

Notes of Stakeholder Briefing 5 – 18.03.2021 4.30pm

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:

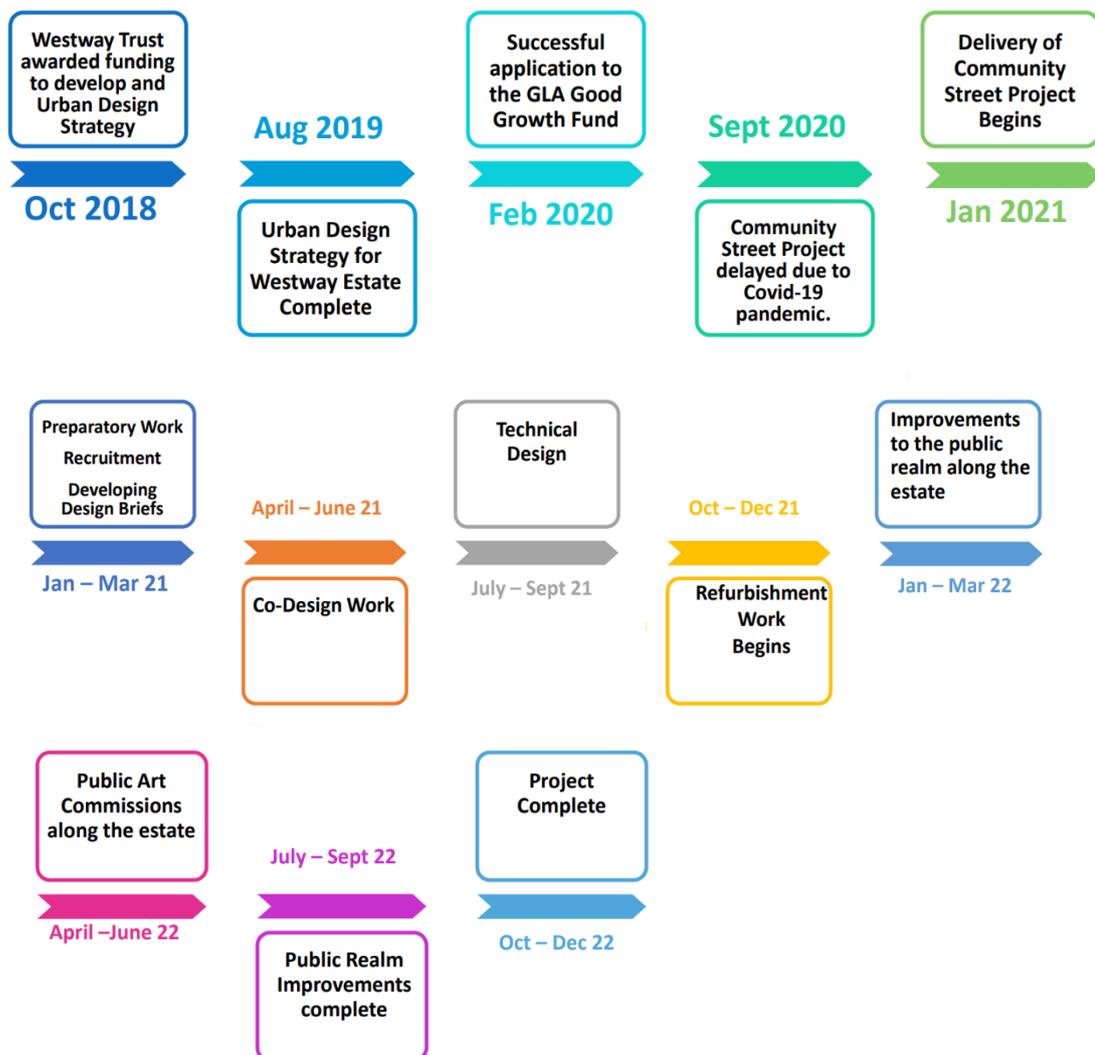
- Improved lighting across the estate
- Testing air quality improvement interventions
- Additional signage and wayfinding across the estate
- Additional greening along the estate
- Locally commissioned Art Installations
- Better integration of Portobello Green Arcade, Portobello Green, Thorpe Close and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

