

PROPERTY REGENERATION PLAN (to 2020)

NOV 07

The regeneration of the Westway has stuttered . For the past decade , the Trust land has not qualified for regeneration grant as such grants were reduced and the Borough no longer became eligible for those that were left . Although the Trust is asset rich , the only asset is the land and buildings . There is no capital for development as all the Trust earnings are distributed in full each year through community programmes .

We have to face the reality that future capital regeneration grants are unlikely . One alternative is to work with the private sector , harnessing their resources , using their capital and laying off our risk , particularly for the development of properties intended to raise income and contribute to the economic regeneration of the area , such as retail , offices and workspace units.

The clock is ticking aggressively on this opportunity . The Trust only has a leasehold interest until 2103 , and that means within 7 years it will hold less than a 90 year interest , under which it will prove exceedingly difficult to attract private sector interest . So the Plan for the next cycle of regeneration is to concentrate on this programme to see how much can be achieved before we move on into another era.

There is no guarantee this will be successful . The headlease provides that tfl may rebuild the Motorway at anytime , and of course there is the ever present threat of major repairs , and it has yet to be seen if the private sector has the stomach for this, particularly if the commercial property market goes into recession , but we need to try .

Therefore a plan has been drawn up as to how we might develop the estate , a plan built upon the following major considerations :-

- Working with market forces . so recognising the retail pull of Portobello road for instance , rather than trying to ram square pegs into round holes . The Trust has already evaluated the Workspace and office potential of its land through a report commissioned from GVA Grimley in May 2007
- Working with the guidelines and aspirations in the emerging RBKC L.D.F
- Working with the Boroughs new Capital Plan
- Working with the recommendations of the recent Retail Commission
- Producing sustainable developments and developments meeting regeneration objectives , ie business start-up etc

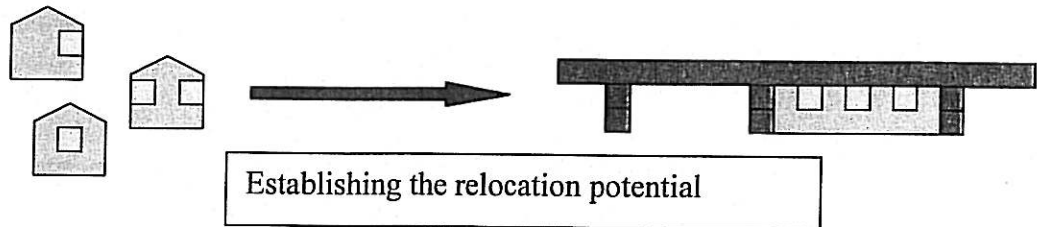
Ensuring Regeneration benefits for the community

The land is held by the Trust for the community . We have to take care that inviting private developers to assist the regeneration process does not result in untoward economic reward flowing away from the Trust and to the private sector , and ensure that our plans and aspirations are realised , and that we don't just end up providing cheap sites for land-hungry developers.

So the Trust intends to invest in securing planning consents and inviting developers to bid for development agreements requiring those consents to be fulfilled , in exchange for controlled long leases , sharing revenues with the Trust throughout the lease term.

The Trust will be employing first class professionals to advise it in this process , to ensure that full value is obtained and adequate controls maintained

Not all our land will be developed using this model . The Plan calls for a mixed use of our estate , and some buildings intended for more community related uses will not be attractive to the private sector . It is intended that partnering the majority of the programme will free up sufficient Trust resources , particularly its meagre capital and borrowing resources , for the Trust to act as developer on these sites .



The redevelopment plans are based upon utilising the land to produce the best model for the Trust going forward . However , the Trust beneficiaries are the residents of the whole Borough , and therefore in the first half of 2008 we intend to conduct a Borough wide consultation with other major “public” land users and owners (RBKC , RSLs , public services etc) to identify if there is potential for relocating users and services to the Westway , thereby freeing up other land in the Borough for regeneration /redevelopment , and leveraging in some of the gain from realising these more valuable sites to cross-subsidise the construction costs for the new facilities at the Westway , as an alternative to the private sector development route.



