

**High Street Fund**  
**Large projects application form**



This form should be used when applying for funding above £20,000.

Please complete as fully as possible, describing how all relevant issues have been considered. Failure to complete the application may preclude its assessment.

Include your application form and any additional documents that will allow you to most clearly communicate your ideas. We will accept up to 12 pages of supporting information – you should provide links to further reports or studies. Please keep all descriptions as succinct as possible and list all supporting information you are including with your application and proposal.

**Applications must be received by  
midday on Monday 1 December 2014.**

Submit all application material to  
[highstreetfund@london.gov.uk](mailto:highstreetfund@london.gov.uk)

The prospectus and supporting information can be downloaded from  
[www.london.gov.uk/highstreetfund](http://www.london.gov.uk/highstreetfund)

If you require further information, clarification or have any queries, please contact us at [highstreetfund@london.gov.uk](mailto:highstreetfund@london.gov.uk)

High Street Fund  
Regeneration Team  
Greater London Authority  
City Hall, The Queen's Walk,  
London SE1 2AA

Alternatively, check [www.london.gov.uk/highstreetfund/faqs](http://www.london.gov.uk/highstreetfund/faqs) to read or submit frequently asked questions.

Your submission will be assessed based on your performance across each section of the application form which are weighted as below:

1. Project description (40 per cent)
2. Deliverability (20 per cent)
3. Opportunity for growth (20 per cent)
4. Value for money (20 per cent)

Each question will be scored as follows:

- Excellent – 5  
Outstanding response, exceeds expectations, adds value, full confidence
- Good – 4  
Good response, which meets all requirements and gives some confidence
- Acceptable – 3  
A satisfactory response, which meets the basic requirements
- Poor – 2  
Only some of the requirements met
- Very poor – 1  
Unacceptable, an unsatisfactory response
- No submission – 0  
No information is provided

If you score 1 or 0 on any question, your application may not be considered for funding at this time.

The final score will be used by the panel to assist their decision on which projects are to be recommended for funding.

## High Street Fund

### Large projects application form

#### Contact Details

Name of organisation: Westway Trust

Type of organisation: Charitable Trust

Registered company or charity number: [Click here to enter text.](#)

Address: 1 Thorpe Close, London. W10 5XL

Name of contact person: Phil Dibsdale

Position held: Senior Development Consultant

Telephone number: 020 8962 5720

E-mail address: [phil.dibsdale@westway.org](mailto:phil.dibsdale@westway.org)

Other organisations involved: Royal Borough of Kensington & Chelsea

Are you related to or do you have any contact with any elected GLA officials or members of our staff? Yes ☐ No ☒

If yes, please tell us about your relationship with them and their name (or names) and which team they work in: [Click here to enter text.](#)

#### Meeting Equality Aims

Please describe how your proposed actions reflect your duties under the Equality Act 2010.

Access:

A Design and Access Statement will be prepared as part of the planning application process and will explain the design principles and concepts that have been applied to the development. The Statement will explain the Trust's approach to access and how the Equality Act 2010 and relevant Local Plan

policies are taken into account. The Trust will carry out consultation in relation to access issues, and demonstrate how the outcome of that consultation has informed the proposed development.

#### Equal Opportunities:

Westway Trust is committed to meeting all its obligations under the Equality Act 2010. We have reviewed all our employment policies and practices in light of the Act and, in particular with Part 5 of the Act. Our employment policies and practices, including those relating to employees, contractors and volunteers, are compliant with the Act and the “Employment: Statutory Code of Practice” issued by the Equality and Human Rights Commission. The Trust’s Remuneration Committee has the remit to receive an annual report from the Trust’s HR function on the application of its employment policies.

The Trust provides a range of services to the public and seeks to deliver those services fairly and equally, with particular regard to Part 3 of the Equality Act 2010. The Trust has a programme of diversity awareness training that aims to embed appropriate behaviours throughout the staff group, but aimed particularly at customer-facing employees and the manner in which they interact with our service users. Normal Operating Procedures for our significant sports and fitness facilities have been reviewed to ensure they are fully compliant with the Act, and in particular with Part 3 of the Act and the Commission’s guidance: “Your role as a service provider under the Equality Act”.

