

# The Tutu Foundation (UK) Review into Institutional Racism at the Westway Trust

## Annex 3 Documentary Evidence



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ADDENDUM TO PRESS INFORMATION – No. 4/70 dated 17th March, 1970

Add to the end of page 2:

Sir Malby Crofton further announced that the Council of the Royal Borough would be recommended in due course to make a grant of up to £25,000 to meet the financial needs of the new body.

Councillor Sir Malby Crofton, Leader of the Council and Chairman of the Co-ordinating and Policy Committee, made the following announcement today:-

"I am very proud and privileged today to announce the setting up, under the auspices of the Royal Borough Council, of an independent body whose task it will be to carry out a unique and exciting experiment in local government.

Through the middle of North Kensington an elevated urban motorway has been thrust, displacing in its path thousands of people living in that densely packed area. The people of North Kensington have thus been the first to experience what urban motorways of this kind mean, in terms of up-rooted homes and years of dust, dirt and noise while building was carried out.

The people of North Kensington, under borough sponsorship, have also been the first to recognise how this tremendous and novel upheaval could be turned to their advantage. The path of the new motorway has released a large area of open space extending to over 20 acres. Although it divides the community into two, there is the new and exciting possibility of linking the two halves together again by using the open space alongside and under the motorway to provide all types of facilities where the community can meet and enjoy themselves.

We in the borough envisage this motorway land being used for a wide variety of purposes, ranging from sport to shopping and the provision of information, aid and welfare services to a population which has a notably high proportion of immigrants.

In order to achieve all this, we are negotiating with our friends in the Greater London Council, including Councillor Robert Vigers, the Chairman of the G.L.C.'s Planning & Transportation Committee, to take a long lease on the land. Secondly, the Council have approved the setting up of a body, to be called the North Kensington Amenity Trust to administer and develop the land. I am happy to be able to announce that Sir Patrick Reilly, G.C.M.G., O.B.E., lately our Ambassador in France and now a resident in the Royal Borough, has agreed to take the Chair of this important body, which will be registered as a charity.



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The Trust will consist of 12 members, in addition to the Chairman. Of these 12 members, six will be nominated by the Council of the Royal Borough and six will represent voluntary bodies who operate in North Kensington. For the time being administration of the Trust will be from the Town Hall, and the Town Clerk and the Borough Treasurer will hold office permanently as Honorary Secretary and Honorary Treasurer respectively.

In this way we on the borough council plan to build an important bridge between the Town Hall and its Community, as represented by the voluntary bodies. We are offering an equal partnership in creating a community project, which we hope will become the prototype and model for similar developments elsewhere in the United Kingdom.

I would like to express my appreciation to the voluntary bodies who have been working for so long together with us on the Council to reach this happy outcome. I would like to pay a special tribute to Alderman Mrs. Diana Paul who, as the then Chairman of the borough's Town Planning Committee, has taken a leading part in the creation of this important project. I would also like to thank Councillor Robert Vigars and his colleagues of the G.L.C. for their imaginative response to and co-operation with this project.

I wish the North Kensington Amenity Trust all success. It is a non-party, non-political venture, whose success can demonstrate the real essence of local democracy, which is the harmonious working together of official and unofficial bodies in the interests of the Community as a whole."

Attached: Brief history of the project.



APPENDIX to 4/70

LAND BENEATH THE WESTERN AVENUE EXTENSION

Proposals for the construction of the Western Avenue Extension as a high level motorway running across North Kensington were put forward to the Minister of Housing and Local Government in the First Review of the Development Plan in 1960. The Local Planning Authority and the Greater London Council have been engaged in a process of studies to decide the proper landscape treatment and use of the surplus land alongside and beneath the motorway flyover. These studies are now being brought to a successful conclusion.

The new road, and the land beneath it, is at present owned and controlled by the Greater London Council. The Borough Council's departments, together with those of the Greater London Council, have also considered and accepted many helpful suggestions put forward by various local organisations. A Working Party representing local interests, the Borough Council and the Greater London Council was formed to discuss the ways and means by which the best use could be made of the land available, and has put forward a series of positive suggestions.

At the same time the Greater London Council, with the support of the Borough Council, has been able to agree to temporary use of part of the land, not required by the road contractors, by local organisations for play space for children during the summer school holidays.

The Greater London Council has now agreed to lease practically the whole of the land to the Borough Council at a fair rent and the Council are in the process of forming an organisation, to be known as the North Kensington Amenity Trust, which will have members representative of wide local interests, to take part in putting finally agreed proposals into operation.

The Council are agreed upon the importance of allocating the land in a manner which will benefit the borough's community, particularly by the provision of open space, children's play space, other recreational facilities and community and social welfare buildings. Two of the motorway bays on the east side of St. Mark's Road have already been developed as a modern ambulance station, and the Council have already arranged with the Greater London Council that much of the land (including the whole of the land to be made available by the Greater London Council west of St. Mark's Road) shall be laid out by the motorway contractor as open space.

Other parts of the land are suitable for allocation for further children's play space, for community buildings, including buildings which could be used by the Council's Welfare and Information Services, for improved shopping facilities (particularly in Portobello Road), and for the provision of local employment. A pedestrian link may well be provided from east to west along much of the land.

The construction of the motorway has led to an inevitable, albeit unfortunate, disruption of local life both by the displacement of some existing residents and by noise and amenity disturbance during the construction works. The situation has, however, been aggravated by the thoughtless dumping of rubbish and fly tipping on temporary cleared sites. The laying of grass and paving and the general landscaping will, however, be taking place this year and arrangements are also being made for the temporary closure of those sites which have yet to be allocated by the proposed North Kensington Amenity Trust.



Page 10 WEST LONDON OBSERVER Thursday, July 13, 1972

# Stormy scenes wreck talk on motorway land

**THE FIRST** public meeting of the North Kensington Amenity Trust developed into a riotous shouting match between the various groups, with bitter attacks being levelled at the Trust's organisers.

Violent disagreements over the future of the motorway land — the subject of the meeting — predominated at the packed meeting at Isaac Newton School.

It ended after two noisy hours with people rushing onto the floor.

Repeated demands were made from the audience for the Trust to hand over the land to the people for them to use as they wanted.

They were strongly opposed to proposals put forward by the Trust for a development scheme of the 23 acres of space under the motorway.

Calls were made to get rid of the Trust's President, Sir Patrick Reilly, and the Director, Mr. Anthony Perry.

And criticisms were that offers of help and requests for space to start projects by the people had been ignored, despite the Trust's repeated assurances that they wanted help, ideas and suggestions from the people. Some of those claims were rejected by the Trust's members.

The meeting erupted shortly after the Mayor and Mayoress of Kensington, Councillor Laurence Kennedy and Mrs. Kennedy, left the room.

Mr. Perry recounted the Trust's work to date and outlined the scheme the Trust were proposing.

He said: "Everything I have spoken of represents a temporary activity or development. What of the future and how will the future be planned? What permanent development will take place in the next few years?"

"This raises the vitally important matter of public involvement — indeed the whole reason of why we are all here tonight."

The heckling began as Mr. Perry concluded: "We have, I believe, established an independent identity of our own. But we also enjoy neighbourly relations with all the many dedicated groups within the area."

This provoked a torrent of accusations from members of the audience who yelled out "not true".

Local artist, Mike Shrapnell, declared that the meeting should really be talking about the state of the area.

He made a plea for one of the motorway bays to be turned over to local artists, and also for a black youth club.

Mr. Shrapnell also criticised the Trust for not taking him up on an offer of help he made three months ago.

"Anyone who does not conform to your standards, you don't want to know," he claimed.

Heated arguments erupted over the Trust's proposal — to lease some of the bays to commercial enterprise.

Well-known community worker, George Clarke, pressed the Trust to make some sort of strategic plan so the people would know the right money was being spent in the right way.

Sir Patrick, who was chairing the meeting, stressed that everything would be discussed before any major decisions were made.

But this did not satisfy certain factions of the meeting.

A number of women, from the Women's Workshop, hit out at the Trust for not providing anything for them. They called for a women's health centre and crèche which they could run themselves.

"Just give us the space and we'll use it," said one.

The question of commercial development was raised continually.

Another man said: "We don't need two or three million pounds. We just want a bit of space."

## IGNORED

Demands were made for a vote to be taken on whether or not the people wanted commercial development, but this was ignored amid the fracas.

A woman in the audience yelled: "The profits would be filched away by your scheme. We want to have profits to feed back in to the Trust."

Sir Patrick and Mr. Perry attempted to answer the grievances but were shouted down.

Local well-known figures, such as Granville Pryce, joined in the arguments and by the end of the meeting it was impossible for the audience to concentrate on any one person as people were up from their seats arguing on the floor, with the platform party and within the audience.

The Trust had called the meeting to get the views of the people to their proposals, but nothing concrete was established by the end of the meeting.

## THE EMPHASIS IS ON LEISURE AND RECREATION

Plans for the mile-long 23 acres of space under the motorway at North Kensington were displayed in an exhibition set up by the North Kensington Amenity Trust.

Basically they fall in to five sections. For the area from Latimer Road to Bramley Road there is ten acres under the elevated roundabout which is zoned as open space.

The Trust say that with careful planning, facilities could be provided for a whole range of open-air sports, together with room for gardens, trees and somewhere to sit.

In the section from Bramley Road to St. Marks Road, a large community building could be built there to serve the council estates immediately to the south and the St. Helens/Oxford Gardens area to the north, they state.

The centre could include an arts resource centre with studios, work shops and a gallery for residents, schools and youth clubs. Or workshops where people could do carpentry, metal work and car maintenance among other things.

Alternatively, the Trust say, it could be the local village green.

In the last section, from Portobello Road to St. Ervins Road, the Trust say that this area attracts children from all over the neighbourhood as it is land the Acklam Road Adventure Playground have used for over two years.

## Depends

Future development here, say the Trust, depends on what the Greater London Council decide to do in the Swinbrook Area next to it.

One idea is an indoor sports centre containing squash and badminton courts, a gymnasium and so on.