The consultation Process

The Trust will be producing communication material (brochures , newsletters , websites , even Blogs) to facilitate a six month consultation process with representatives and members of the local community , during which we will explain our evolving plans and the progress we are making .

Then as specific plans are produced , we will follow up these initial consultations , through the same information network

Westway Development Trust

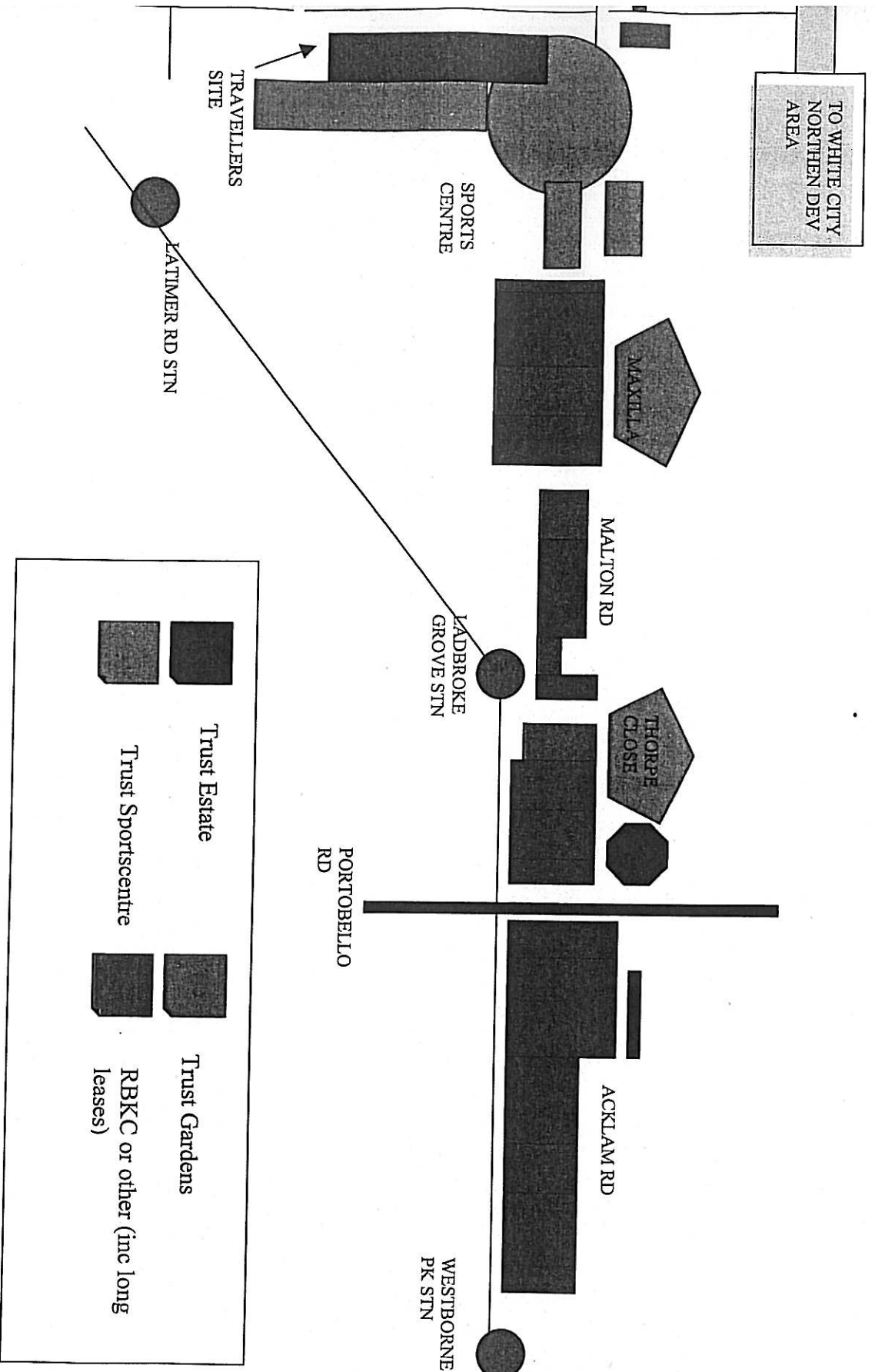
Our Regeneration and Property plans to 2020