The Trust manages a portfolio of business premises within its estate. Our lettings policies and procedures comply with our obligations under the Act and in particular with Part 4 of the Act. A programme of equalities training with specific emphasis on landlords’ responsibilities is in place for our small property and facilities team.

Much of Westway Trust’s estate lies under the elevated A40 highway and the buildings have been constructed from the 1970’s onwards. Many of the two-storey buildings have access issues due to the nature of their construction, the limited headroom under the road and the engineering and safety restrictions placed upon us by our superior landlords. All new construction and refurbishment is undertaken with a view to provide the maximum accessibility possible within the restricted physical environment.

Westway Trust’s work in Adult and Community Learning is undertaken in compliance with Part 6 of the Act. It includes work targeted at hard-to-reach communities and permitted Positive Action is undertaken to increase take-up of learning opportunities within those communities.

## **Interest in support**

Please indicate if you are interested in help and advice from our Specialist Assistance Team and describe what support you might require.

The Trust and RBKC would be interested in seeking advice and assistance from Marco and the Placemakers and Spacemakers to ensure the best approach is taken to the animation of the place and the spaces within it; and The Means, in terms of longer term governance arrangements and the integration of key stakeholders in funding and delivering an ongoing programme of events and improvements.

## **Supporting information**

Please list the supporting information you are including with your application. Be sure to attach separate documents if necessary.

1. Outputs and Outcomes tables
2. Value for Money Assessment: Milestones and Budget

## **Endorsement**

Please attach a letter from the chief executive of the borough in which you are applying for support, confirming that the council is supportive of the project. An original signature is required. Scanned copies are acceptable.

## **Data protection and freedom of information**

As a public organisation we have to follow the Data Protection Act 1998 and the Freedom of Information Act 2000. We have a data protection policy, which is available from our website at [www.london.gov.uk](http://www.london.gov.uk)

We also have a Freedom of Information policy which is also available from our website at [www.london.gov.uk](http://www.london.gov.uk)

**By signing this application form, you agree to the following:**

- A.** We will use this application form and the other information you give us, including any personal information, for the following purposes.
- To decide whether to award your proposal support.
  - To provide copies to other individuals or organisations who are helping us assess and monitor support. After we reach a decision, we may also tell them the outcome of your application and, if appropriate, why we did not offer you support.
  - To hold in our database and use for statistical purposes.
  - If we offer you a grant, we will publish information about you relating to the activity we have funded, including the amount of funding and the activity it was for. This information may appear in our press releases, in our print and online publications and in the publications or websites of any partner organisations who have funded the activity with us.
- B.** You have read the GLA data protection and freedom of information policies and accept how we generally plan to treat your application and other related information if someone asks to see it under the Freedom of Information Act 2000.
- ☐ Tick this box if you consider that we should treat your proposal as confidential information
- ☐ Tick this box if you consider that we should treat your financial information, such as your budget and any business plan, as confidential information
- ☐ Tick this box if there is any other information you have provided that you consider to be confidential information. You must tell us what that information is and give us your reasons below or in a separate letter. If you are sending us a separate letter, please write 'letter included' below.
- C.** You agree that we can keep you informed of our work and pass your contact details to organisers of marketing activities, conferences and training events.
- ☐ Tick this box if you do not want us to keep you informed of our work.

☒ Tick this box if you are happy for us to pass your contact details to organisers of arts marketing activities, conferences and training events.

### **Declaration**

To the best of my knowledge, I confirm that the information supplied on this form is correct and complete. If successful, this organisation will use the funding only for the purpose shown in this application.

**Signed:** Angela McConville

**Name:** Angela McConville

**Position:** Chief Executive

**Date:** 18 February 2015

## 1. Project description (40 per cent)

### 1.1. Place

Describe the place for which you are seeking support (up to 1 side of A4).

