

Community Street Stakeholder Briefing 4 – 17.03.2021 6pm

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:

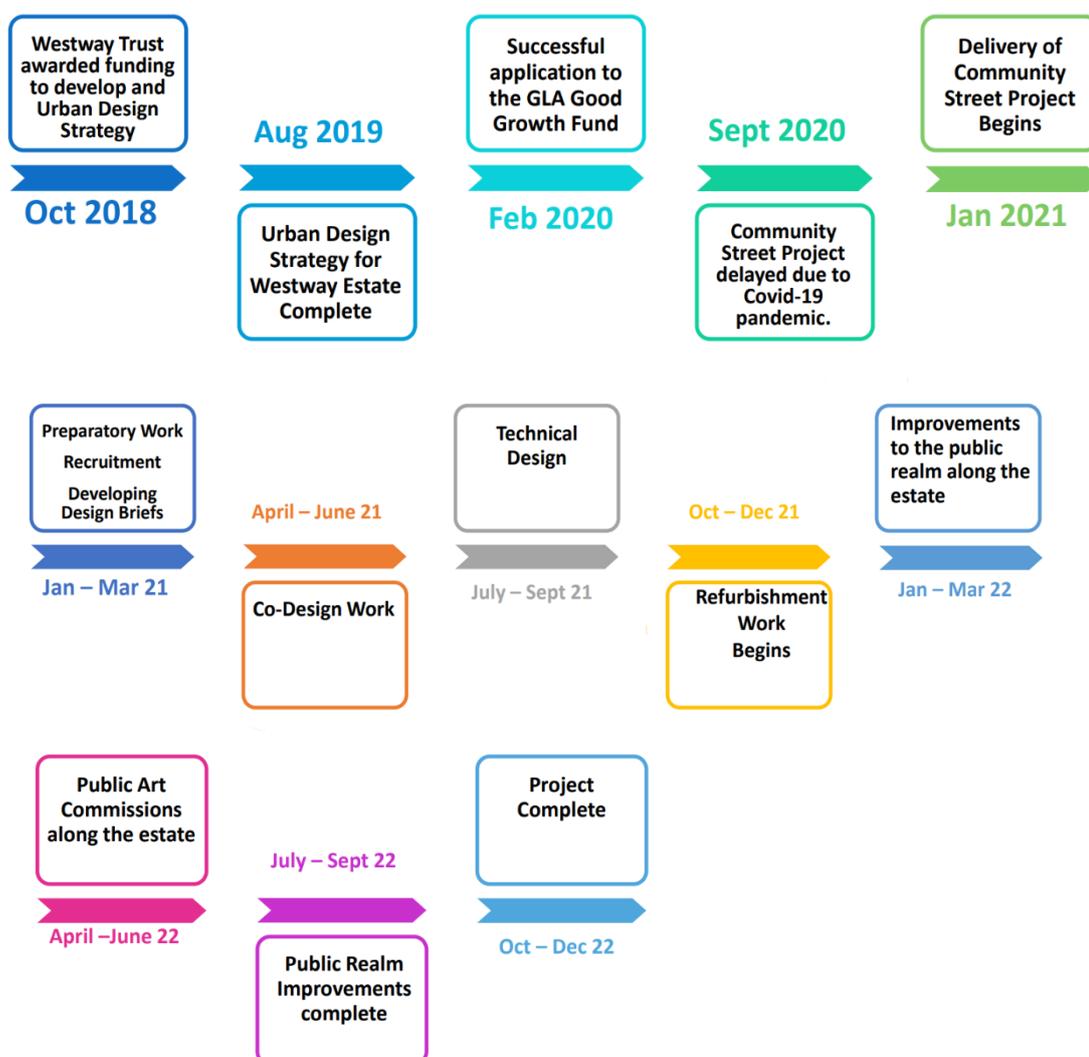
- Improved lighting across the estate
- Testing air quality improvement interventions
- Additional signage and wayfinding across the estate
- Additional greening along the estate
- Locally commissioned Art Installations
- Better integration of Portobello Green Arcade, Portobello Green, Thorpe Close and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

TLB February 2021

INSPIRATION

decoration....



23 Acre Communication

TLB February 2021

INSPIRATION

information....



23 Acre Communication

TLB February 2021

INSPIRATION materials & structures...



23 Acre Communication

TLB February 2021

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 previous development plans the Trust had focused on what was called 'Portobello Village' but this area is not included in the new plans apart from better lighting and greening. There is no new community space in the Community Street which is what people have been crying out for. What will happen in the Acklam area or will it be left as it is
- The total budget for the Community Street is £2.6 million. This budget would not allow for a new building. Bramley's will be refurbished and will be used as a community space. The Acklam Village area will be a separate project as it will need a much bigger investment. The toilets at Acklam will be brought back into use as part of the Community Street.
- The plans for 'Portobello Village' kicked off a community campaign which resulted in the changes at the Trust that are continuing. The development of this site would cost a lot more than £2.5 million – the previous idea for a cultural centre at Acklam was costed at £8 million. The available budget won't stretch to that.
- What came back clearly from the Fluid consultations on use of the area was the issue of lighting and safety and how people felt about the entire estate not just Acklam. We know parts of the estate have been neglected, for example spaces around Stable Way, Maxilla and Malton Road. It's important to deal with this feedback as the need for better lighting is about safety and not aesthetics – spaces feel unsafe for people. We want to make use of this

time to build a better platform for everyone to come to the 23 acres. We need the Westway to be as welcoming as possible for as many people as possible, so that as an organisation the Trust can do a better job of serving and interacting with the community.