A presentation paper

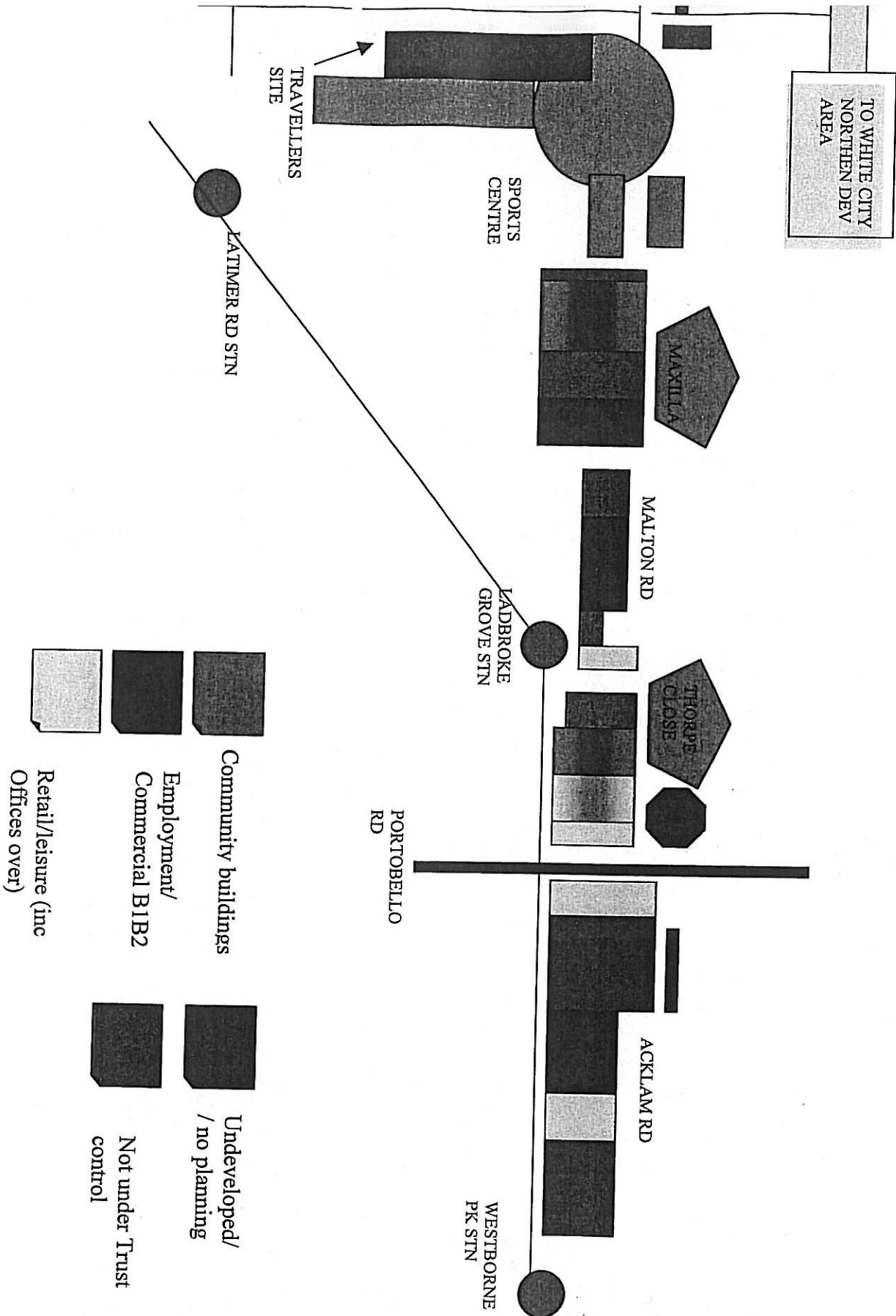
Nov 07

Martyn Freeman
Westway Development Trust

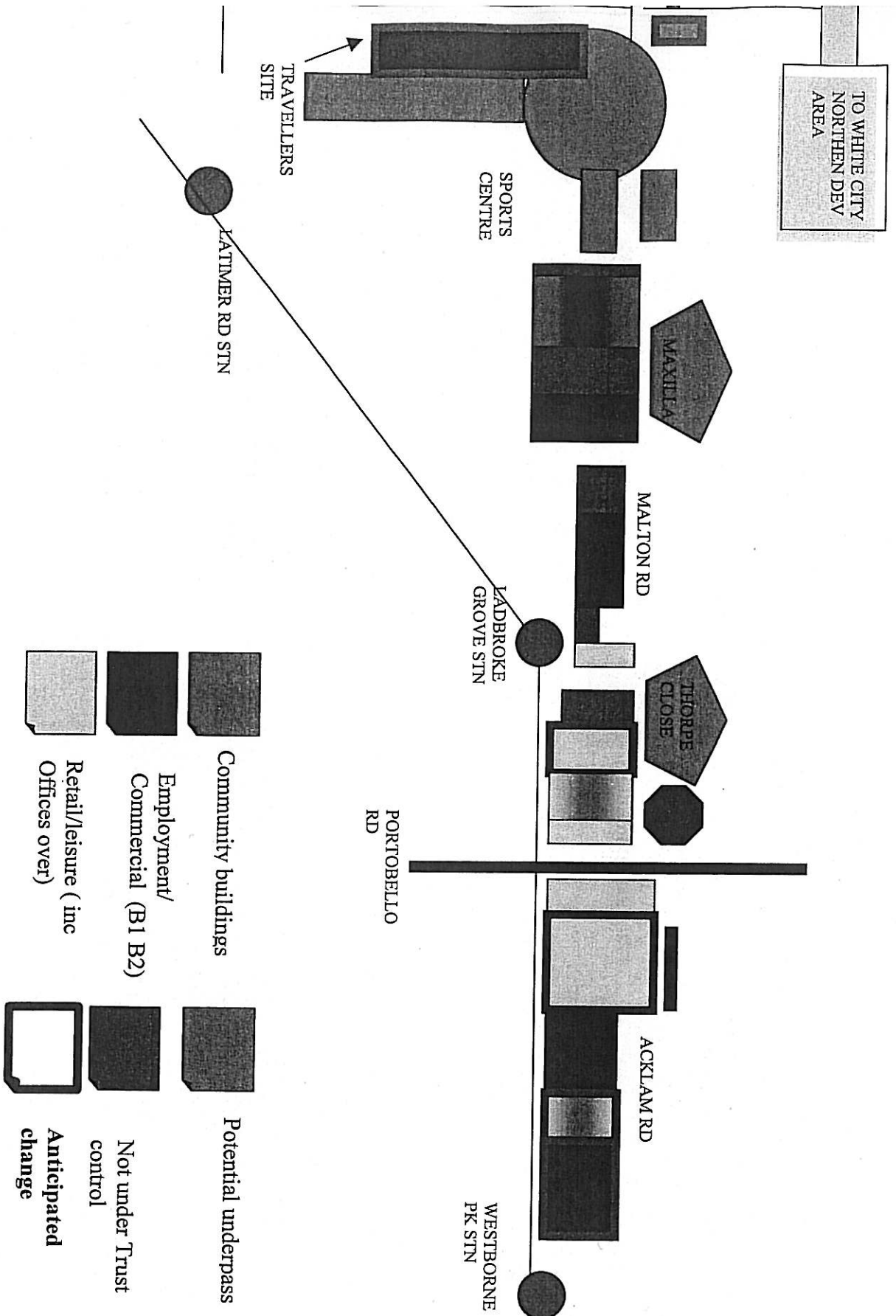
TRUST LAND OWNERSHIP



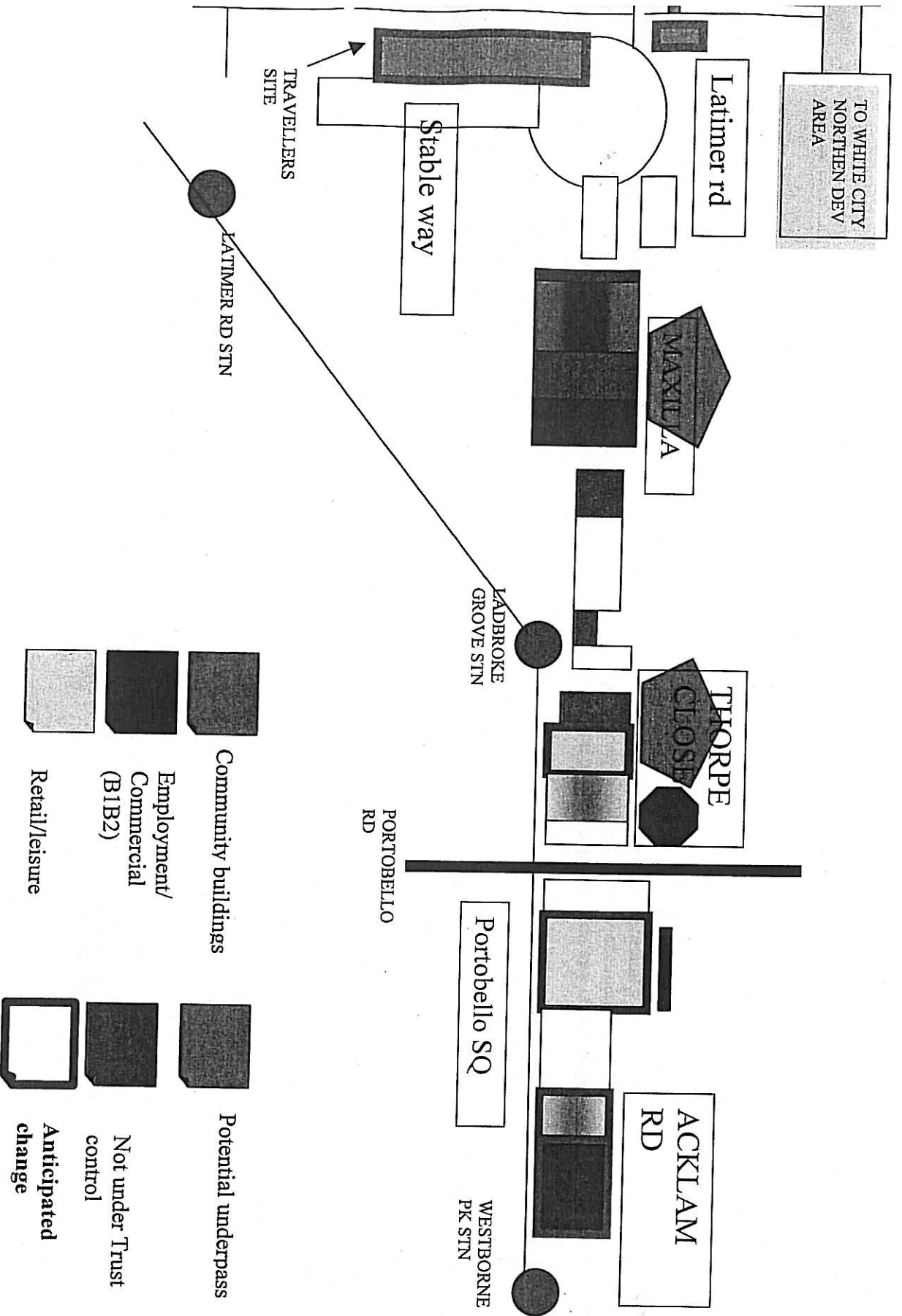
Current planning / usage



anticipated future planning / usage



The six main areas for development and regeneration



Maxilla

This area secured a consent in 2006 for flexible workspace buildings, including indicative uses for a playcentre and Health building, and a purpose built school/nursery. Although some of the intended users no longer exist or have changed priorities, the concept of a "socially minded" mixed use of the site remains, and both housing users in flexible designed workspace buildings and mixing community and commercial users will enhance long term sustainability and hopefully avoid a future "running down" problem as community needs and fashions change