Many people know the Westway as a journey. An elevated six lane interlude that transports them on their journey to and from somewhere else; 126,000 vehicles per day speed above the terraces of West London, experiencing only glimpses of the world below.

The road's violent emergence in the late 1960's ripped apart an already impoverished community and left behind a rent in the social and physical fabric of the place. The community response was not to shy away from this uninvited intervention, but to colonise the void space beneath the structure and establish activities which continue as cultural themes through to the present day; music, art, community events, markets, festivals and sport. The Westway is what happens underneath.

While the area still hosts a lively vintage market, food stalls and performances, the spaces have become tired and underutilised detracting from a sustainable local economy. The Portobello Village area, which sits within Golborne Ward, one of most deprived ward in London\* suffers from under-utilisation and a lack of connectivity with more successful surrounding areas. This lack is most notable north-south along Portobello Road, where the combined overhead barrier of the motorway and underground bridge, together with the lack of commercial frontage to either side of the road, gives the impression that the high street offer "tails off" to a natural end. Meanwhile, existing underroad provision such as 'Portobello Green' retail arcade are insular in character and their lack of active frontage brings little benefit to the market traders and leaves the businesses themselves little option but to close during the quieter times of the week.

East to west, the traditional street patterns have been disrupted. The inhabitation of the Westway currently offers a rich mix of programming inderthe raised carriageway, but does not currently support or encourage connectivity.

Thorpe Close, the focus area of our proposed High Street Fund Application offers a route between the two retail environments of Portobello and Ladbroke Grove, but is a route that currently fails to encourage footfall between them. Lack of activity around the public spaces outside of market days engenders a



sense of abandonment, discouraging visitors and encouraging antisocial behaviour, appearing very much a car-filled back yard, rather than a lively, active-fronted pedestrian throughfare. It is this problem that we are seeking to address.

The nature of visitors to the area has also changed. Sixty percent of visitors to Portobello's Saturday markets are now international tourists; half of visitors are first time visitors; expenditure profile is low, with one-quarter identified as "browsers" with no real intention to spend. Only one in five Saturday visitors are local and less than one in 10 visitors come from the UK outside of Greater London\*\*. This imbalance dilutes the cultural offer and fails to support a thriving local economy. Our project will begin to address this.

The opportunity to accelerate the renewal and enhancement of these spaces is the potential to embody what is special about what happens beneath the highway; it is a place that is unique, robust, celebratory and proud. It is a chance to re-establish the traditional high street but with a refreshing new approach, to reinvigorate the local economy and, through the activation of new pop up retail activity of Thorpe Close, to reconnect two important local retail destinations of Ladbroke Grove and Portobello Market to mutual benefit.

\* Source: Indices of Deprivation 2012

\*\*Source: RBKC Portobello Road Survey 2010

## 1.2. Project

How much are you asking for? £125,000 (Capital)

When will the project begin? June 15

When will the project complete? August 17

Describe the activity for which you are seeking support (up to 1 side of A4).

Context:

The Westway Trust has already assembled a professional project management, design and planning consultancy team in order to bring forward a scheme to regenerate the 'Portobello Village' area. The redevelopment will deliver destination artisan retail; food and beverage; residential homes; events and performance spaces; improved markets; gallery space; creative industries and maker-space outlets; and space for film and cultural festivals. The scheme will be delivered under a single planning permission but built out over a number of phases. We see the current HSF bid as an opportunity to kick

start and test the overall project in the form of a quick-win, highly visible, 'first phase'.

The Westway Trust and RBKC are seeking GLA support for this key project because it underpins and accelerates the overarching regeneration programme for the Portobello Village area. We would not be able to deliver this accelerated activity without external funding support.

#### Phase One: (HSF): 'Accelerating the Place'

This application seeks to establish a platform for long term regeneration and renewal, by quickly delivering new spaces for enterprise, small business incubation, maker space and other commercial retail activity at Thorpe Close. Our ambition is to deliver early signals of change, delivering immediate benefits socially, culturally and environmentally, and to initiate the longer-term project that in the form of an economically viable but ambitious 'pilot' pop-up project. By siting this project at Thorpe Close, we have the opportunity to initiate and test the wayfinding and connectivity improvements that subsequent phases will deliver.

