

Notes of Stakeholder Briefing 2 – 16.03.2021 2pm

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:

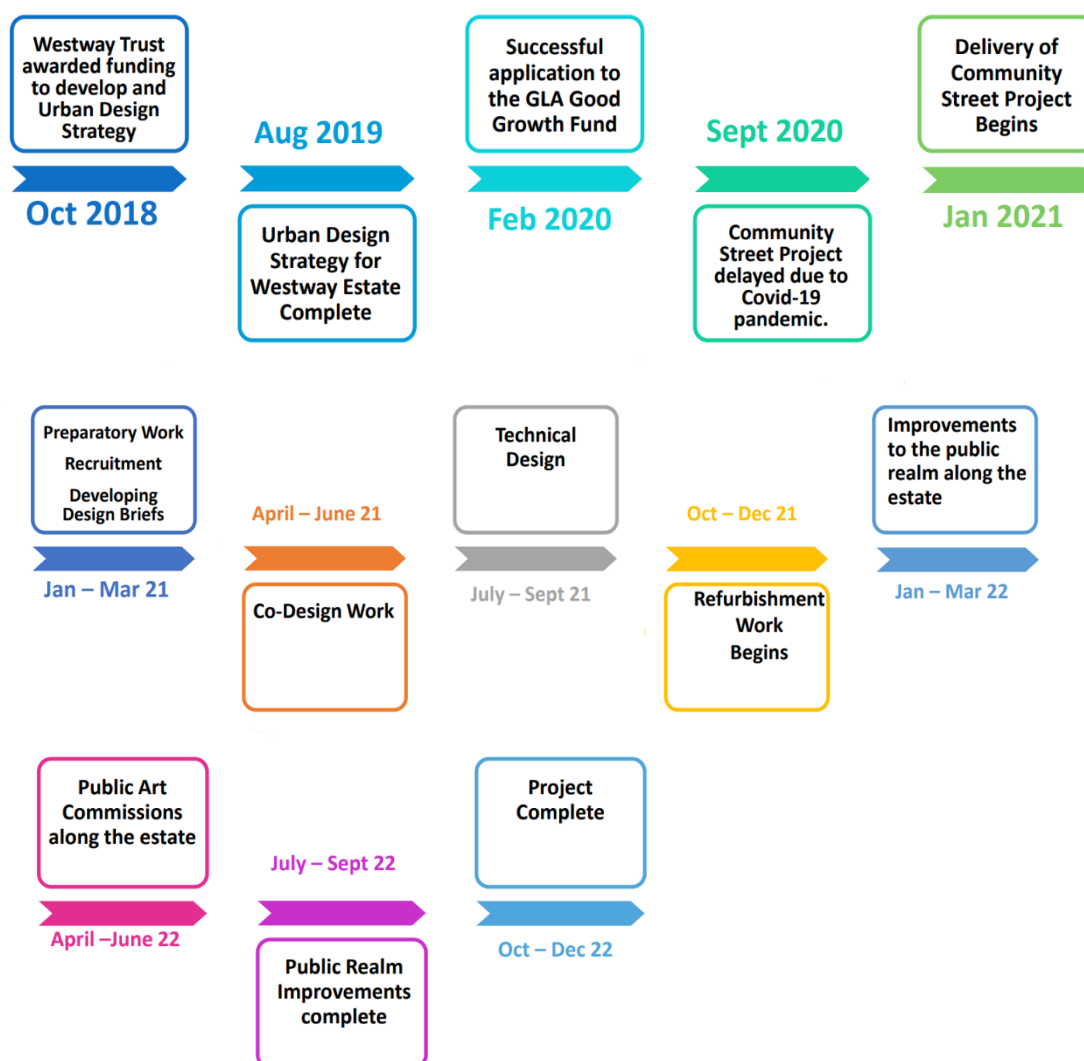
- Improved lighting across the estate
- Testing air quality improvement interventions
- Additional signage and wayfinding across the estate
- Additional greening along the estate
- Locally commissioned Art Installations
- Better integration of Portobello Green Arcade, Portobello Green, Thorpe Close and 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...