The Trust is close to securing redevelopment clauses to the last of the leases that have prevented this project being marketed to users. It is anticipated that the nature and relatively early availability of the site, will make this the most attractive area for the relocation of services in the Borough, flowing from the consulting exercise with the various "public building" users, and for such potential initiatives as community hubs.

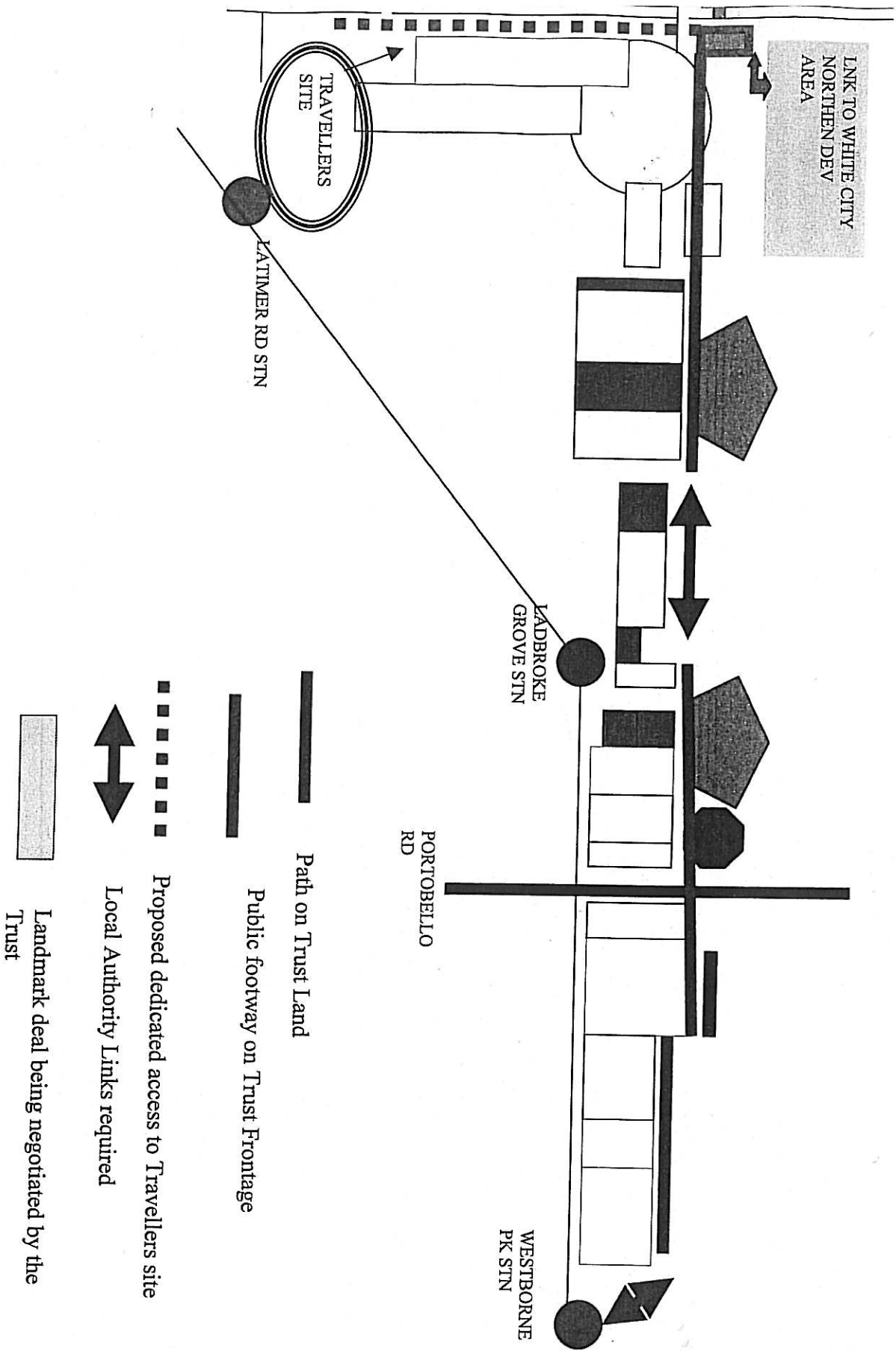
Thorpe Close

This proposal is about seizing an opportunity to inject some economic activity into this important artery, uplifting the Ladbroke Grove locality, injecting commerce into the Portobello economy, financing improved community facilities. It recognises that the redevelopment of White City provides both threat and opportunity to the local economy, and linking Ladbroke Grove tube to Portobello in the most attractive manner, to take advantage of a the enhanced tube links on the Hammersmith and City line with the new tube station at White City, is seen as something we can contribute.

There is a need too, perhaps less compelling, but we are condemning our community hub operation to run out of the most dated and inappropriate building at 1 Thorpe Close, continuing the sin of housing charities in inaccessible buildings no-one else would tolerate. Working with private developers we see scope to redevelop no. 1 (potentially in a joint project with the adjacent RBKC building, which would prove much more effective) with retail on the ground floor and commercial use above. This would facilitate relocation to construct a properly accessible community hub above the Portobello arcade.

There is a hope we can build upon the organic success of Inn on the Green to cement its position as a community and arts venue, and we will be seeking out grants to facilitate this. The future of the fitness Club building in this location will be largely dependant on fashions in the fitness business and the cost of replacing major plant in the near future, but whatever happens here, we see Thorpe Close becoming a safer retail and leisure led zone.

Linking People and Communities – White city to Westminster



The Trust estate provides the most obvious route for a Northern cross-borough **pedestrian and cycle route**. Much of it is already in place. The hoped for link with the future development to the north of White City makes this project more compelling, and the developments we propose will work to extend and improve this link, although we will require grant funds to achieve this. The link cannot be completed however without projects on the local authority owned stretches, particularly on the adopted Malton Road, and the strategic value will be much enhanced with a link to Westbourne Park station