Together, the Westway Trust and RBKC are seeking support for this key project because it underpins and accelerates the overarching regeneration programme for the Portobello Village area as well as delivering the Council's wider economic and enterprise growth agenda. We would not be able to deliver this accelerated activity without external funding support. The project for which we are seeking £125K of High Street Funding is detailed below.

The embryonic change detailed above will happen through the design and installation of a series of short, medium and longer term "pop-up" interventions located in Thorpe Close, a currently underutilised walk way and parking area between Ladbroke Grove and Portobello Road. The design of the installation/units and wayfinding approaches are still in development, and will echo other temporary retail/market installations across London, but will be intensively managed to deliver a curated, everchanging micro-business and retail offer which will energise the current dull, underutilised space and support the Saturday market. The project will be unique however in that it will transform an unfriendly backland area into a new, lively 'street' for this part of London. Early estimates suggest that between 70 and 100 businesses will trade from these incubator installations over the course of each year of operation, with the longer term Portobello Village regeneration scheme providing progression routes for the most successful of traders on a 'cradle to maturity' basis.

Our street of 'pop up' shops and workshops, together with existing outlets, will create a critical mass of business premises and activity which in turn will generate a new, animated connection environment reconnecting the traditional trading environments of Ladbroke Grove (including the Underground station) and Portobello Road (site of the world famous vintage market). This 'critical mass' will be delivered through the design and installation of retail, food and beverage and maker-space outlets located along the length of the Thorpe Close.

This new route and retail destination will attract new footfall; reconnect spaces; support the market; and start the process of creating a more interesting and dynamic environment. Pop-up opportunities, actively managed to regularly bring new entrepreneurs to the area will reinforce and strengthen the existing retail & market offer. It will generate new attention; create incubators for small start-up businesses; and allow local, embryonic retailers to showcase their products.

Furthermore, a nurturing "new-trader" market will provide opportunities for new enterprises, particularly from aspiring young entrepreneurs, who will benefit from easy in/out terms, reduced pitch fees, and a package of support, including insurance and quality business advice, from the borough's [Market Enterprise Launch Pad](#).

Space will be created for "artists'- in –residence", performance arts and community events, in and around the public realm surrounding and adjacent to Thorpe Close. Renewed activity will deliver safer and more secure public spaces, as well as stimulating a broader range of daytime and evening economic activities, including day and possibly night time markets. This programme will also deliver public realm improvements and improved signage and wayfinding increasing permeability. A study to measure before and after key performance indicators such as visitor numbers, dwell time, spend profile, retail turn-over etc will be included in our project approach.

#### Phase Two: 'Portobello Futures'

The phased approach taken on Portobello Village 'Accelerating the Place' allows for future layers of regenerative benefits to be delivered subject to funding availability. If additional funding becomes available later this year, we would like to add value to the existing project through further pop up installations and by the delivery of the following digital activity which will overlay and enhance our business incubation activity detailed above in phase one of the project, as well as laying a strong digital platform for the long term regeneration.

As well as strengthening the process of physical renewal, Westway Trust wishes to create a strong digital brand and online trading platform that will support individual traders and promote the Portobello Village brand, the market and the area as a whole. An on-line leasing facility will promote availability of space to a wider, digitally savvy audience.

Westway Trust and RBKC will work with established associations of retailers, landlords, traders and stakeholders to promote inclusive governance for long-term economic promotion and sustainability. A strong, collective brand founded off of one of London's best known high streets, and supported by democratic marketing and online social media events will reinforce the success and currency of the area.

### 1.3. Objectives

What do you hope to achieve by the proposed project and how does it match the fund objectives (up to 2 sides of A4)?

Westway Trust and the Royal Borough of Kensington and Chelsea have together identified a 'once-in-a-lifetime' opportunity to create a landmark, multi-use destination development, which both celebrates and enhances the area, and begins to solve urban design issues that have damaged the pedestrian experience of the area since the Westway was built.