Some of the bays under the motorway have already come in to use or been in use over the past months, including a theatre which was opened during the Borough's recent Arts Festival, and which still remains.

The Trust's Director, Mr. Anthony Perry, told the meeting that they had engaged a planning consultant to prepare a viability study for the Portobello development on whether a "town square" is possible.

## Commercial

For the third section — St. Marks Road to Ladbroke Grove — the Trust see this as most suitable for commercial development, which could raise money to pay for community facilities in other sections.

They say each bay could give a whole floor at ground level and an office with storage space at the first floor.

"These units could be let commercially or used as community warehouse space, or used by local organisations needing offices, plus general and vehicle storage," they state.

From Ladbroke Grove

**OVER SPACE**  
The site would be used for health, play, sports, leisure, music, community centre, shops, car parking, youth centre, day nursery, play centre, day nursery, play centre, day nursery.

**Public Meeting**  
**NORTH KENSINGTON AMENITY TRUST**  
Isaac Newton School  
Bramley Road, Bpm, July 4th



Part of the unused land underneath the flyover that runs through North Kensington, which the Trust want to use



Newspaper Article which highlights the events at the first public meeting of the North Kensington Amenities Trust July 13 1972

(11)



NORTH KENSINGTON AMENITY TRUST

CONSTITUTION

1. The name of the Trust shall be the North Kensington Amenity Trust (hereinafter called "the Trust").
2. The objects of the Trust shall be to promote the benefit of the inhabitants of the Royal Borough of Kensington and Chelsea (hereinafter called "the benefit area") without distinction of colour, race, ethnic, or national origin, sex or political religious or other opinions by:-
  - (1) The advancement of education;
  - (2) the provision of facilities for recreation or other leisure time occupation in the interests of social welfare with the object of improving the conditions of life of the said inhabitants; and
  - (3) assisting charitable institutions established for the benefit of the said inhabitants.
3. In furtherance of the above objects, representative members of the Trust on its behalf shall enter into a sub-lease with the Council of the benefit area of certain lands under and adjoining part of the motorway known as Westway and develop the same or make arrangements for their development by others in accordance with plans to be approved by the local planning authority.
4. The affairs of the Trust shall be administered and managed by the Committee whose members have been nominated or duly elected by organisations as hereinafter defined as the case may be in the manner hereinafter appearing.
5. The Committee shall apply from time to time to the Charity Commissioners for an order of the Charity Commissioners vesting any freehold and leasehold lands in the Official Custodian for Charities and upon such order being made any trustees in whom the same shall be vested shall cease to be trustees of the said lands.
6. The members of the Trust shall be:-
  - (1) The President, if any;
  - (2) The Chairman of the Committee;
  - (3) the nominated representatives of the Council of the benefit area on the Committee referred to in clause 9 hereof; and
  - (4) the organisations or bodies referred to in the Schedule hereto and such other organisations or bodies as shall be admitted to the Trust after the execution of this Deed, such admission having been previously approved by the Committee (which organisations or bodies are hereinafter collectively referred to as "organisations" and individually known as "an organisation")
7. The Secretary shall keep a record of all organisations admitted to the Trust after the execution of this Deed and shall produce the same at each meeting of the Trust.
8. Each organisation shall nominate one person to represent such organisation at meetings of the Trust.
9. The Committee shall consist of:-





- (1) A Chairman, being a person residing in the benefit area nominated by the Committee and whose nomination shall be approved by the Council of the benefit area, and
  - (2) Fourteen other members, 7 to be elected by organisations and 7 to be nominated by the Council of the benefit area (one of whom shall be the representative of the benefit area for the time being serving on the Inner London Education Authority).
10. (1) Notwithstanding any other provisions herein contained, the founder members of the Trust shall be the Chairman and the other members of the Committee nominated by the Council of the benefit area and the organisations referred to in the Schedule hereto.
- (2) At the inaugural meeting of the Trust one representative nominated by each of the organisations referred to in the Schedule hereto (except where otherwise stated in such Schedule) shall be deemed to have been elected to the Committee.
11. At the Annual General Meeting the Trust may elect a President and one or more Vice-Presidents as may be decided from time to time.
12. The Secretary shall give notice at each Annual General Meeting of the name of the Chairman, the names of the persons representing organisations, and the persons nominated by the Council of the benefit area to serve on the Committee.
13. (1) Except for the purpose of the inaugural meeting of the Trust the election to the Committee of persons representing organisations shall be conducted in such manner as the Committee may from time to time in their discretion decide.
- (2) In settling the rules for the conduct of the election referred to above, the following general principles shall be followed viz:-
- (a) At least two months before each Annual General Meeting the Secretary shall invite nominations from organisations for the name, address and other particulars of persons to represent organisations on the Committee for the period mentioned in clause 14 hereof.
  - (b) Each organisation shall be entitled to submit one nomination.
  - (c) If the number of persons validly nominated does not exceed or equals the number of vacancies no poll shall be required.
  - (d) If the number of persons so nominated exceeds the number of vacancies an election shall be held at least 14 days prior to the date of the Annual General Meeting.
  - (e) At such election each organisation shall be entitled to vote for the same number of candidates as there are vacancies.
  - (f) At such election in the event of equality of votes the Chairman shall arrange to draw lots.
14. Subject as aforesaid membership of the Committee shall be deemed to be effective immediately at the end of the Annual General Meeting and terminate at the end of the Annual General Meeting in the following year.
15. With the object that membership of the Committee shall at all times preserve the proportions set out in clause 9 above, no alteration of the numbers of the elected



representatives shall be permitted without the consent of the Council of the benefit area.

16. No person shall be entitled to act as President, Vice-President, Chairman, Vice-Chairman or as a member of the Committee whether on a first or any subsequent entry into office until after signing a declaration of acceptance and of willingness to act in such capacity in a register to be kept by the Secretary.
17. A quorum for meetings of the Committee shall be not less than eight persons.
18. The Committee shall have power from time to time to co-opt suitable persons to the Committee in an advisory capacity, such persons to serve from their appointment until the termination of the next following Annual General Meeting. Such persons co-opted to the Committee as aforesaid shall not have any voting powers at meetings of the Committee.
19. The Town Clerk and the Borough Treasurer of the benefit area (or such other persons as the Committee may from time to time appoint with the approval of the Council of the benefit area) shall act in the capacity of Secretary and Treasurer respectively to the Trust, the Committee and any Sub-Committee appointed by the Committee.
20. The Committee may elect a Vice-Chairman from the members of the Committee to serve in that capacity whose term of office shall expire on the termination of the next following Annual General Meeting after appointment.
21.
  - (1) The Chairman of the Committee shall if present preside at all meetings of the Trust or the Committee.
  - (2) If the Chairman of the Committee is absent from any such meetings the Vice-Chairman shall preside, otherwise the members shall, before any business is transacted, choose one of their number to preside at such meetings.
22.
  - (1) The Committee shall approve by 1st January in every year (or such other date as may be agreed) a statement showing in such detail as may reasonably be required their intended expenditure and expected income for the calendar year expiring on 31st March.
  - (2) The financial year of the Trust shall run from 1st April to 31st March. Once at least in every financial year the accounts of the Committee shall be audited by one or more qualified auditors and shall be submitted for consideration at the Annual General Meeting.
23. The Committee may appoint a Custodian Trustee or not less than three persons to hold any property held by or in trust for the Trust or may with the agreement of the Official Custodian for Charities transfer to him personal property (within the meaning of Section 16(2) of the Charities Act 1960) so held and make application for an order vesting in him any other property so held.
24.
  - (1) Any casual vacancy of an appointed member of the Committee arising from his death or resignation or removal or failure without leave to attend 3 consecutive meetings of the Committee shall be filled by the Council of the benefit area.
  - (2) Any such casual vacancy amongst persons representing organisations shall be filled by the nomination to the Committee by the organisation which has ceased to be represented of a new representative. Failing such a nomination, the Committee may in their absolute discretion appoint a person to fill the vacancy from another organisation.



- (3) Any person so appointed shall retire with the other members at the conclusion of the next ensuing Annual General Meeting.
25. Any member of the Committee who is adjudged bankrupt or who makes a composition or an arrangement with his creditors or who is incapacitated from acting or who communicates in writing to the Committee of a wish to resign shall thereupon cease to be a member.
26. The proceedings of the Committee shall not be invalidated by any vacancy among its members or by any defect in the appointment or qualification of any member.
27. Except as otherwise provided in this constitution at meetings of the Trust the Committee or any Sub-Committee every matter shall be determined by the majority present and voting on the question. In the case of equality in votes the Chairman of the meeting shall have a second or casting vote.
28. The Committee may from time to time appoint such Sub-Committees as may be deemed necessary and determine their terms of reference, powers, duration and composition provided that no Sub-Committee shall be given the power to co-opt more than one-fourth of its total membership; any such Sub-Committee so appointed shall not have executive powers but may make such recommendations as it thinks fit to the Committee for its consideration.
29. The Committee shall provide a Minute Book and books of account. All proper statements of account in relation to the Trust shall in each year be prepared as prescribed by Section 32 of the Charities Act 1960 and copies thereof shall be sent to the Town Clerk of the benefit area for reference to the Council.
30. The Annual General Meeting of the Trust shall be held no later than the month of November in each year. The first Annual General Meeting after the date of this deed shall be convened by the Secretary and subsequent Annual General Meetings shall be convened by the Secretary on behalf of the Trust.
31. The Secretary shall convene a Special Meeting of the Trust upon his receiving a written and signed request so to do either:-
- (1) from the Chairman (or in his absence, the Vice-Chairman) of the Committee; or
  - (2) from not less than one-third of the members of the Trust.
- Such a request must specify the business intended to be transacted at the proposed meeting. At least 14 days' notice of meeting shall be sent to members of the Trust, and such notice shall specify the business to be transacted at such meeting.
32. The Committee shall present to each Annual General Meeting a Report and Accounts of the Trust for the preceding year.
33. The Committee shall have power to obtain, collect and receive money and funds by means of contributions, donations, subscriptions, deeds of covenant, legacies, grants or any other lawful method and to accept and receive gifts of property of any description.
34. The Committee may, from time to time, make and alter rules for the conduct of its business and for the recording in a Minute Book of proceedings of its meetings and in particular with reference to
- (1) the terms and conditions upon which the trust property may be used for the purposes set forth in Clause 2 hereof and the sum (if any) to be paid for such use; and





