise Acklam hoarding and stables hoarding around Community Street and Westway50 comms strategy. A new covering on the Acklam Hoarding would be relatively inexpensive but would tell everyone that the Community Street is happening. This is the 50th year of Westway Trust and this is another platform to engage and support people
- Identify suitable areas to install bespoke temporary or semi-permanent comms spaces
- Identify local maker to propose installations (aim to be low budget - high concept - lowfi - experimental)
- Agree suitable GGF budget for preliminary comms and engagement campaign

- Bring together Community Street comms group, including local creatives and stakeholders.
- Engage with tenants and members to take up first opportunities for set period of time.
- Establish very clear and timed comms plan to include expected opportunities for involvement and pathways for engagement.

Inspiration for Community Street Project:



INSPIRATION



posters..



23 Acre Communication

TLB February 2021

INSPIRATION

greening...

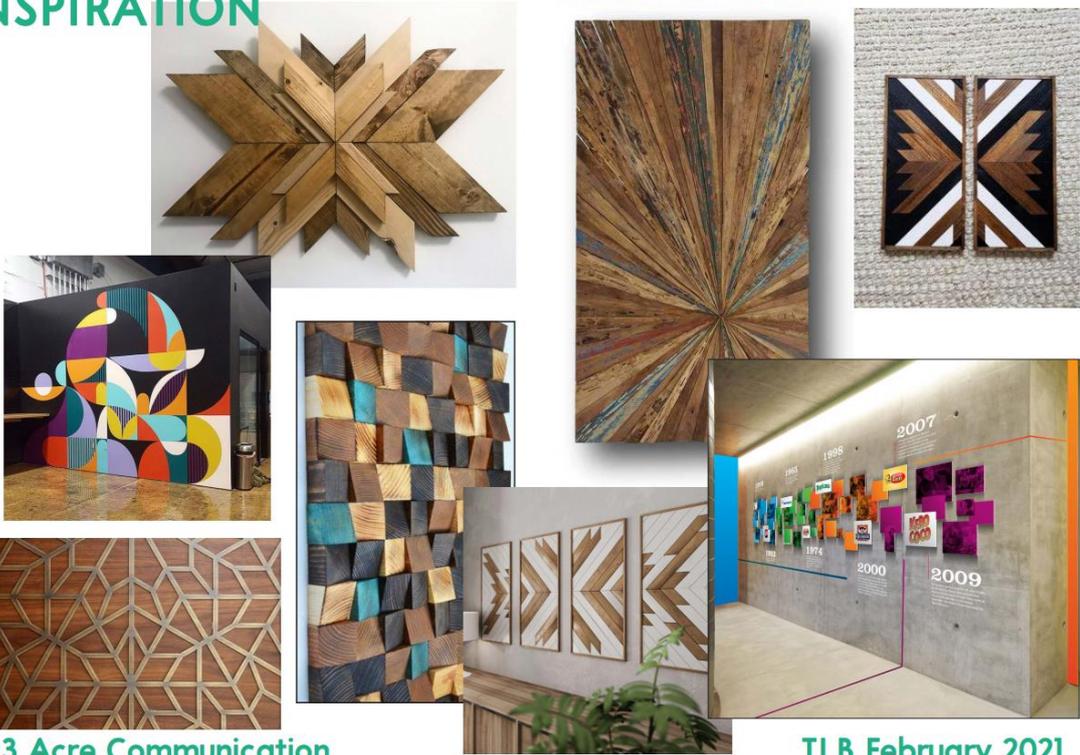


23 Acre Communication

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decoration....