This overall regeneration scheme, 'Portobello Village' presents a wonderful opportunity to deliver a facelift to one of London's most iconic and much loved High Street neighbourhoods. Forming the interface between Portobello Road, one of the pin-ups of 1960's London, and the concrete-dominated structure of the A40 Westway, the area forms the northern gateway to the world famous Portobello Market and is steeped in cultural and social history. The objectives of our initial project are the same as those for the longer term project: to stimulate and celebrate economic activity in the area, particularly for embryonic, designer-maker, and independent businesses, whilst delivering vital urban design and connectivity improvements.

High Street Fund Project: 'Accelerating the Place'

This application, for our project 'Accelerating the Place' complements, adds value and brings forward direct economic benefits for the North Kensington area. New workspace, new job opportunities, new business start-up will be delivered in this first kick-start phase. These benefits will be further enhanced through the wider Portobello Village regeneration scheme.

By kickstarting the opportunities for new businesses to locate themselves in Thorpe Close adjacent to the world famous Portobello Market, we are signalling to the local community and London at large that Portobello is on the map and is the place to be as a new creative entrepreneur.

Our Pop-Up installations will create a place beneficial to the local residential and business communities, drawing people to and through the space, and in so doing the development will provide a significant boost to Portobello Road, Ladbroke Grove and the surrounding hinterland. In effect, we are re-stitching the urban fabric to provide a more comprehensive and cohesive retail environment which will provide an economically sustainable future for existing and new businesses and traders, as well as new employment and skills opportunities. We will celebrate the makers and independent retailers of the borough and refocus the Westway as the best place to access their skills and products.

The Trust's ambition is to create beautiful temporary buildings, which in themselves will signal innovative design and local distinctiveness. These will be highly functional and creatively managed for a variety of uses and by a variety of occupiers. In time, as part of the wider regeneration scheme, the installations will be greatly enhanced by the highest quality public realm and landscaping, providing a vibrant, safe and secure environment, welcoming locals and visitors alike, and encouraging greater dwell time.

Longer term objectives: Portobello Village: wider context of Westway/RBKC High Street Fund Project

Our HSF project, 'Accelerating the Place' needs to be viewed in the context of the objectives of our wider regeneration scheme 'Portobello Village'.

The four component sites that form the Portobello Village development area comprise circa 5,000sq m of underutilised land which tracks the Westway on the east/west parallel and forms the cross roads with the northern reaches of Portobello Road. Part of the site lies below the elevated motorway structure, which brings both opportunity and challenge. Establishing a destination at this fulcrum will strengthen the connection north and south Portobello Road and re-establish connectivity through to Ladbroke Grove and the Underground and bus network.

Addressing the current inactivity of the Thorpe Close link between the two traditional high street environments of Ladbroke Grove and Portobello Road, (through the High Street Funded project) will establish a new, vibrant retail thoroughfare and encourage connectivity and permeability between shopping

districts. It will also establish Ladbroke Grove, which is well served by local public transport, as a gateway to Portobello, driving greater footfall to both high streets and promoting sustainable modes of transport. The key aims of the proposal are:

#### Better Together (Stewardship);

Westway Trust is a registered charity and one of the first social enterprises in the UK. We manage and regenerate the land below and around the Westway flyover; providing facilities, services and opportunities to benefit our local community. The Trust was established by the local community in response to the intervention of the elevated motorway, and holds the legal interest in its lands on behalf of the local community. The Trust is working in partnership with the Royal Borough of Kensington and Chelsea on this bid, as well as engaging with the Portobello and Golborne Management Committee and the Market Street Action Group, who collectively try to address the 'desert' areas of Tavistock Square and the Portobello Wall area which suffer from lower than expected footfall given proximity to the red hot core of Portobello.

Together, Westway Trust and RBKC have control of all the land necessary to deliver the Portobello Village regeneration programme. The proposals follow the guidance of an RBKC Supplementary Planning Document which was adopted following extensive consultation in 2012. In addition we will work collaboratively with local stakeholders, particularly around the Portobello Futures programme described above.