- (2) the appointment and determination of the services of any officers and servants of the Trust as it may consider necessary.
35. All payments in respect of the use of the trust property and all donations for the benefit thereof shall be paid into a trust account at the National Westminster Bank Limited at 1 Kensington High Street, W.8. or such other Bank as from time to time shall be substituted by the Committee.
36. The money standing to the credit of the account shall be applied as the Committee shall decide in managing repairing and insuring the trust property and buildings or any part thereof and effects thereon and in paying rent rates taxes salaries wages and any other outgoings and in providing equipment and otherwise for the maintenance and improvement of the trust property and in general furtherance of the objects of the Trust.
37. The income and property of the Trust whencesoever derived shall be applied wholly towards the promotion and furtherance of the objects of the Trust herein contained and no portion thereof shall be paid or transferred directly or indirectly by way of dividend bonus or otherwise howsoever or by way of profit to members of the Committee.
38. The Committee may with the consent of the Court or the Charity Commissioners or the Secretary of State for Education and Science or such other government or ministerial department as shall be necessary from time to time mortgage or otherwise obtain such advances on the security of the trust property or any part thereof as may be required for maintaining extending or improving the same or any part thereof or erecting any building thereon or for the work carried on thereon and may continue to repay in whole or in part from time to time any existing mortgage or charge on the said property.
39. Subject to any restrictions to the contrary imposed in any documents of title to the trust property the Committee shall have power to sub-lease or licence for a term or period not exceeding 21 years any part or parts of such lands to any sub-lessee or licensee approved by the Committee.
40. Any sum of cash at any time belonging to the Trust and not needed as a balance for working purposes shall be invested (unless otherwise directed by the Charity Commissioners, the Secretary of State for Education and Science or such other government or ministerial department as shall be necessary).
41. Any sub-lease or licence granted as hereinbefore provided shall (where appropriate) be held in the names of the trustees of the organisation taking such sub-lease or licence, or a responsible person on its behalf.
42. The rent or charge payable in respect of any sub-lease or licence granted as hereinbefore provided shall be determined by the Committee whose decision shall be final and binding upon the parties to the sub-lease or licence granted by the Committee. An economic rent or charge shall be charged to sub-lessees and licensees, provided that the Committee shall have a discretion as to whether or not to charge less than such rent or charge to charitable institutions with objects falling within the ambit of those contained in clause 2 hereof. In the event of any such sub-lease or licence exceeding a term or period of 14 years it shall contain provision for rent review at intervals of 7 years during the said term or period.
43. The sub-lease or licence so granted as hereinbefore provided shall be in the form approved by the Committee whose decision as to its form shall be binding upon the organisation to whom the same is granted.
44. (1) Any proposal to alter this Constitution must be delivered in writing to the Secretary not less than 28 days before the date of the meeting at which it is first to be considered.



- (2) An alteration will require the approval of both:-
    - (a) a three-quarters majority of members of the Committee present and voting at a Committee meeting;
    - (b) a three-quarters majority of persons present and voting at a general meeting of the Trust.
  - (3) Notice of each such meeting must have been given in accordance with normal procedure but not less than 14 days prior to the meeting in question and giving the wording of the proposed alteration.
  - (4) PROVIDED that no alteration to Clauses 2, 44 or 45 shall be made without the approval of the Court or the Charity Commissioners or other authority having charitable jurisdiction.
45. If the Committee by a majority decides at any time that on the grounds of expense or otherwise it is advisable to discontinue the use of the trust property in whole or in part for the purpose hereinbefore indicated, it shall call a meeting of the Trust of which meeting not less than 21 days' notice shall be given (stating the terms and the resolution that will be proposed thereat). Such notice shall be posted in a conspicuous place or places on the trust property and advertised in a newspaper circulating within the benefit area and if such decision shall be confirmed by the majority of members of the Trust present at such meeting and voting, the Committee may with the consent of the Court or the Charity Commissioners, the Secretary of State for Education and Science or such other government or ministerial department as shall be necessary sell the trust property or such parts thereof as are capable of being sold. All monies arising from such sale (after satisfaction of any liabilities properly payable thereout) shall with such consent as aforesaid be applied either in the purchase of other property approved by the Committee and to be held UPON TRUST for the purpose and subject to the provisions hereinbefore set forth (including this power or as near thereto as circumstances may permit) towards such other charitable purposes or objects as may be approved by the Court or the Charity Commissioners, Secretary of State for Education and Science or such other government or ministerial department as shall be necessary and meanwhile such monies shall be invested in the name of the Official Custodian for Charities and any income arising therefrom shall either be accumulated (for such time as may be allowed by law) by investing the same and resulting income in like manner as an addition to and to be applied as the capital of such investment or shall be used for any purpose for which the income of the trust property may be properly applied.

THE SCHEDULE

Divisional Consultative Committee of Headmasters and Headmistresses.  
Kensington and Chelsea Play Association  
Kensington Council of Churches  
North Kensington Community Centre  
Notting Hill Social Council (Two Representatives)  
Rowe Housing Trust.

December, 1970.



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L2 OF FILE

3rd February, 1982

THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA



COUNCIL MEETING – WEDNESDAY, 3RD FEBRUARY, 1982

THIRD SUPPLEMENTAL AGENDA

IX MOTIONS PURSUANT TO NOTICE FOR LIMITED DEBATE

- (i) Moved by Councillor Graham Towers, Seconded by Councillor P.J. Smyth

That this Council condemns the North Kensington Amenity Trust for its failure to fulfil its original objective – the development of 23 acres of land donated by the GLC for community purposes. In the 11 years since its establishment the Trust has provided very few facilities for the benefit of the community and none at all in Golborne Ward the most severely deprived area of North Kensington.

Accordingly the Council resolves to require a thorough reform of the Trust's management and objectives with a view to redirecting the Trust's development programme to community benefit rather than commercial interests.

- (ii) Moved by Councillor Ben Bousquet, Seconded by Councillor Judith Blakeman

That this Council deplores the decision of the North Kensington Amenity Trust to lease two community bays to the Bush Theatre, which is not a local community enterprise, instead of granting the said lease to the Omnibus Theatre/Youth Group, which is a local community organisation, and whose application to lease at least one of the bays has had unanimous public support at public meetings called by the North Kensington Amenity Trust to discuss community use of the said bays and also the support of the Borough Community Relations Committee.

- (iii) Moved by Councillor Neil J. Kearney, Seconded by Councillor Stuart H. Shapro

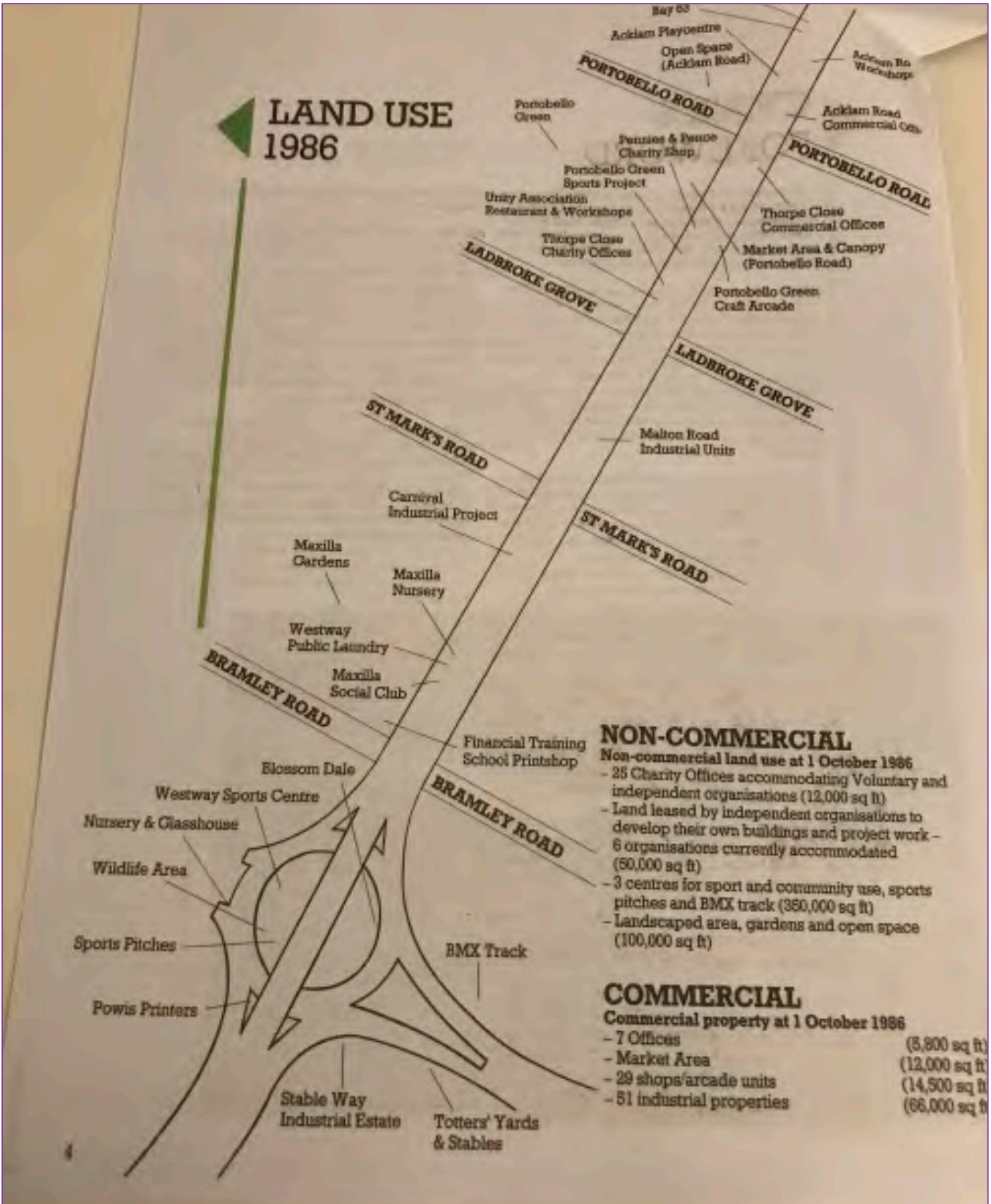
That this Council recognises the valuable role the Earls Court Drop-in-Centre plays in providing a lifeline for the elderly in the centre of the borough and accordingly, resolves to instruct the Social Services Committee to maintain the Centre in this and future years.