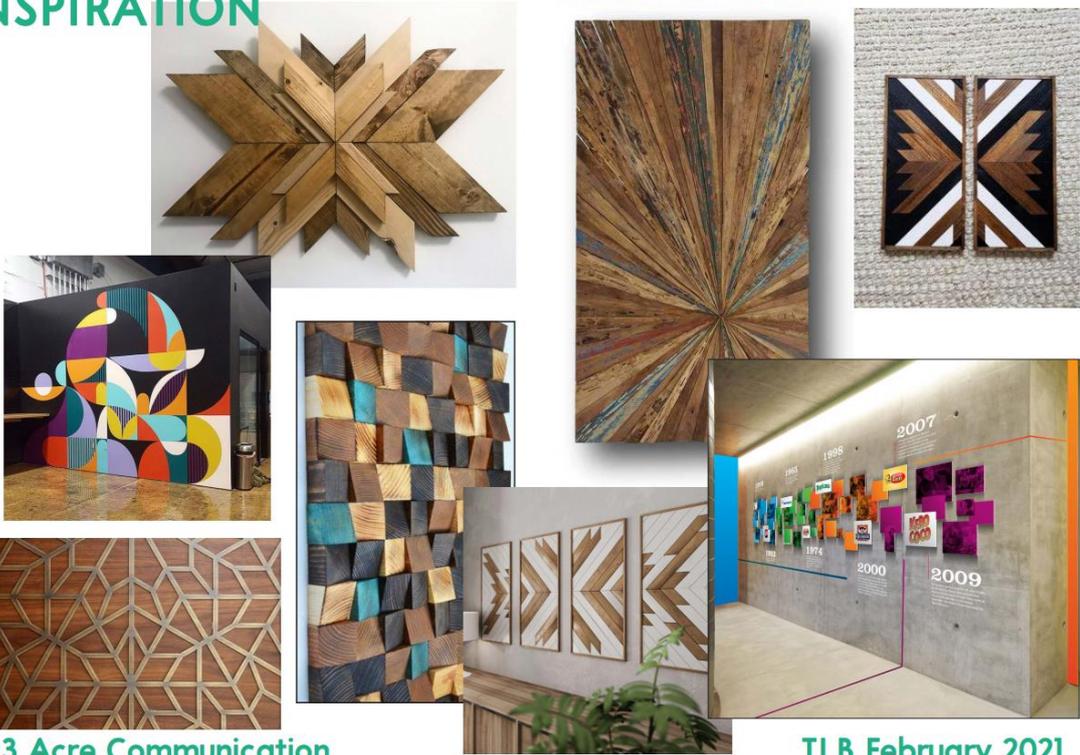


23 Acre Communication

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decoration....