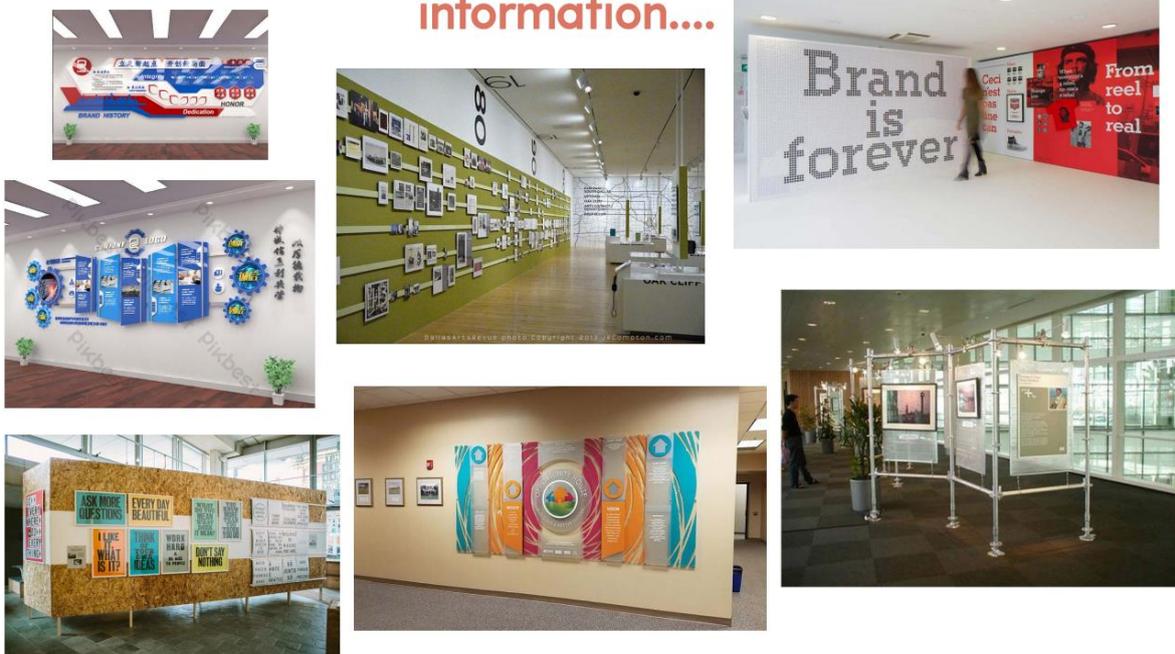


23 Acre Communication

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INSPIRATION

information....



23 Acre Communication

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INSPIRATION materials & structures...



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Westway staff have mapped spaces along the estate that could be used for communication and prioritised them based on the need for improvement to the spaces and the amount of footfall.

Key points of discussion:

- The market traders have been doing some 'virtual Portobello' to keep the market in people's mind. It's been going well, and people are interested in when the market will be opening up again. There is a lot of film and television production starting, and they are contacting traders to ask when they will be back to source their costumes.
- The schedule of works will be discussed with those who will be impacted to minimise disruption
- It would be good to set up a way to keep market traders updated directly to ensure they are kept up to date – email list or a WhatsApp group or delivery of printed information directly
- The majority of traders are regulars, and a lot of people are unaware of these planned improvements
- What type of experience do people need for the co-design work? This is an engagement /consultation piece of work and the successful bidder will demonstrate how they will bring people together, making sure the process is inclusive and that people have the opportunity to participate. They will need to demonstrate in their response how they will engage people, keep them involved and how they will keep people updated. They will also need to demonstrate how they will bring people to a consensus, ensure people feel

heard and that they have genuinely influenced the process. People who participate in the co-design workshops should understand how their ideas will be used, how decisions will be made and be transparent about the process. The successful bidder will have experience of working with people, using their networks in the community to bring people together. The co-design team will guide the process from a community perspective. The brief sets out the expectations of the role

- All the opportunities to participate will be promoted on Facebook, Twitter, on the Trust's website and through static communications along the estate to ensure they are widely seen
- All those who registered for the briefings were sent the draft co-design and design briefs to review and feedback was welcomed
- How is accessibility factored into plans for the estate – in terms of mobility issues, language issues, does signage need translating into different languages, visual and hearing impairments – how are we making sure these improvements are accessible. It is important these considerations are included in the design briefs to ensure those bidding have to address these issues. Mental Health is likely to be a big issue post Covid and this needs to be considered in the planned improvements.
- When work happens at Portobello Green and around the market canopy, will the market have to close for a length of time. This will depend on the agreed design, but it would be unrealistic to say there won't be disruption. How long and how much disruption there is will depend on the agreed works. These questions and issues can be discussed as part of the co-design process. It is an opportunity for those who will be impacted to discuss these practical issues and to come to a solution. It is important that as many market traders as possible take part in this discussion. Traders have been off for a long time due to Covid-19 so will be keen to get back to work.
- Consideration needs to be given to market traders around access to space during the works. The freedom of movement in and out of the market works well as it is for traders and visitors. It is important for the market to keep its integrity. The previous designs proposed for the canopy area caused great concern – that it would become an indoor market
- The stretch of wall as you come up from Portobello Road could be used as a communication space as there is a lot of footfall – under the railway bridge as well as the wall opposite Tavistock Square. This might be possible through working with TfL.
- The Trust has previously had a noticeboard at Ladbrooke Grove Station and this could be picked up again
- The Trust could engage with the Design Museum to draw upon their expertise. They may be able to advise on sustainability and materials etc. It would also help to raise the profile of the community street. We could run a competition in partnership as part of reimagining the Westway. A lot of designers who may not have had many opportunities to showcase their work in the past year may like to get involved
- The area behind the Acklam hoarding could be a very good meanwhile space for the market during the improvement works – particularly the Friday market. There is an existing market in that space on Sat/Sun

- TfL are sensitive about attaching things to the pillars of the motorway but we could be more creative by building a structure around a pillar that could be opened up when TfL need access and could be used for greening, artworks etc.
- A lot of the communication materials around the Sports Centre is out of date and needs to be refreshed by EA
- There is a new hoarding around the stables site which can be used for communicating information
- Local school children could be involved in creating communication materials along the estate