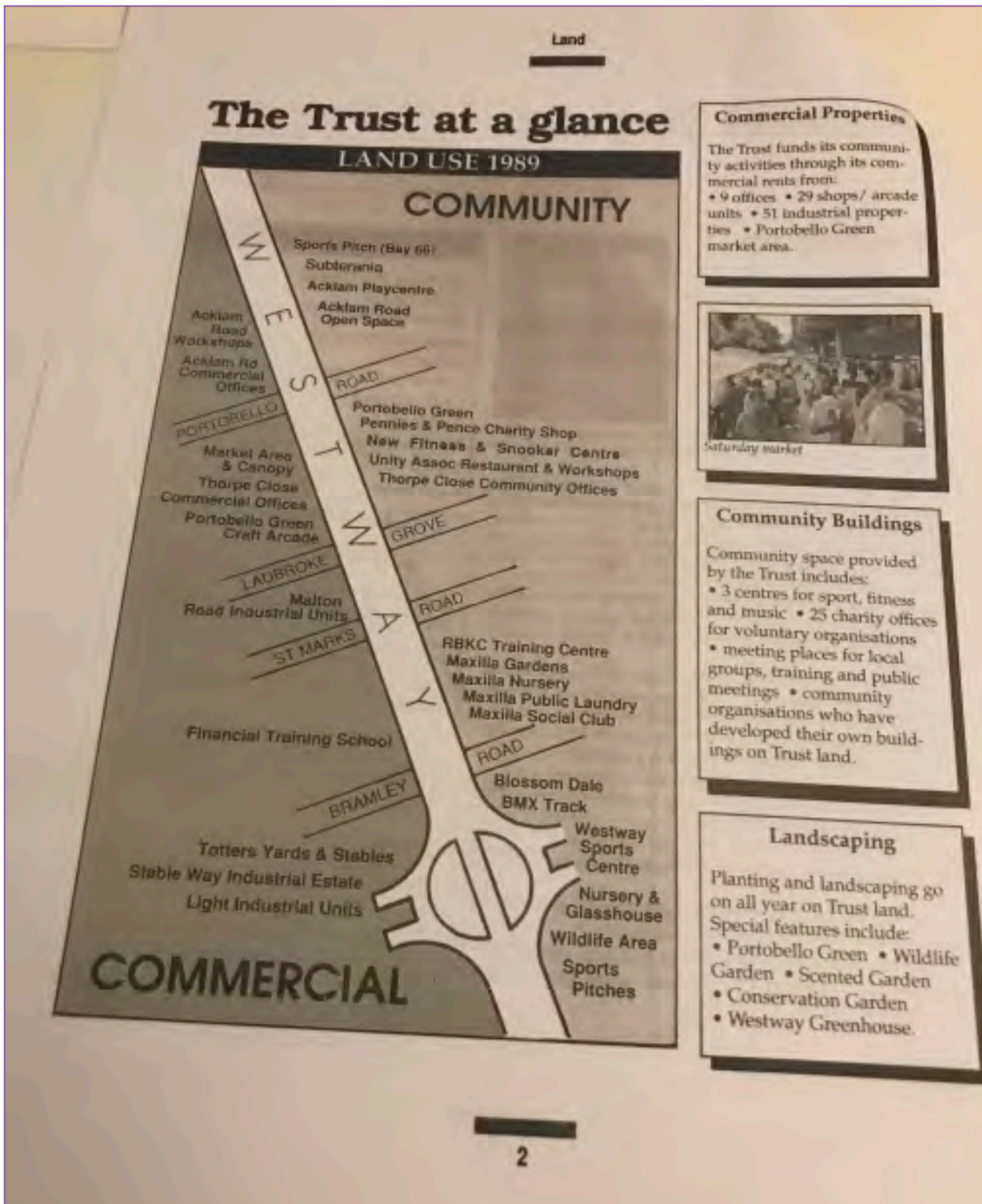
The Town Hall,  
Hornton Street,  
Kensington,  
London,  
WB 7NX  
3rd February, 1982

Handwritten signature of R. S. Welby in black ink.

Town Clerk and Chief Executive.









LONDON NEWS GROUP

# Kensington News

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## CLUB IS 'RACIST'

Latino beat moves feet We're being barred claims community

### Uniting to fight post proposal

POSTMEN, residents and Tory councillors joined forces on Tuesday to protest against the planned closure of the Earl's Court Sorting Office.

Royal Mail has proposed amalgamating the Earl's Court Road office – which has 35 staff serving 11,000 addresses – with the West Brampton Sorting Office in Fulham Road (full story on page seven).

Signatures are being collected from residents and business people for a petition to be presented to Kensington and Chelsea Council and Royal Mail.

It already has about 1,000 names and Last of the Summer Wine star and Earl's Court resident Bill Owen has agreed to hand it over on a date to be set.

Union spokesman Jim Kennedy said: "If this office closes it will do serious damage to the quality of delivery in the area."

Newspaper Article - Club is Racist 9th March 1995

COMMUNITY leaders fear a violent backlash over a North Kensington night-club's "racist" door policy.

Members of the area's black community claim Subterania under the Westway in Acklam Road has refused them admission because of the colour of their skin.

Former Gillingham councillor John Maxwell-Worrell said: "We believe it has a racist door policy. There's been many incidents of black people not getting in."

"It may have black bouncers but it seems if you are a local black male you are seen as a trouble-maker and won't be let in."

The club is leased to entrepreneur Vince Power by Kensington Amenity Trust. Mr Maxwell-Worrell has made his allegations to Mr Power and the Amenity Trust.

He is backed by North Kensington's West Indian cultural centre The Mangrove. Spokesman Jeb Johnson said: "The Subterania is on land left in trust to the community and to have local people told they cannot get in is unacceptable."

He added that if the door policy did not change then it could lead to trouble. "We will have a mass protest outside at their busiest time, if need be," he said.

Sieve Shervington, 33, turned away twice from the club, already has 300 signatures on a petition to be given to the trust.

He said: "We are demanding to be treated with respect."

Amenity Trust spokesman Roger Mathland said: "We've always said if people are concerned about anything then come to us. We have an open door policy."

Mr Power said: "It's nonsense to suggest we're racist. We have no policy that discriminates on the basis of colour."

"It is not a community club and on Saturday nights it's for a certain group of people. It doesn't matter if you are black, blue or Irish, if you do not fit you will not get in. Mr Maxwell-Worrell should see the club on Friday night when it's full of black people."

- Hip-wiggling teenagers from Kensington got to grips with South American dancing steps on Tuesday.
- Lambada instructor Gerardo Soares gave lessons at Kensington New Pools as part of the Kensington and Chelsea Festival of Women's Sport.
- He's pictured showing his slinky skills to Petra Carran from Queens Gate School.
- For more on the festival call 071 221 3745.

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Newspaper Article - Club is Racist 9th March 1995





THE TOWN HALL KENSINGTON W8 7NX 071-937 5464

19th January 1996

His Honour Judge Gordon  
[REDACTED]  
[REDACTED]  
[REDACTED]

Dear Sir,

Reference: Bay 67 West Way & Carnival Floats

I write on behalf of the 13 councillors who represent the 5 northern wards of the Royal Borough. We have been asked by many residents and organisations from our wards to request that the North Kensington Community Trust cease its efforts to evict the carnival floats from beneath Bay 67 of the West Way, or at least grant an extension for the continued occupation of the site, until the Trust has come up with detailed plans for alternative use of the site.

You will be aware of how important the floats are to the organisation of the Notting Hill Carnival and of how long the floats have been in the area. It seems to us unreasonable for the Trust to seek possession of the site before it has immediate need of the area, or before an alternative home has been found for the floats.

We understand that the Trust has some concern about its legal liability, should the children who trespass on the site injure themselves while playing on the floats. We note however, that the Trust appears to have no similar concern that the children may injure themselves on the market stalls which are also parked on Trust property from time to time. We suggest that this theoretical problem could be simply solved by the provision of a notice which states that the Trust accepts no liability for injuries caused to individuals who trespass.

It has always been the understanding of the Labour Councillors that the purpose of NKAT is to provide facilities for the people of North Kensington. We believe that continuing to provide parking space for carnival floats should therefore be of great concern to NKAT. May we respectfully ask that you look again at your decision.

Yours sincerely,

Cllr J Robert Atkinson

*on behalf of the Labour Group.*

CC: The London Brotherhood of Steel  
Ebony Steel Band  
Mangrove Community Association



## CONSTITUTION

1. The name of the Trust shall be Westway Development Trust (hereinafter called the Trust).
2. The object of the Trust shall be to promote the benefit of the inhabitants of the Royal Borough of Kensington and Chelsea (hereinafter called the Benefit Area) without distinction of colour, race, ethnic or national origin, sex, political, religious or other opinions by such exclusively charitable means as the Trustees think fit, including:
  - (1) The advancement of education in the Benefit Area, including:-
    - (a) Training or retraining, particularly among unemployed people, and providing unemployed people with work experience;
    - (b) The provision of financial assistance to persons who are resident and who are in need of such assistance to pursue their education;
    - (c) Support of the performing and visual arts;
  - (2) The provision of facilities for recreational, sporting and other leisure- time occupation in the interests of social welfare with the object of improving the conditions of life of the said inhabitants and the inhabitants of adjoining London Boroughs (including the protection and preservation of their health);
  - (3) The development of the capacity and skills of members of socially disadvantaged communities within the Benefit Area in such a way that they are better able to identify and help meet their needs and to participate more fully in society;
  - (4) The maintenance, improvement or provision of public amenities in the Benefit Area, including the provision of public art;

And in furtherance of the above objects, the charity may assist other charitable institutions established for the benefit of the said inhabitants.
3. In furtherance of the above objects, representative members of the Trust on its behalf shall enter into a sub-lease with the Council of the benefit area of certain lands under and adjoining part of the motorway known as Westway and develop the same or make arrangements for their development by others in accordance with plans to be approved by the local planning authority.