#### It's Shopping Jim, But Not As We Know It (Stimulating Activity);

The regeneration proposals and supporting measures described above will deliver a broad range of new retail, food and beverage, maker-space and creative industries outlets, both temporary and permanent that will deliver a fantastic boost to the area. Design-led by award winning local architects, Stiff +Trevillion, the scheme will bring a new look and feel to a neglected and under-utilised section of the Portobello high street. The indoor and outdoor spaces will be highly utilitarian and designed in specific response to an annual programme of cultural and community events (see attached events plan), which will enliven and enrich the place, reinforcing the existing strong cultural foundations. Business activities will be underpinned by a support programme run by the Trust. Pop-ups and trader incubator opportunities will be let on easy in/out terms to encourage starter business and social enterprises.

#### Back from the Dead (Occupying Empty Spaces);

The development provides an opportunity to bring 5,000 sqm of under-utilised space back into a beneficial use which will underpin the future success of the area. A mix of residential, retail, cultural and community uses will ensure day

and evening activities, active street frontages, natural surveillance and security and a wide range of local business opportunities. Existing local businesses will be supported through the transition period through individual and collective marketing assistance.

Bigger than Ben Hur (Accommodating Growth):

The approach of combining physical regeneration, much of which will be let on flexible terms, and digital branding and mapping allows the place to grow exponentially and beyond the physical constraints of the space. Continual pop-ups, markets and arts will keep the place fresh and encourage regular repeat visits and customer loyalty. It is strongly believed the Portobello Village will become the nucleus of a much wider network of physical and virtual spaces, making Portobello Village one of the top ten visitor destinations in London.

#### 1.4. Outputs and outcomes

Choose appropriate outputs and outcomes from the list and quantify the level of impact your project will have.

See attached Outputs and Outcomes tables



## 2. Deliverability (20 per cent)

### 2.1. Team

**Anticipated lead delivery organisation/s:** Westway Trust

**Other participating organisations:** Royal Borough of Kensington & Chelsea

**How will the project be managed (up to 2 sides of A4)?**

The project delivery and accounting will be overseen by a strategic partnership between the Royal Borough of Kensington and Chelsea and Westway Trust.

Westway Trust will take the operational lead and have appointed a dedicated Senior Development Consultant (Philip Dibsedale), with a wealth of experience in delivering complex, mixed-use regeneration schemes, to project manage all phases of the Portobello Village scheme through to Detailed Planning Permission and thereafter to commission the delivery of the project in phases. An additional resource, reporting to the Senior Development Consultant, will be secured to drive the Accelerating the Place element and project manage the coordinated delivery and performance monitoring of the all the other component parts of the bid to ensure a fully coherent approach.

Both the Portobello Village scheme and the 'Accelerating the Place' elements will be delivered through a team of specialist consultants who are appointed through to Detailed Planning:

- Architect and Landscape Architect (Stiff+Trevillion and Turkington)
- Transport Consultant (Transport Planning Practice)
- Planning Consultant (Turley Associates)
- Cost Managers (KSA)
- Civil and Structural Engineers (Campbell Reith)
- Retail Advisors (KLM), Appear Here.

Local enterprise partners (Portobello Business Centre, Dalgarno Enterprise Hub, Silchester Enterprise Hub and Kensington Creates) have agreed to partner and, alongside the Council's Market's Office, to curate the new market enterprise offer. In addition the Westway Trust is currently in early discussions



with The Design Museum about it's planned activity in the north of RBKC when it relocates from Shad Thames.

## 2.2. Milestones

Clear, achievable milestones (key stages in the delivery of the project that will demonstrate progress) should be provided in the Excel spreadsheet (*2014 high street fund programme table.xlsx*) available from [www.london.gov.uk/highstreetfund](http://www.london.gov.uk/highstreetfund).

The estimated project start date should include all planning and preparation time you need. All spend must be completed on or before 30 March 2016.

**Additional comments:** Click here to enter text.

## 2.3. Risks

Provide a description of the key risks associated your proposed actions.