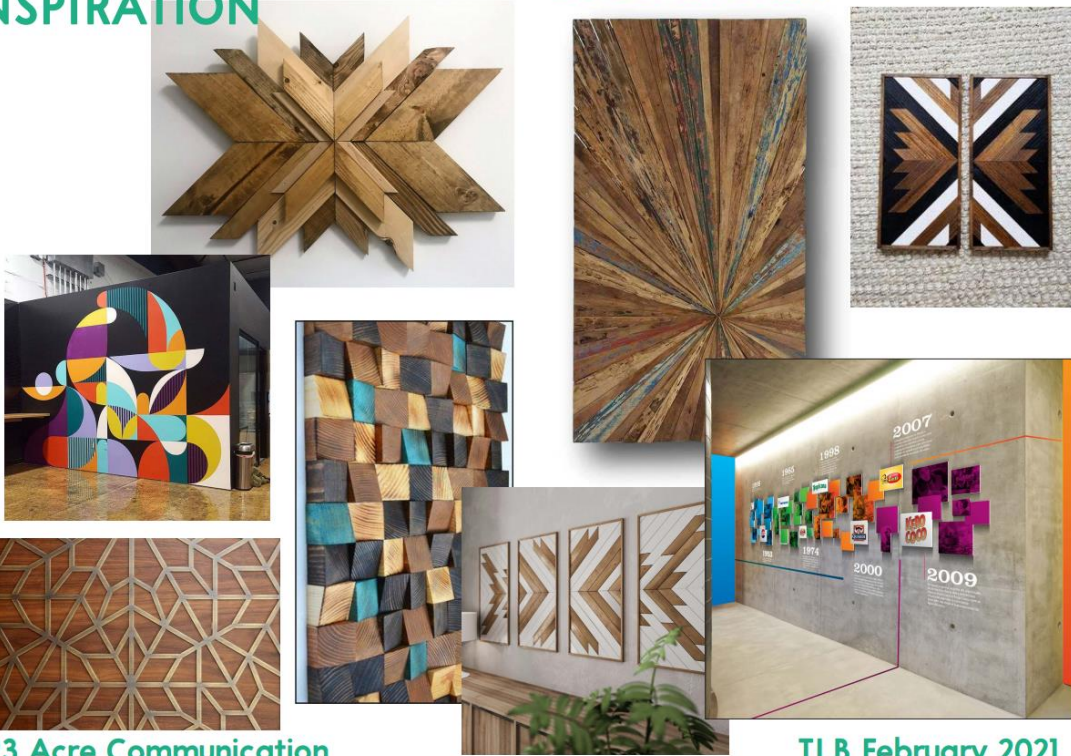


23 Acre Communication

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decoration....

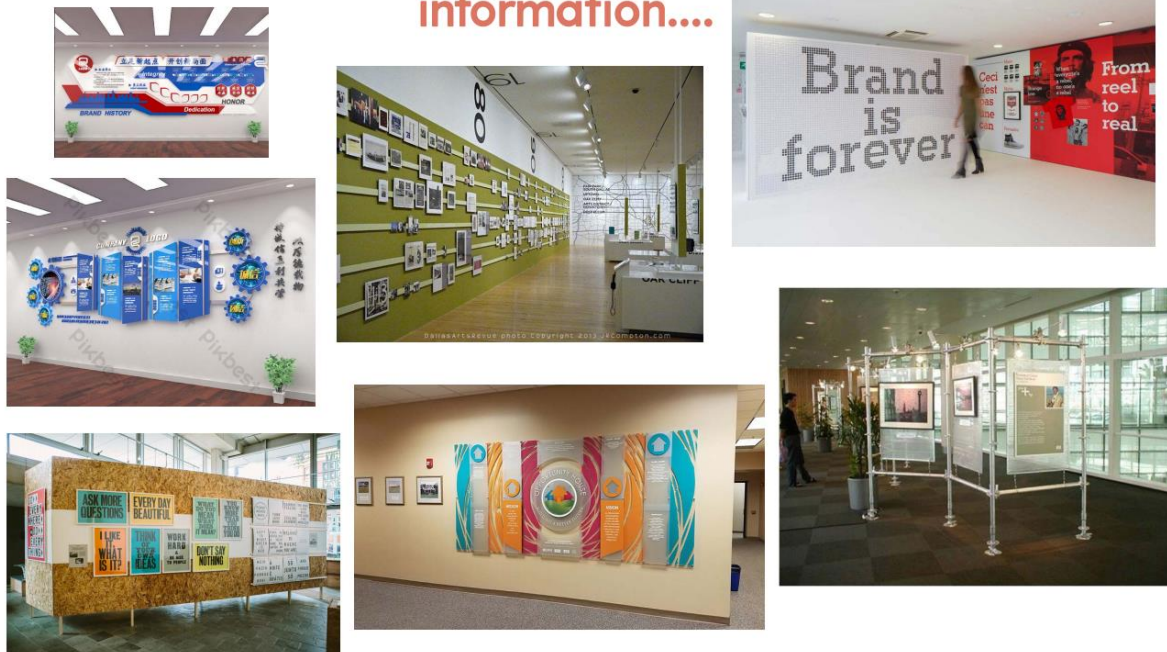


23 Acre Communication

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INSPIRATION

information....



23 Acre Communication

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INSPIRATION materials & structures...



23 Acre Communication

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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 stalls have frames so lights can be hung on them as the current lighting is so poor – these raised stalls make the Arcade completely invisible. The market operator has said that the market stalls could be returned to flat stalls if the lighting was better in the market area
- The improvement to lighting has faced many obstacles – the council have said lighting can be added outside the Arcade to light the entrance. The moment the Arcade becomes visible from the street and what's inside becomes apparent, it becomes a functioning retail area. Philmore Clague has some plans he developed for the Arcade which should be shared with the Board at Westway
- The planning permission already exists to put the glass frontages onto the shops. Some have already been done and others have planned to do it. Previously, tenants were told they would have to pay for these improvements themselves. They all need to be done to increase the visibility of the Arcade. There isn't the footfall through the Arcade to support businesses. Many businesses have closed, and empty shops cost the Trust money. The cost is £6-7k per unit to put in glass frontages. The improved lighting doesn't have to be very expensive