4. The affairs of the Trust shall be administered and determined by the Committee whose members have been nominated or duly elected by organisations in accordance with this Constitution.
5. The Committee may apply from time to time to the Charity Commissioners for an order of the Charity Commissioners vesting any freehold and leasehold lands in the Official Custodian for Charities and upon such order being made any trustees in whom the same shall be vested shall cease to be trustees of the said lands.
6. The members of the Trust shall be:-
  - (1) The members of the Committee; and
  - (2) The organisations or bodies referred to in the Schedule hereto and such other organisations or bodies as shall be admitted to the Trust in accordance with this Constitution, such admission having been previously approved by the Committee (which organisations or bodies are hereinafter collectively referred to as Organisations and individually known as an Organisation).
7. The Director shall keep a record of all Organisations admitted to the Trust.
8. Each Organisation may nominate one person to represent such organisation at meetings of the Trust.
9. The Committee shall consist of:-
  - (1) A Chair, being a person residing in the Royal Borough of Kensington & Chelsea nominated by the Committee at its first meeting after the Annual General Meeting or, should a vacancy occur during the year, at the first meeting of the Committee thereafter.
  - (2) Fourteen other members, 7 to be elected by Organisations and 7 to be nominated by the Royal Borough of Kensington & Chelsea.
10. The Director shall give notice at each Annual General Meeting of the name of any person or persons proposed for the office of Chair, the names of the persons elected by Organisations to the Committee, and the persons nominated by the Royal Borough of Kensington & Chelsea to serve on the Committee for the ensuing year.
11.
  - (1) The election to the Committee of persons by Organisations shall be conducted in such manner as the Committee may from time to time in their discretion decide.
  - (2) In settling the rules for the conduct of the election referred to above, the following general principles shall be followed viz:-





- (a) At least two months before each Annual General Meeting the Chair shall invite nominations from Organisations for the name, address and other particulars of persons to stand for election to the Committee for the period mentioned in Clause 12 hereof.
  - (b) Each Organisation shall be entitled to submit one nomination.
  - (c) If the number of persons validly nominated does not exceed or equals the number of vacancies no poll shall be required.
  - (d) If the number of persons so nominated exceeds the number of vacancies an election shall be held at least 14 days prior to the date of the Annual General Meeting.
  - (e) At such election each Organisation shall be entitled to vote for the same number of candidates as there are vacancies.
  - (f) At such election in the event of equality of votes the Chair shall arrange to draw lots.
12. Subject as aforesaid membership of the Committee shall be deemed to be effective immediately at the end of the Annual General Meeting and terminate at the end of the Annual General Meeting in the following year.
13. With the object that membership of the Committee shall at all times preserve the proportions set out in Clause 9 above, no alteration of the numbers of the elected members shall be permitted without the consent of the Royal Borough of Kensington & Chelsea.
14. No person shall be entitled to act as Chair, Vice-Chair or as a member of the Committee whether on a first or any subsequent entry into office until after signing a declaration of acceptance and of willingness to act in such capacity in a register to be kept by the Committee.
15. A quorum for meetings of the Committee shall be at least half of those currently acting as members of the Committee.
16. The Committee shall have power from time to time to co-opt suitable persons to the Committee in an advisory capacity to serve from their appointment until the termination of the next Annual General Meeting. Such persons shall not have any voting powers at meetings of the Committee.
17. The Committee may elect two Vice-Chairs from the members of the Committee to serve in that capacity whose term of office shall expire on the termination of the next following Annual General Meeting after appointment.



18. (1) The Chair of the Committee shall if present preside at all meetings of the Trust and of the Committee.  
(2) If the Chair of the Committee is absent from any such meetings then, before any business is transacted:-
  - (a) If only one Vice-Chair is present, that Vice-Chair shall preside.
  - (b) If both Vice-Chairs are present, the members shall choose one of them to preside.
  - (c) If there are no Vice-Chairs present, the members shall choose one of their number to preside.
19. (1) The Committee shall approve by 31 March in every year a statement showing in such detail as may reasonably be required their intended expenditure and expected income for the year expiring on 31 March in the following year.  
(2) The financial year of the Trust shall run from 1 April to 31 March. Once at least in every financial year the accounts of the Trust shall be audited by a person who is eligible for appointment as auditor in accordance with section 43(2) of the Charities Act 1993 and shall be submitted for consideration at the Annual General Meeting.
20. The Committee may appoint not less than three persons as Custodian Trustees to hold any property held by or in trust for the Trust or may with the agreement of the Official Custodian for Charities transfer to him property so held and make application for an order vesting in him any other property so held under section 21 of the Charities Act 1993, or may make application to the Charity Commissioners for a certificate of incorporation in accordance with section 52 of the Charities Act 1993.
21. (1) Any casual vacancy of an Appointed Member of the Committee arising from their death or resignation or removal or failure without leave to attend 3 consecutive meetings of the Committee shall be filled by the Royal Borough of Kensington & Chelsea.  
(2) Any such casual vacancy arising in any of the above ways amongst persons elected by Organisations shall be filled by an election conducted in such manner as the Committee may from time to time in their discretion decide.  
(3) Any person so appointed shall retire with the other members at the conclusion of the next Annual General Meeting.
22. Any member of the Committee who is adjudged bankrupt or who makes a composition or an arrangement with their creditors or who is incapacitated





from acting or who communicates in writing to the Committee of a wish to resign shall thereupon cease to be a member.

23. The proceedings of the Committee shall not be invalidated by any vacancy among its members or by any defect in the appointment or qualification of any member.
24. Except as otherwise provided in this constitution at meetings of the Trust the Committee or any Sub-Committee every matter shall be determined by the majority present and voting on the question. In the case of equality in votes the Chair of the meeting shall have a second or casting vote.
  - (1) The Committee or any Sub-Committee may from time to time determine matters by way of a written resolution circulated to all relevant members of the Committee, or any Sub-Committee, which, if signed by a majority assenting, shall be effective as if proposed and passed at a meeting of the Committee or any Sub-Committee.
25. The Committee may from time to time appoint such Sub-Committees as may be deemed necessary and determine their terms of reference, powers, duration and composition; any such Sub-Committee so appointed shall not have executive powers except such powers as may be delegated from time to time by the Committee but may make such recommendations as it thinks fit to the Committee for its consideration. With the approval of the Committee, suitable persons may be co-opted to a Sub-Committee.
26. The Committee shall keep a minute book and books of account. All proper statements of account in relation to the Trust shall for each year be prepared as prescribed by Part VI of the Charities Act 1993.
27. The Annual General Meeting of the Trust shall be held no later than the month of November in each year.
28. The Director shall convene a Special Meeting of the Trust upon receiving a written and signed request so to do either:-
  - (1) from the Chair (or in his or her absence, one of the Vice-Chairs) of the Committee; or
  - (2) from not less than one-third of the members of the Trust.

Such a request must specify the business intended to be transacted at the proposed meeting. At least 14 days' notice of meeting shall be sent to members of the Trust, and such notice shall specify the business to be transacted.
29. The Committee shall present to each Annual General Meeting a Report and Accounts of the Trust for the preceding year.





30. The Committee shall have power to obtain, collect and receive money and funds by means of contributions, donations, subscriptions, deeds of covenant, legacies, grants or any other lawful method and to accept, purchase and receive gifts of property of any description.

In particular the Trust may participate in a Direct Debit scheme as an originator for the purpose of collecting any amounts due to the Trust. In furtherance of this object the Trust may enter into any relevant and normal indemnity required by the banks upon whom the Direct Debits originated. Such an indemnity may be executed on behalf of the Trust by officers and servants nominated in an appropriate resolution.

31. The Committee may, from time to time, make and alter rules for the conduct of its business and for the recording in a minute book of proceedings of its meetings and in particular with reference to:
- (1) the terms and conditions upon which the Trust property may be used for the purposes set forth in Clause 2 hereof and the sum (if any) to be paid for such use; and
  - (2) the appointment and determination of the services of any officers and servants of the Trust as it may consider necessary.

32. All income shall be paid into a Trust account at such authorised bank, building society or deposit-taking institution as may be appointed from time to time by the Committee.

33. The money standing to the credit of the account shall be applied as the Committee shall decide in managing, repairing and insuring the Trust property and buildings or any part thereof and effects thereon and in paying rents, rates, taxes, salaries, wages and any other outgoings and in providing equipment and otherwise for the maintenance and improvement of the Trust property and in general furtherance of the objects of the Trust. In particular the Committee may apply such funds of the Trust as may be necessary to effect Trustee Indemnity Insurance, provided that such insurance shall not provide against any loss arising from any act or omission which a trustee knew to be a breach of trust or breach of duty or which was committed by a Trustee in reckless disregard of whether it was a breach of trust or breach of duty or not.

34. The income and property of the Trust whencesoever derived shall be applied wholly towards the promotion and furtherance of the objects of the Trust and no portion thereof shall be paid or transferred directly or indirectly by way of dividend bonus or otherwise howsoever or by way of profit to members of the Committee.

35. With such consent (if any) as may be required by law the Committee may from time to time borrow monies from such sources and on such terms as the Committee may think fit and for that purpose may mortgage or charge or authorise and direct the Custodian Trustee or other person or persons for the time being holding property under the provisions of Clause 20





hereof to mortgage or charge the whole or any part or parts of any property held by or in trust for the Trust to secure the payment of any such monies together with interest costs, fees and expenses and with and subject to such powers of sale and other powers and provisions and upon such terms in all respects as the Committee may think fit AND IT IS HEREBY DECLARED that no lender or other person dealing with the Committee shall be concerned to enquire into the necessity, expediency or propriety of any such borrowing or mortgage or charge.