- The conversations about what can be done around Acklam are ongoing, with the Tutu Review into Institutional Racism, we are looking closely at a number of spaces that were included in the review and this is an ongoing conversation at Westway Trust and with the council
- The Trust should be looking for a lot more money from external sources for improvements to buildings. Roger Maitland was able to get money to develop the estate, for example the sports centre. Stable Way will need major development, the area is a mess as is Acklam Village. If trying to make the whole 23 acres of Trust land nice for the community, these are the areas to take onboard and look to develop.
- The Trust are looking at these areas and recognise they have been neglected. Roger Maitland did leave an important legacy in terms of the buildings that exist, and the income that has built the Trust into what it is today. An organisation that generates income and provides spaces for community and commercial organisations. His other legacy has resulted in a review which has found the organisation to be institutionally racist, which has had an enormous impact on the organisation and on the community members who have dealt with it and inputted to the review.
- The Trust have a new strategy in place and finding new ways to generate and find income is a big part of the strategy. This will take time as the Trust has lost about 30-40% of its staff in the past 12 months. There was some reasonable debate as to whether the Community Street project should go ahead as the Trust have to match fund the GLA investment and these are challenging financial times. It was felt by the community trustees that we have to go ahead, as it's too important to the recovery of the organisation, the transformation of the organisation and to the recovery of the local community.
- The project is moving forward but the Trust is under a lot of pressure in terms of capacity and income. This project is taking £1.5million out of the organisation
- The Trust absolutely acknowledge the need for the estate to be improved but the challenge is the reality of doing it
- A lot of the work being done to turn the legacy of the organisation around and bring more community people into and around the organisation, is about building capacity. The more people co-opted onto committees will increase capacity and bring connections and opportunities for funding. This will enable things to move at a faster pace
- RBKC recently had a meeting about Portobello and Golborne Markets. The market intersects the Westway but wasn't mentioned in this discussion. What is the role of the council? They could have a role in bidding for funding coming from central government for local regeneration and covid recovery. The Trust are meeting with RBKC teams next week to start a discussion about the Community Street project. The Trust have more work to do on their relationship with RBKC. There is a relationship to be built around the issues of race, racism, social inequalities etc. The new Board have a lot of relationships to be built, rebuilt and reimagined. Again, this is a capacity issue at the

moment. Involving more people in the organisation will help with building better connections

- The Market Development Team at RBKC work with the Trust and have previously bid in partnership for funding along with other local stakeholders. This was partially successful, and the feedback received from the GLA was that they wanted to see strategies from the council and from the Trust that were integrated. The Westway estate is now referenced in the council's planning documents. Visit Portobello is a joint project between the Trust, the council and the traders' association. They consider the whole market area as one when looking at improvements, training and support
- Are there any plans to involve local young people in the Community Street project – in the consultation or the design? The New Youthquake project could be involved as it's about young entrepreneurs. The Trust's Head of Local Economy is no longer at the Trust and may not be replaced in the short term due to the economic impact of the pandemic on the Trust's finances. The Trust needs to find other ways of connecting with economic development activity around the market. Some Kickstart Apprentices will be starting soon and will help to build capacity. Visit Portobello could be a cornerstone of the recovery for tenants.
- As part of the design brief, we have asked people to tell us in their response how they will bring social value and include people in the design process, which could be through work placements, apprenticeships or through working with schools. Communication and engagement is key to getting people to participate in the Community Street and linking up with other initiatives such as New Youthquake (ask Laurelle about timeframe and opportunities to collaborate)
- Does the scope of the environmental modelling and improvements include the estate itself in terms of Net Zero and the targets of the borough? The Community Street project does not include looking at the environmental performance of the estate, but it is a priority for the Board of Trustees. A new Environment Committee will be set up with people with a range of specialist skills and interests to look at the broader issues of energy, water and procurement. The Community Street will focus on air pollution and the possible solutions. One of the design criteria in the design brief is to ensure the materials used in the Community Street are of a high environmental standard and we will look at the provenance of the materials and their embodied carbon and energy
- The detailed specification for the buildings to be refurbished will be worked in during the co-design and design phases. Those responding to the design tenders will receive a pack of information with plans and surveys of the buildings so they will know what they are working with. They will then look at usage and what's possible within the budget in the design workshops
- If Bramley's is to become a community space – will it generate income as this was previously a commercial tenant? There is an acknowledgement that the balance between community and commercial space on the estate needs to be rebalanced. In the early days of the Trust, about 80% of the space was used for community purposes and this has been reduced over the years to about 20%. A Steering Group will be set up to look at what kind of community

activity will happen at Bramley's and whether there is any opportunity for income generation

- Is there a Masterplan for the Westway – that the Community Street is part of? The Urban Design Strategy, prepared by Fluid, sets out a long-term plan for the Westway Estate and the application to the Good Growth Fund for the Community Street project was based on this strategy
- With the development happening in the neighbouring area, across the railway tracks, the Westway could become a conduit across the area linking to these new developments. The Trust are linked into conversations about the underpass from Imperial. This would change the area around Stable Way and Latimer Road and increase footfall to the area. St Quintin's and St Helens Neighbourhood Forum also have plans for the area.