- There have been many plans for the Arcade over the years. The Good Growth Fund investment means the improvements will go ahead – the budget is secure, and the projects elements are written into the application and committed to
- Improvements to the Arcade will also bring people up towards Golborne Road and support businesses
- People need to see an attractive entrance to the Arcade. On a busy Saturday. The entrance to the Arcade gets swamped by market stalls
- There is a green screen project planned for Swinbrook Road – would be good to get more information about this and how it fits into improvements
- There was previously talk about having a green wall on Acklam Road – this needs to be kept live as the impact of the traffic on the Westway is very bad on adjacent homes. The Trust must look at ways to mitigate this pollution
- The Trust have had a discussion with Imperial College about the possibility of getting some support with modelling air pollution from the Westway – looking at where the pollution falls and the contributing factors to inform the development of solutions. We want to ensure we know how pollution behaves as it comes off the motorway, as we want to be sure our interventions don't make the problem worse for anyone
- An 8-story mixed use residential unit is planned for the green space opposite Al Manaar Mosque. The construction period is 2 years, and there are concerns about how the construction of the building will impact on local air quality given the constraints of the site, how the non-mobile machinery will be coming on site and delivery of materials. This area is already heavily polluted as it is where the Westway meets the mainline railway and will get worse. This issue has been brought to the attention of Sian Berry who has been in touch with RBKC Chief Planning Officer about how they have taken their air quality assessments. The methodology used by the consultants to take a baseline reading of air quality did not take readings for PM_{2.5} which they are obliged to collect. They used readings from St Charles Square for their assessment which is not close to the Westway itself.
- What can Westway support along Acklam Road near the skatepark and at Westway Community Transport? The council have to put forward a road traffic management plan for the new development. There is one road into the site and one road out. There is already a lot of traffic with the mini-buses, and people attending the mosque. How would greening along Acklam Road help with pollution from Westway Community Transport. The new building has some elements to mitigate the impact of pollution on its inhabitants, but not to improve air quality for those already living on Acklam Road. What is being done after construction to mitigate the impacts of air pollution on those who will live in these new flats and the additional traffic that will come with the new homes.
- Does the remit of the Community Street Project extend to an energy audit of the entire Westway estate? An environmental audit of the estate is not included in this project, but there is an ambition at the Trust to improve the environmental performance of the estate. The Trust are setting up an environmental committee with experts in different environmental fields to oversee the delivery of the Community Street Project, and wider environmental improvements. A lot of the Westway buildings are very old and

improving them to a high environmental standard is a significant piece of work. Some work has been done to start developing a sustainability strategy for the Trust which will be built on. The design brief to procure a design team makes it clear that the work to be undertaken as part of the Community Street Project should consider where materials come from, the impact on the communities in that area, the embodied energy and carbon of the materials, to ensure the works are delivered to a high standard

- One of the challenges the Trust has is balancing out the strategic work, having the information required to make the right decisions and moving forward with action. A lot of work has been done at the Trust and there are numerous strategies that have been developed in the past. There is still a lot of work to be done to understand what information the Trust has
- Through engagement with Universities, the Trust hopes to take forward the pollution modelling, understand the cost and time this modelling will take, and understand solutions that work and don't have unforeseen consequences. In the meantime, the environment committee will be able to take up some of the other issues such as the impact of the new development on Acklam Road
- There are many examples of councils and organisations rethinking how energy is used and turning it into financial benefit for themselves such as IDNO (Independent Distributed Network Operators) - decentralising energy and making it more local
- There is another development planned across the bridge and also on Elkstone Road - all contributing to more air pollution. These are all RBKC developments as part of the New Homes Delivery Programme across the borough
- The co-design team will facilitate the discussions on design but not come up with the design ideas themselves. They will ensure people have the opportunity to participate in discussions on the elements of the Community Street that interest them, and bring ideas together.
- The Trust have a list of designers recommended by the GLA and others. The tender will be open to anyone interested in responding. Suggestions of design firms to share the brief with would be welcome
- The Community Street – which runs across the whole Westway Estate - has 5 different uses. The Urban Design Strategy was developed in 5 sections as the function of each section was quite different. Malton Road is very important for businesses and is very busy in the daytime but dead at night-time. Lighting and a safe footpath and perhaps planting some trees in the gardens of the adjacent houses would improve this area
- The pods on Thorpe Close could be used to communicate messages as they are mostly unused. One could be set aside for the Community Street Project with a staff member in attendance to engage with people. A physical space on the estate would raise the visibility of the project. Not everyone will seek information on the project online but would be happier to speak to someone in person and look at plans for the estate etc. Other pop-ups could be held along the estate
- RBKC had a consultation on market streets last week – did the Trust take part? Thorpe Close is a part of the market and should be part of the discussion
- There will be lots of ideas that come up in the co-design workshops and not all of them will be able to be taken forward through the Community Street

Project. These ideas could form part of a longer-term strategy for the Trust – the Community Street is just a starting point

- The timeframe has been developed with Covid-19 restrictions – where methods such as Zoom meetings are used for communication while face-to-face communication is not possible