36. Subject to any restrictions to the contrary imposed in any documents of title to the Trust property and subject to any restrictions imposed by law, by way of example and not limitation the Charities Act 1992, the Committee shall have power to sub-lease or license for a term or period of up to one day less than the Trust's own underlease any part or parts of such lands to any sub-lessee or licensee approved by the Committee.
37. Subject to any restrictions to the contrary imposed in any documents of title to the Trust property and subject to any restrictions imposed by law, by way of example and not limitation the Charities Act 1992, the Committee shall have the power to assign, sell, dispose, charge or transact in any manner the whole or any part or parts of any property held by the Trust to any assignee or purchaser approved by the Committee.
38. Any sum of cash at any time belonging to the Trust and not needed as a balance for working purposes may be invested as the Committee sees fit after having taken advice if appropriate from a competent person as set out in clause 39.
39. Appointment of investment manager
  - (1) The Committee may appoint as investment manager for the Trust a person who it is satisfied after inquiry is a proper and competent person to act in that capacity and who is either an individual of repute who is an authorised person within the meaning of the Financial Services Act 1986 or is a company or firm of repute which is an authorised or exempted person within the meaning of that Act otherwise than by virtue of S45(1)(j) of that Act.
  - (2) The Committee may delegate to any investment manager so appointed power at his or her discretion to buy and sell investments for the Trust on behalf of the Committee in accordance with the investment policy laid down by the Committee. The Committee may only do so on terms consistent with these provisions.
  - (3) Where the Committee makes any delegation under these provisions it shall:
    - (a) inform the investment manager in writing of the extent of the Trust's investment powers;





- (b) lay down a detailed investment policy for the Trust and immediately inform the investment manager of it and of any changes to it;
  - (c) ensure that the terms of the delegated authority are clearly set out in writing and notified to the investment manager;
  - (d) ensure that it is kept informed of, and review on a regular basis, the performance of its investment portfolio managed by the investment manager and the exercise by him or her of his or her delegated authority;
  - (e) take all reasonable care to ensure that the investment manager complies with the terms of the delegated authority;
  - (f) review the appointment at such intervals not exceeding twenty-four months as it thinks fit; and
  - (g) pay such reasonable and proper remuneration to the investment manager and agree such proper terms as to notice and other matters as it shall decide and as are consistent with these provisions provided that such remuneration may include fees and expenses earned by the investment manager if any only to the extent that such commission fees and expenses are disclosed to it.
- (4) Where the Committee makes any delegation under these provisions it shall do so on the terms that:
- (a) the investment manager shall comply with the terms of his or her delegated authority;
  - (b) the investment manager shall not do anything on behalf of the Trust which the Committee does not have the power to do;
  - (c) the Committee may with reasonable notice revoke the delegation or vary any of its terms in a way which is consistent with these provisions; and
  - (d) the Committee shall give directions to the investment manager as to the manner in which he or she is to report to it all sales and purchases made on its behalf.
40. The Committee may make such arrangements as they see fit for any investments of the Trust or income from those investments. Such investments may be held by a corporate body as the Trust's nominee and may pay reasonable and proper remuneration to any corporate body acting as the Trust's nominee in pursuance of this clause.
41. Any sub-lease or licence granted as herein before provided shall (where appropriate) be held in the names of the directors, owners or trustees of the organisation taking such sub-lease or licence, or a responsible person on its behalf.
42. The rent or fee payable in respect of any sub-lease or licence granted as hereinbefore provided shall be determined by the Committee whose decision shall be final and binding upon the parties to the sub-lease or licence granted by the Committee. An economic rent or fee shall be





charged to sub-lessees and licensees and any licence or sub-lease shall contain provision for rent or fee review at intervals of seven (7) years or less during the said term or period provided that the Committee shall have a discretion as to whether or not to charge less than such rent or fee to charitable institutions, registered friendly societies or other institutions approved by the Charity Commissioners with objects falling within the ambit of those contained in Clause 2 hereof.

43. The sub-lease or licence so granted as hereinbefore provided shall be in a form approved by the Committee whose decision as to its form shall be binding upon the organisation to whom the same is granted.
44. (1) Any proposal to alter this Constitution must be delivered in writing to the Director not less than 28 days before the date of the meeting at which it is first to be considered.
- (2) An alteration will require the approval of both:-
- (a) a three-quarters majority of members of the Committee present and voting at a Committee meeting;
  - (b) a three-quarters majority of persons present and voting at a General Meeting of the Trust.
- (3) Notice of each such meeting must have been given in accordance with normal procedure but not less than 14 days prior to the meeting in question and giving the wording of the proposed alteration.
- (4) PROVIDED that no alteration to Clauses 2, 44 or 45 shall be made without the approval of the Court or the Charity Commissioners or other authority having charitable jurisdiction.
45. If the Committee by a majority decided at any time that on the grounds of expense or otherwise it is advisable to discontinue the use of the Trust property in whole or in part for the purpose hereinbefore indicated, it shall call a meeting of the Trust which meeting not less than 21 days' notice shall be given (stating the terms and the solution that will be proposed thereat). Such notice shall be posted in a conspicuous place or places on the Trust property and advertised in a newspaper circulating within the benefit area and if such decision shall be confirmed by the majority of members of the Trust present at such meeting and voting, the Committee may with the consent of the Court or the Charity Commissioners, the Secretary of State for Education and Science or such other government or ministerial department as shall be necessary sell the Trust property or such parts thereof as are capable of being sold. All monies arising from such sale (after satisfaction any liabilities properly payable thereout) shall with such consent as aforesaid be applied either in the purchase of other property approved by the Committee and to be held UPON TRUST for the purpose and subject to the provisions thereinbefore set forth (including this power or as near thereto as circumstances may permit) towards such other charitable purposes or objects as may be approved by the Court or the Charity Commissioners, Secretary of State for Education and Science or such other government or ministerial department as shall be necessary and meanwhile such monies shall be invested in the name of the Official Custodian for



Charities and any income arising therefrom shall either be accumulated (for such time as may be allowed by law) by investing the same and resulting income in like manner as an addition to and to be applied as the capital of such investment or shall be used for any purpose for which the income of the Trust property may be properly applied.

As amended and approved by Special General Meeting on 18/07/02

#### THE SCHEDULE

Association for the Cultural Advancement of Visual Arts  
Acklam Playspace  
Action for Disability Kensington & Chelsea  
Al-Hasaniya Moroccan Women's Project  
All Saints Church  
Arab National Council Against Narcotics  
Barlby Primary School  
Bevington Primary School Governing Body  
Blenheim Project  
CASH  
Catholic Children's Society  
Cheyne Child Development Centre  
Children & Parents Carnival Association  
Citizens' Advice Bureau Kensington & Chelsea  
Clare Gardens Day Nursery Parents' Committee  
Colville Nursery Centre  
Colville Primary School  
Community Language Centre  
Convent Garden Residents' Association  
Earls Court Homeless Families Project  
Ebony Steel Band Trust  
Elizabeth House Association  
Eritrean Support Group  
Gloucester Court Reminiscence Group  
Golborne Children's Arts Activities Group  
Golborne Road Residents' Association  
Grenfell Creche  
Hand in Hand  
Harrow Club  
Holmefield House Residents' & Tenants' Association  
Horniman's Adventure Playground  
Kensal Community Association  
Kensington & Chelsea Community History Group  
Kensington & Chelsea Community Transport  
Kensington & Chelsea Residents' Association  
Kensington & Chelsea Social Council  
Kensington Housing Trust

-10-





KIDS

Lancaster Youth Club  
Latymer Christian Centre  
London Cyrenians Housing  
London Lighthouse  
Longridge Road Under 5's Centre  
Maxilla Nursery  
Maxilla Social Club  
MCWG Dar Al-Arqam  
Meanwhile Gardens Community Association  
Migrant & Refugee Communities Forum  
MIND Kensington & Chelsea  
Moroccan Information & Advice Centre  
New Studio Playgroup  
North Kensington Arts  
North Kensington Women's Aid  
Notting Hill Adventure Playground  
Notting Hill Housing Trust  
Notting Hill Housing Trust Tenants' Association  
Notting Hill Methodist Church  
NOVA Training  
Octavia Housing & Care  
Open Age Project  
Oxford Gardens Primary School Governing Body  
Pena Cultural Espanola  
Pennies & Pence (Free Shop)  
Pepper Pot Lunch Club  
Portobello Housing Co-op  
Quest Lunch & Social Club  
Response Community Projects  
Seventh Feathers Youth Club  
Silchester Residents' Association  
Sion Manning Girls Secondary School  
Sixty Plus  
St Francis Community Centre  
St Helen's Parish Church  
St Mungo Community Association Ltd  
St Peter's & St John's Parochial Church Council  
Swinbrook Nursery Centre  
Swinbrook Residents' Association  
Tabernacle Centre  
Tavistock Crescent Residents' Association  
Venture Community Association  
Victim Support Scheme Kensington & Chelsea  
Volunteer Bureau Kensington & Chelsea  
West 11 Housing Co-op  
West London Family Service Unit  
Westway Nursery Association  
World's End Pre-School Playgroup  
World's End Under 5s' Centre