The key risks and mitigations are briefly identified here, but a full risk register is being developed and will be maintained by the project management team throughout the course of the scheme:

Planning; the need for planning consent to both temporary and long-term development elements represents a significant risk to the project. The risk is mitigated by the existence of an adopted Supplementary Planning Document (SPD) which was commissioned jointly by the Council and the Westway Trust and consulted upon widely before adoption in 2012. The SPD establishes the key uses and aspirations for the redevelopment of the Portobello Village area which are being used as guiding principles by the design team. The Trust has a good working relationship with the Borough planners and will orchestrate pre-application discussions ahead of formal submission to reduce risk of challenge. Additionally, the Trust has appointed Turley Associates, a well-established planning consultancy with a strong track record in the Borough, to lead on the planning application process.

The Property Market; While central London residential property market remains very strong, there are signs of slowing down in both sales and mortgage confirmations and this could represent a threat to the market sale of homes in the scheme, however with only 12 units, high quality design, and the

transformational nature of the overall scheme, it is believed that the risk of declining market forces can be minimised. The retail market in the area remains uncertain, although voids along the high street remain relatively low. An imaginative and utilitarian approach to designing spaces will allow flexibility of both scale and user and easy in/out letting terms will mitigate the risk of voids. Furthermore, a diverse range of activities and tenants (retail/maker-space/creative industries/events/food and beverage etc.) as well as a comprehensive range of business support measures through RBKC and the Trust, will ensure a depth of resistance to individual sectoral fluctuations.

Transport for London (TfL) Motorway Maintenance; elements of the development area that lie under the motorway structure are susceptible to interruption from TfL's engineering teams for maintenance of the Westway structure. The Trust has a good ongoing relationship with TfL's asset management team and a long track record of building and operating property under the structure and facilitating inspection and maintenance access as and when. All new designs are worked up in close collaboration with TfL in order to ensure compliance with engineering requirements and mitigate against disruption and Westway Trust's in-house facilities management team bring a wealth of knowledge on the structure into the process. The Trust has also ensured that the scheme incorporates both land under the motorway and outside of that envelop to ensure continuum of a successful trading environment even during maintenance periods.

### 3. Opportunity for growth (20 per cent)

#### 3.1. Why is the project needed and why should the Mayor provide support (up to 1 side of A4)?

While the borough has a lower degree of unemployment and worklessness than other areas of London, there are disadvantaged neighbourhoods in the north and south of the borough, which include the core concentrations of worklessness and where poor health, low incomes, high levels of unemployment and poor education are a major challenge. Portobello Village sits at the boundary of two of these northern wards, Golborne and Colville. Unemployment rates are higher than average, with 17% (Golborne) and 11% (Colville) of working age residents not working, and less than a third of residents in Golborne Ward in full time employment. 45% of all Borough JSA claimants live in our four northern wards (Golborne, Colville, Notting Barns and St Charles) and these wards have had historically higher claimant rates than the borough average.

As recently as 2012 Golborne was ranked as the second most deprived ward in London, with only Northumberland Park found to have higher levels of deprivation. Educational attainment is low across both wards, with twice as many residents (29%) than the rest of the borough having no qualifications.

Income levels of residents in these wards vary greatly. Local research conducted for the Council's Housing Needs Assessment identified almost 30 per cent of households having an income of less than £20,000 and a similar proportion with an income in excess of £100,000.

While the rest of London has been enjoying growth in business stock, Kensington and Chelsea has remained largely static over the last decade. Levels of new enterprise within the borough are comparatively low, which indicate significant barriers to entry, such as cost of premises, rates and access to staff, which we know to be a problem, and which is now documented in RBKC's draft enterprise strategy. This submission to the HSF begins to directly address these issues in a location ideally placed to bring maximum benefit to the communities in need.

Furthermore, there is a clearly identified need for a vibrant alternative cultural offer to engage marginalised local people, especially the young. Recent nationally- reported examples of the radicalisation of young people within the

Ladbroke Grove area is a stark reminder of the need to reach out to those most at risk.