The proposed redevelopment of the Stables Way area will allow a tributary path to the above route, and linked in to Hammersmith and Fulham, for the shared **Travellers site**, situated just south of the Trusts land

The **Regeneration** agenda is in two directions. The first is through the development process and the second is how we use our existing developed estate and Trust resources to push the local regeneration agenda. To this end we are diverting some existing resources. The trust estate is too often a "dead zone" and the Trust does not aid the local regeneration effort as much as it could. As this is an area where the Trust is able to help where others cannot, it is believed justified to allocate some of the regeneration effort to getting more from the existing estate

There is a desire to pursue an **Arts** agenda, and some of the regeneration resources are being directed to achieve this. The property plan looks to free up a facility to deliver a sustainable arts venue based upon the model that has grown up around Inn on The Green. If that is where the community sees its arts centre, then we should try to build upon that. But this is assumed to be self-funding operationally, as would the location of a permanent performing or exhibition Arts Venue on Trust land, which is an option that we will be investigating alongside our consultation process within the Borough

On a wider interpretation of the arts, the Trust is determined to increase the number of opportunities for public art to be incorporated into the development process, and indeed on existing Trust sites. Our commitment to providing and maintaining quality public space is undiminished and it is intended that at least some of our new developments provide cutting-edge **design**, and all provide a long-lasting quality built environment, as we move away from the opportunistic and necessarily cost-conscious developments of the past, and into a more sustainably minded future

Portobello Square

You may know this as Acklam space , but this derelict ,hoarded void has the potential to add another quality urban space and retail zone to Portobello road , encouraging its extension to Golborne and the access via Ladbroke Grove and Westbourne Park . The retail commission identified the need to protect small , affordable retail outlets to retain the purpose and secure the future of Portobello . We have an idea for an outdoor/indoor trading area of very small units (like Camden Stables or Kingsley Square in Carnaby st) to provide the first trading outlet for new designers and artisans , connecting in a trading sense with the market and Portobello arcade , and supported by a training and support programme for first-time entrepreneurs and traders.