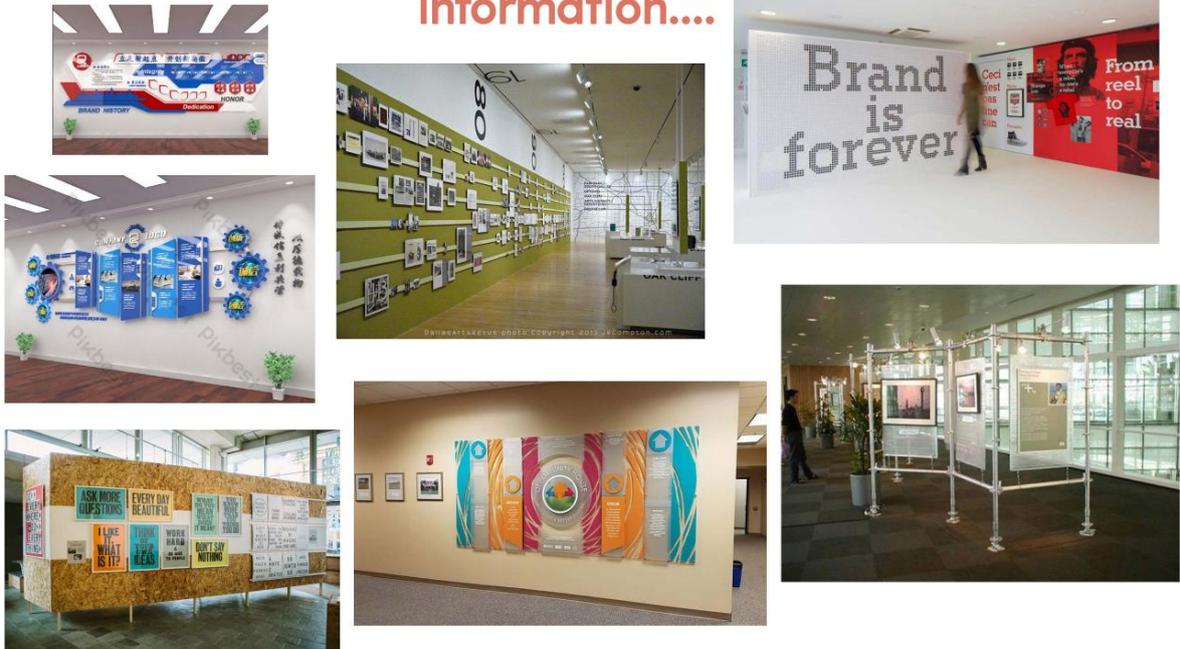


23 Acre Communication

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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 panels for selecting the co-design and design teams have not been selected yet. This is the start of communicating the Community Street project and the Trust will be letting people know about opportunities to get involved as they emerge
- Some of the components of the Community Street will be implemented across the whole of the estate such as air pollution interventions, greening, lighting and art works. Some are for specific areas
- There are no preliminary designs at the moment. The designs will be developed with the community through the co-design process
- There are no implications for the tenants of 7 Thorpe Close – they will not need to be relocated due to the works
- How does this proposal differ from the previous consultations? This is consultation number 3 that many people have taken part in, with nothing materialising other than another presentation or consultation. How can we guarantee that this isn't another process that people are being dragged through? The difference this time is that the funding is secure and there is an agreement in place with the GLA with a detailed timeframe for delivering the work. Drawing down the funding is linked to reaching milestones in the

delivery of the project. In the past, discussions were about developing a long-term vision for the estate.

- Where does the community's input come as it sounds like the detail of the improvements have been decided? The themes of the improvements have been agreed as the Trust have to outline what they would deliver with the funding, but the detail of the design is yet to be determined. For example, Bramley's will be refurbished and brought into use as a community space, but how it will be refurbished and what it will be used for is undecided. A community steering group will be set up to look at what the building should be used for.
- Will the ideas put forward for greening, lighting and improving air quality in previous consultations be taken forward or do they have to be submitted again? The ideas put forward for the Urban Design Strategy were part of a long-term strategy which identified what might be possible in different areas of the estate. The design of the Community Street elements will be developed in the upcoming workshops with the co-design and design teams
- The Trust have had an initial conversation with Imperial College about air pollution and solutions to the issue of poor air quality around the Westway. One of the things that has been missing in terms of deciding on how to tackle air pollution is having data and some modelling for how air pollution behaves. We want to make decisions based on understanding how air pollution behaves and what influences its behaviour.
- While we have previously had discussions about the need for better lighting across the estate, a lighting specialist has never been engaged to look at what the possibilities are for functional and creative lighting
- A lot of the budget seems to be focused around the Portobello area which is always been an issue. The economic divide begins and starts at Ladbroke Grove. This is concerning as there are a lot of improvements in one area.
- Bramley's being refurbished will be of great benefit to the Maxilla area. Just Solutions have put forward plans for the design of a green infrastructure building at Maxilla.
- The Trustees are conscious of the balance of where the funding is allocated across the estate and particularly the lack of planned investment in Stable Way. The Good Growth Fund is just one pot of funding and the start of improvements across the estate. Lots of ideas will come up through the co-design workshops and they won't all be able to be implemented through the Community Street Project, but this is just the starting point
- Maxilla City CIC are overseeing the development of Bays 17-19 at Maxilla. This space belongs to RBKC. The Trust have had some conversations with the CIC to discuss the works that will happen to ensure they can coordinate. There will be new community space in Bays 17-19 and a new community space at Bramley's. It is important to work in partnership to ensure the spaces complement each other rather than compete
- The Trust has a separate pot of funding to improve Maxilla Gardens from the Greener City Fund. These improvements will be delivered alongside the Community Street project and in discussion with Maxilla City CIC
- Bramley's and Maxilla Children's Centre provided important facilities for families. These services were not re-provided in the Maxilla area. The Steering