The community is still suffering the impact of the motorway on their well-being and quality of life. The poor quality public realm, dark spots and lack of natural surveillance means that parts of the Westway Trust estate are blighted by anti-social behaviour and crime. Similarly, the umbrella that the Westway provides and the heat that it generates, attracts rough sleepers and street drinkers who benefit from its shelter. The situation has been growing in severity since the recession and cuts in public expenditure, and reached such acute levels in the summer of 2014 that a 'Tackling 'Anti-Social Behavior'' working group had to be established and a dispersal zone created in one of the Trust's public parks. More than 50 dispersals and arrests were made in a 6 week period. The Mayor's funding is needed to arrest this gradual decline, to invest in improved public realm and to create a safer, more vibrant and welcoming environment, in the belief that 'anti-social behaviour' is best combatted by 'social behaviour', i.e. well-used and lively public spaces. Good design and active programming can counter the urban desolation the Westway brought about.

#### 4. Value for money (20 per cent)

4.1. A breakdown of the project costs and how these are linked to the milestones should be provided in the Excel spreadsheet (*2014 high street fund programme table.xlsx*) available from [www.london.gov.uk/highstreETFund](http://www.london.gov.uk/highstreETFund).

4.2. Describe how your project delivers value for money.

Please see attached a schedule of Outputs and Outcomes we have developed for the project using the 'High Street Fund Outcomes and Outputs Handbook 2014.

4.3. Describe if the project complements any wider initiatives.

The project is match funded through Westway Trust's own finances and in-kind support, amounting to £125,000 to be invested in consultants and project management fees to take the main project through the design and planning process.

RBKC are considering the provision of additional match funding, to be confirmed at funding agreement stage.

The Portobello Village development opportunity forms part of Westway Trust's wider strategy, "Destination Westway 2030", which seeks to realise the full potential of the community today and tomorrow by:

- Building a vibrant destination throughout the Westway
- Creating an environment of economic opportunity and well-being for all
- Making smart use of our land and resources

The Portobello Village development is the first opportunity to be deliver regeneration across the 23 acre estate which collectively can transform the Westway into a top ten destination for London, known as a thriving place for culture, sport, enterprise and artisan retail and delivering significant local economic and health benefits.

Westway Trust's plans to regenerate its 23 acre estate forms an important connection between the Mayor's Opportunity Areas of White City to the West and Kensal Canalside to the North and the planned Crossrail/HS2 interchange at Old Oak Common.

Indeed in the Mayor's foreword to the White City Planning Framework he cites the exemplar community work of the Westway Trust in providing social and sports facilities in the shadow of the Westway as work that must prevail. Westway Trust clearly has a role to play in the social value capture that must be realised as part of the huge developments happening literally on the other side of the railway tracks.

Westway Trust recognises the integral role it can play in both leveraging and capturing value generated through neighbouring Opportunity Areas as well as leading a wider dialogue with Imperial West, Hammersmith and Fulham Council and Westminster City Council on the economic curation of the spaces left under and next to the Westway across the tri-borough area. The Trust has an active dialogue with these parties on this very agenda and together they are exploring the potential of hosting a global development conference on the opportunities that elevated transport structures present for regeneration and place making.

These proposals link seamlessly to the Council's emerging priorities to safeguard the vitality of the Royal Borough's economy. These focus on the establishment and growth of businesses in the knowledge and creative sectors, by creating 'Innovation Districts' where enterprise and business spaces are supported, attracting and retaining entrepreneurs, and adding to the Royal Borough's retail, leisure and public realm.

Decisions to award funding are subject to a formal decision making process. You must not place any reliance whatsoever on the support of the GLA until formally notified in writing and your authorised signatories have executed and returned a funding agreement with which you will be provided by the GLA should your application prove successful.

Accordingly, any expenditure that you incur and/or to which you commit (including that which you have incurred or committed to in relation to the preparation of your proposal for support) prior to formal notification and execution and return of the funding agreement is incurred and/or committed entirely at your own risk.

If you require communication support to help you fill in your application, please contact our Public Liaison Unit to find out about how we can help.

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