This is a spot for leading edge design , including the enhancement of the public space in front of it . It is conceived the structure may be demountable to provide for an organic evolution of this important staging post on the Portobello economic artery in decades to come

Co-operation with the Borough will be required in respect of relocating the (closed) public toilets to inside the proposed retail environment

Acklam road

The success of Westbourne Studios gives us scope to extend the business space for creative industries up along the motorway artery , via our existing Acklam studios , with its mix of creative trades , to the retail trading environment of Portobello . At present this is rather a dark and forbidding zone , and although the Skatepark provides an outlet for (mostly visiting) youth , the operation there is tenuous and it has become a crime hot-spot.

We recognise that we do not want to add to the prison wall effect , and in any case , motorway heights etc suggest a development of detached single storey B1 buildings in the style of the existing Community Transport building ,and set in an attractive landscaping, may be the solution here .

In the middle of the Acklam road stretch we have the Neighbourhood night club . Adjacent to this would be an ideal location for an "outdoor/indoor" youth and performance space . With careful design of a high amenity value front walling to Acklam road , and the construction of a "bleachers" wall inside , a very flexible and low maintenance all-weather area could be added as a sustainable venue for use by local youth and community groups . Such a space could overcome the usual weakspots for such projects , ie revenue funding for escalating running costs , and would require relatively small capital grant to be found

REMEMBER This is not a prescriptive plan . It is designed to be flexible to accommodate viable better ideas for the use of this valuable resource , but as the custodians charged with the long term future of this asset , these are our own proposals

Latimer road site

The Trust owns this small site which is somewhat disconnected to the bulk of the estate. In 2006 planning consent was secured for a 3 storey office and workspace development. In 2007 the Trust opened discussions with the developer for the forthcoming White City North project as to the potential for our site to operate as a pedestrian / cycle gateway to their development from North Kensington. Clearly the regeneration potential in terms of employment opportunities for local residents would be significant, as there are no other such links across the railway for a considerable distance, and the potential to attract a whole new catchment of customers to underpin the economic model of the sports centre, is a valuable consideration in securing the long term future for the centre.

Negotiations are not wholly in the Trust's hands and much will rest with the planners and highways agencies in the two boroughs which such a project would link. If a sale of this site can proceed, then the Trust will be able to employ the proceeds to provide the capital required for it to undertake the remainder of its development programme

Stable Way industrial area

It is difficult to justify the continued existence of this estate. Poor buildings and services, untidy work practices, and permanent fly tipping all contribute to make this both an eyesore and a poor economic use of the land. Rents commanded are low and difficult to collect, and commercial redevelopment is simply unviable. The Borough commissioned a project study of the site, which proposed a long term redevelopment of the site at an independently projected cost of £6.4m. Even enhanced rental income would come nowhere close to a viable return, without substantial redevelopment grants.

The reason the Borough commissioned a report is because it uses the site road to access its Travellers site to the South. The appalling road design and poor condition of the estate make such a use hazardous. When combined with the existence of the riding stables, the configuration of the estate (dictated by a huge sewer under the old Latimer rd) becomes increasingly untenable

The most viable redevelopment would be to integrate the site into the sports centre, (retaining the riding centre) Hopefully grants could be secured for such a project, and there is a one-off opportunity for a combined Hammersmith and Fulham and RBKC initiative to secure redevelopment via a planning gain from the White City North developers, if extended sports facilities were seen to be integral to that development (especially with a pedestrian link in place). This would enable the Trust to lease the Borough a dedicated access strip to the Travellers site, thereby solving this long running problem for the two boroughs involved. Current leases have 3 years to run, and a planning consent may be required to secure repossession of the leases held on protected tenancies.