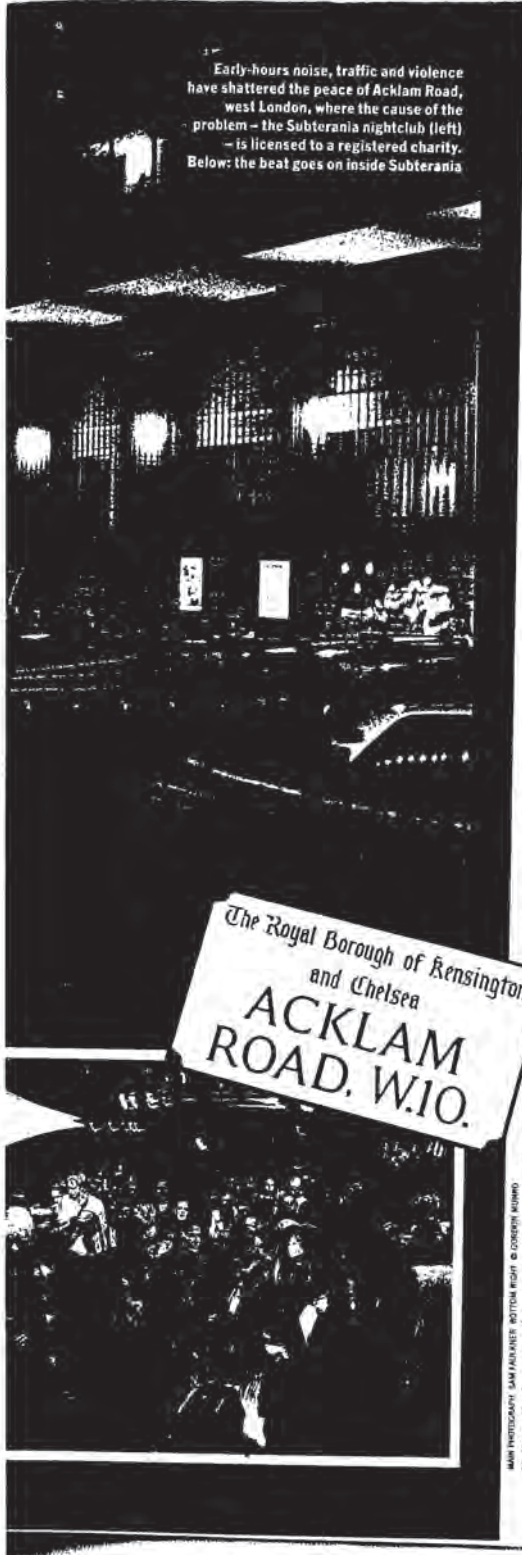


**THE OTHER NOTTING HILL: WHY DOES  
A CHARITY FOR THE UNDERPRIVILEGED  
FRONT A TRENDY NIGHTCLUB, AND  
SPEND MONEY ON A PRIVATE FITNESS  
CENTRE AND LIBEL LAWYERS?**

Brian Deer, Sunday Times, 17 June 2001 'The other Notting Hill: Why does a charity for the underprivileged front a trendy nightclub, and spend money on a private fitness centre and libel lawyers?'

(1/5)





Early-hours noise, traffic and violence have shattered the peace of Acklam Road, west London, where the cause of the problem – the Subterania nightclub (left) – is licensed to a registered charity. Below: the beat goes on inside Subterania

## INVESTIGATION: BRIAN DEER

**N**o knives are pulled or guns discharged, but at the Subterania nightclub, up a west London back street, all is not well tonight. The DJ scratches on with Outkast's Ms Jackson, and two bikini-clad go-gos don't skip one wriggle under a light show of video clips. But there's no crush around the bar. Empty space has opened up. The punters are starting to leave.

It's 1.24 on a Sunday morning, and at a time like this the place should be heaving. Annie Lennox, Paul Weller, Ice-T and the Red Hot Chili Peppers are among the club's past attractions. Although the immediate vicinity – Acklam Road, near Ladbroke Grove – is at the heart of one of Britain's most socially deprived neighbourhoods, it's inside the Royal Borough of Kensington & Chelsea, and if you walk half a mile you're in Hugh Grant and Julia Roberts country: Portobello Market, Notting Hill Gate, Holland Park.

But things have looked grim lately, and in 36 minutes the DJ and go-gos will stop. After a string of bitter conflicts with the surrounding community – which in the past 18 months has seen eight police officers injured in a riot, two shootings outside, and what a west London magistrate called "unimagined, very real and human problems caused to the residents" by the club's late-night hours – the 600-capacity venue has had its licence cut from 3 to 2am, and neighbours are pushing for it to close.

It's hardly surprising that the club has opponents. Taking an estimated £1m a year in an otherwise quiet residential neighbourhood, it's bound to attract social problems. What's amazing, however, is that the complainants rarely see their grievance as being with the club's commercial management – Vince Power's Mean Fiddler group – but rather with the premises' landlord and licensee, which is a registered charity, headed by a judge and championed by the Prince of Wales. Locals are mystified. Can a charity be behind a nightclub?

And this is just the start of the problems. For this charity is at the centre of a them-and-us war – ironically, battling with the very community it was set up in the first place to help. Swallowing vast public resources, but yielding little by comparison, it's the hidden ugly face of the "good cause" industry. Acklam Road is a lesson for us all.

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The area around Subterania – the less fashionable part of Notting Hill – has been a flashpoint for trouble for as long as anybody can remember. It first caught attention in 1958 when, as a densely packed, mostly immigrant community, it erupted with Britain's first race riots. In the 1960s it snatched headlines again when it was stalked by the notorious stumlord Peter Rachman, echoed to the sounds of evictions and peppered with "No coloureds" signs.

Violence was common, as Kathleen Kelly, 80, remembered as we sat sipping tea in her council flat before Christmas, less than 10 yards from the problem club. She was lured from Jamaica in 1950 to work in the National Health Service. "There was some very bad landlords up at Talbot Square and the rioting come all the way down," she said. In those days the district was also a cauldron of social innovation. Hippies, anarchists and every species of idealist joined the immigrants in cheap, insecure housing, and pioneered projects often borrowed from the American counterculture. They started Britain's first neighbourhood law centre, the first drug advice agency, Release, a "free university", and supported black residents in an annual Caribbean street festival, now the world-famous Notting Hill Carnival. But conflict was never too far from the surface, and at the end of the 1960s came the mother of all battles – this time over the construction of a road. To relieve congestion in leafy Holland Park and to speed traffic from central London to Oxford and beyond, a 2.5-mile elevated motorway – the A40(M) Westway – was driven through

MAIN PHOTOGRAPHY: SAM FARRNER. BOTTOM RIGHT: © GORDON MURDO





North Kensington, in the face of bitter banner-waving protests. Acklam Road was flattened, with one side replaced by a yellow-brick council estate.

And then, to complete the history, the idealists had an idea to rescue something worthwhile from defeat. They said, "Let's start a charity," and in February 1971 they launched the North Kensington Amenity Trust. It was to reclaim something from the moonscape of post-construction wasteland in an effort to "give something back". Cymes argued that it would prove to be a distraction – the kind of thing developers promise to buy off opposition. Little did they know that in the name of charity, it would spawn yet more bitter wars.

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Politically, the idea of the North Kensington Amenity Trust was so beguilingly simple that it has since become a template for similar ventures around the country. With a staff of 60, a salaried director on more than £60,000 a year and a turnover of £2.8m, it was the founding inspiration for the Development Trusts Association, with 200 members from Devon to Northumberland and assets of more than £100m. It is a celebrated example, moreover, of a £30 billion "grey economy" embracing more than 180,000 registered charities and an estimated million trustees.

As charities do, it started well, with ideals that were hard to fault. In building the Westway, the old Department of Transport left 23 redundant acres around Ladbroke Grove Tube station, some ready-roofed, like railway arches, others open spaces. "What we wanted was facilities aimed at the poor community, especially children," John O'Malley, the secretary of the action group that founded the charity, told me. "What really grew out of it was playgrounds."

In February 1971, the management committee of 15 trustees adopted legal objectives that are still in force today: "(1) the advancement of education; (2) the provision of facilities for recreation or other leisure-time occupation in the interests of social welfare, with the object of improving the conditions of life of the said inhabitants; (3) assisting charitable institutions established for the benefit of the said inhabitants; (4) in the advancement of education, but not further or otherwise, the trust may provide assistance to children and young persons."

Progress was slow, but by 1976 the trust had built a community centre – the Acklam Hall – in the premises that are now Subterania. There was a nursery, stables, an administration building, offices and space for stallholders and small businesses. The idea was to create a mix of public services and private enterprise – the rental from which could be garnered by the charity to help address the neighbourhood's needs.

Those needs were many – then as now – with Golborne ward, in which the nightclub sits, still one of the most challenged in Britain. For all the popular image fostered by the movie Notting Hill, hidden up backstreets such as

## CARNIVAL ORGANISERS WERE BANNED FROM TRUST LAND

Acklam Road is deprivation rarely dwelt on in movies. Unemployment last year hovered around 13%, and twice as many people live in public-sector housing as own or privately rent their homes.

For a while there was progress, but then conflict erupted as all eyes turned to the land. Although North Kensington is a solidly Labour area, seven or eight of the management committee were nominees of the Tory-dominated royal borough council, controlled from wealthy South Kensington and Chelsea. And in 1976 they appointed as trust director Roger Matland, then a 31-year-old charity worker with a degree in psychology and a new agenda for the trust's development. Gradually, the charity sidelined its founding ideals and switched from serving the likes of Mrs Kelly to creating a luxury leisure empire. In 1988, Subterania (£8 admission) was rented to the Mean Fiddler group (Vince Power says: "You could say they gave it to me for nothing"), followed by ambitious expansion, using public grants and loans, to build an indoor tennis club (adults £15 an hour), a members-only fitness club (£100 joining fee, plus £45 a month), and an upscale cocktail lounge (seared wild salmon and roasted red pepper brochette on kizami and black pasta mesh with herb tahini, £11.50). In short, the new plan was to develop the property for the affluent, like a modern-day enclosure of common land. The justification was to generate income for charitable purposes. And day-trip visitors were dazzled. In 1991, the trust's 20th anniversary year, the Prince of Wales, who would later become a hands-on supporter, declared that it had "forged ahead with a wide-ranging programme for the economic and social benefit of local people".

But even amid such courtly praise, around the motorway – which surges across the roof of Subterania – the neighbours' unrest was festering. "It's disgusting," Mrs Kelly, who was president of the local Swinbrook tenants' association, told me. "As far as the community around here, we don't get any benefit from the amenity trust, and nobody can tell you different."



### THE RESIDENTS

Above: tenants' leader Kathleen Kelly, for whom the Subterania club was a nightmare. Right: Lyn Hardy-Smith, a shopkeeper who was sued for libel



There were no celebrations in February this year for the trust's 30th anniversary. When I called the urbane, Gitane-smoking Matland, now 56, he told me he was "busy" and that I would get "a better story" if I contacted him again in a year. And after a series of complaints to my editor, we ended up locked in a protracted written duel between the charity's lawyers and ours.