Group for Bramley's will look at the need for community space in the area and no doubt there will be a discussion about family services.

- There was a discussion pre-covid about putting a soft play area in Kensington Leisure Centre. We need to get an update on this as it's very close to the Bramley's site
- A large portion of the community still feel aggrieved about the removal of Maxilla Nursery and the replacement that was promised never happened. £2.5 million is being invested in the Westway and there's not a mention of children's services in the scope or the vision. How much involvement has the community had in the decisions and how much of the improvements are already decided?
- The council are responsible for providing children's service and they would need to be involved in the discussion. The only building that is being refurbished for community use is Bramley's and the use of that building has not been decided yet. The Steering Group will lead this discussion
- Should the scope and vision that Just Solutions 123 had a meeting with the Trust about last week be included in the tender or as part of the design brief? The 2 projects have mushroomed at the same time and JS123 have to think about which parts of the designs that were agreed with the Trust should be put forward. They were asked to come with a design for a building rather than a geodome and to incorporate designs for the area around Maxilla and the space around the Bramley's centre. An architect has drawn up plans for the whole area funded by RBKC. Need to think about duplication of work and whether the plans for Maxilla should be incorporated into the Community Street.
- Westway Trust Trustees have attended a meeting with JS123 about the plans for Maxilla. The improvements to lighting and greening around Maxilla are funded through the Community Street project
- The improvement to date at Maxilla have been funded through external funding from London Mayor and Groundwork. JS123 didn't get funding from the Westway Green Infrastructure Fund. The funding went to schools even though they are not close to the Westway.
- The design JS123 put forward in 2018/19 was included in the Urban Design Strategy. This design was consulted on with the wider community and other groups who work around Maxilla.
- The Market Operator team and traders would like to be involved in discussions on the customer and resident experience to ensure it is enhanced throughout this process. It is much needed and much overdue. The need for public toilets to support the market is a key improvement. There has been increased anti-social behaviour in Portobello Green recently with the need to contact the police on a weekly basis. Improvements to lighting and visibility will help to resolve this issue. Signage and wayfinding are also key elements to support the market
- Can the asbestos in the buildings under the Westway be checked? The Trust keeps an asbestos register and as each building is refurbished, this will be addressed
- Is it possible to expand the space for trading on the estate? Could there be a food market/farmers market or a car boot sale in the car park at Maxilla? These activities would bring in revenue and could engage some of the old

traders. The Market Operator presented the Trust with a summary of additional market opportunities for the estate a few years ago and they would be keen to have a conversation about this.

- The greening and lighting could be addressed through the Trust's repair and refurbishment budgets that haven't been touched. We need to make sure areas that are important to the community are not left out. The site would need electricity and water which would facilitate more use. JS123 are waiting for the land survey to be completed by Westway to identify services
- A few years ago, there was a discussion about developing an arts space in Acklam. There is little space for arts on the estate and this conversation was lost. There was previously a library of Clash memorabilia at the CAB site. This brought tourists and interest to the area. The archive is now all packed up. These are discussions to have in the co-design workshops to look at the need for more community space
- Acklam Road will be improved with some greening and maybe some parklets. The area around the food market needs a lot of attention as it's a prime spot, but not fit for purpose