I didn't at the time reveal the trigger for my interest: a memo I saw from Matland to the trust's solicitors, the firm of Sinclair Taylor & Martin. It read like something from a John le Carré novel and, when checked out, made me wonder if anybody was policing charities at all. Without sharp-eyed shareholders or the political accountability of public authorities, it seemed that the world



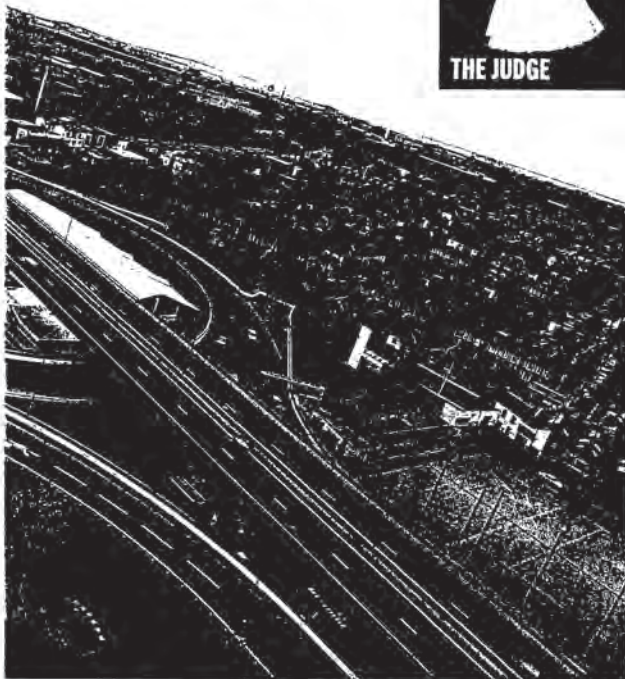
Right: Roger Matland, the director of the North Kensington Amenity Trust since 1976, and Judge Gerald Gordon (below right), the charity's chairman since 1993. Both insist the land the trust inherited 30 years ago has been used fairly. But locals disagree. 'It's disgusting,' said Kathleen Kelly (far left). 'As far as the community around here, we don't get any benefit from the amenity trust, and nobody can tell you different!'



THE TRUST DIRECTOR



THE JUDGE



of trustees and professional staff could let the weirdest situations arise. "At about 10.45 on Monday 9 November 1998," Matland wrote, "I was driving down Golborne Road when I saw Lyn Hardy-Smith transferring goods from a red VW saloon across into his cafe called Havana. I parked at a discreet distance away, walked back and wrote down the registration number, which is E513 PBP. I have asked Janice to obtain the usual from Swansea." I found Hardy-Smith to be a local activist and former bicycle-shopkeeper who had been priced off his stall by the trust's leisure plans, and who in 1987 had accused Matland of dishonestly influencing a £180 Bloomsbury County Court case brought against him. In response, the charity had sued him for libel

and, 14 years later at Central London County Court, as attempting to seize his family house to recover his legal costs. In an action "that the property be sold notwithstanding that the respondents refuse to consent to the said sale", the charity is now looking to recover from the bicycle man almost £43,000.

Hardy-Smith – 57, slim, grey and nervous – had behaved like a fool, making an emotional accusation he had no prospect of standing up. After a High Court writ was issued in 1990, he apologised through solicitors, offered to make an undertaking in court and agreed to pay "reasonable costs". But his apology was rejected as "far from unreserved" – and though the libel was only made in a private letter to the trust's chair, the trust went on in 1992 to throw £30,000 of its charitable funds at defending "the professional repute of the staff". It was a vindictive action, which broke Hardy-Smith. The only evidence I found of anybody being seriously damaged by the episode is in a letter from Hardy-Smith's doctor saying that he had been treated for stress and depression "caused by the protracted litigation". And since the management committee had paid for the lawsuit, evidently nobody believed what Hardy-Smith had said in the first place. Even Matland's deputy called the action a "controversial blemish".

What bothered me here was the evident lack of charity towards this man. Why sledgehammer this particular walnut? A second trust document put him on the road: the essential sting of the allegation seemed to be true. Despite fending royalty, Matland was, on the face of it, prepared to use dishonest tactics to achieve less than charitable ends. The second document was written the day after the memo to Sinclair Taylor & Martin, and concerned the red VW in Golborne Road – about a quarter of a mile from trust land. In an apparent bid to seize the vehicle to pay legal bills, Matland, using staff member Janice, wrote to the Drivers and Vehicle Licensing Centre in Swansea, falsely claiming it was somewhere else: "Red Golf VW saloon – E513 PBP.. The above vehicle is parked on Trust land and we wish to ask the owner to remove it. I would be most grateful if you could supply me with the name and address of the owner as of today's date so that I may write to them."

Hardy-Smith – now unemployed and suffering from diabetic hyperglycaemia – reported this deception to the data protection registrar and complained to the trust's chair, Judge Gerald Gordon, 55, who sits at the Old Bailey and recently presided over the fraud trial of John "Goldfinger" Palmer Gordon, who has headed the management committee since 1993 and is a former Tory deputy leader of the borough council, took no action, but merely replied to the bicycle man that if the registrar made "any inquiries of the trust, we will, of course, co-operate".

A one-off aberration? At first I thought, maybe. Then other conflicts emerged, which have caused even senior Tories to express dismay about the charity. James Arbutnot, a former Kensington councillor and chief whip in William Hague's previous shadow cabinet, for instance, wrote to Matland three years ago saying he remembered the charity with "a curious mixture of loathing and fascination".

Some of the most potentially inflammatory clashes have been with elements of the local black community. In 1996, for instance, local steel bands who used to park two floats on unused trust land, 50 yards from Subterania, were evicted in a protracted lawsuit that cost the musicians more than £10,000. The charity then erected a 10ft steel fence, using grant money, which kept them out. Then last summer there was more controversy, when the trust banned the Notting Hill Carnival from two 40-by-20-yard plots of paved land at the epicentre of the festival zone. And, yards from where newsagents once sported "No coloureds" postcards, six stalls traditionally set out each year on Acklam Road – by now elderly Afro-Caribbeans – were prevented by police, on the charity's orders, from selling "a bit of food".

Such actions have sparked fury among the trust's black neighbours – who, incidentally, got up a petition in 1995 about aspects of the nightclub's door policy. "I don't want to say much in case I get in trouble," said Mrs Kelly, who said the bit her tongue after hearing of what happened to Hardy-Smith. "They can't take me to court, but I haven't got any money, so they won't get anything".

The area's Labour councillors say they are worn out by the quarrels, and appeals to the trustees get nowhere. After a painter who decorated the charity's offices in 1999 complained to Gordon that it appeared to be attempting to avoid proper payment for the work that it had ordered from him, the judge responded: "Allegations of dishonesty if untrue are libellous and if made in relation to a person's employment are actionable without proof of damage." The painter caved in to a "consent order", abandoning his claim for £1,000 at Lambeth County Court, with an unusual clause demanded by the trust: "That neither party shall discuss the matter with third parties".

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After a short battle with cancer and a longer struggle with the trust, Mrs Kelly died on February 1. And she didn't get a quiet old age. She told me how at night she ventured out in her nightie onto the walkway at the front of her flat and pleaded with Subterania's customers to let the neighbourhood sleep. "It's the cars' noise, the language, the arguments," she explained. "It's really terrible, >>>





really bad." She had campaigned since 1994, when the charity applied for a 6am licence, and in October she led a dozen people to West London Magistrates' Court to resist an appeal by the charity against a council order to cut the opening hours. She won that battle, after a two-day hearing, when District Judge Terry English awarded £13,000 costs against the charity on the grounds of its "unreasonableness". The trust's swift response to keep the extra hour for the innocent Power's business was to appeal the appeal – to Blackfriars Crown Court (in an action now abandoned) – despite Judge English hearing from an angry witness parade of the very people the charity was meant to help.

If this wasn't bad enough, I soon found another story that said even more about this organisation. For not only was the nightclub wrecking the community's peace, but since the trust handed over the old community hall to Power, it has been running a scheme to dodge business rates and licence fees, to the public's considerable loss. People such as Mrs Kelly were not only suffering, they were also paying for the privilege. According to my calculations based on council staff figures, at least £118,000 due to the council on the nightclub has, for reasons unknown, been avoided. Power was the beneficiary, although all he seems to have done is accept the trust's arrangements. The way it worked was simple: Matland told council officers that the premises (merely described as "12 Acklam Road") were mainly used by charitable community groups – and for years the paperwork was rubber-stamped by junior clerks.

Strangely, Gordon – who lives in a Georgian square two miles south – told me he didn't personally know what was at "12 Acklam Road", but was sure that council staff knew all about Subterania. This is in spite of the trust failing even to mention the premises in annual reports and council staff having been in a five-year battle to get the charity to set out the facts about the club. Although senior Conservatives – including mayors, committee chairs and deputy leaders – had sat on the trust's management committee, a mass of paperwork reveals that council officers were repeatedly frustrated or fed with half-truths.

Matland, meanwhile, was filling in exemption claims in an attempt to cover his tracks. In at least four documents, he certified that the club's licensed use "will be solely for entertainment which is of an educational or other like character, or is given for a charitable or other like purpose". When asked of the premises (100% of the profits from which go to Mean Fiddler), "Who will receive the proceeds of these functions?", Matland replied: "North Kensington Amenity Trust." Asked, "Are the premises ever rented out to a third party for any public or private events? If yes, does the third party receive the profits from the event?", Matland's answer was: "Yes. Local charities. Yes. Local charities."

The thinking behind these answers was never squarely explained, but the loss of income due to this mysterious wheeze is only one example of how the public purse has lost out to the charity's operations. After an intervention by the Prince of Wales with the government's transport department, for instance, the land around the Westway – some prime Notting Hill brownfield – was handed



### STEEL AGAINST STEEL

Behind this 10ft fence is trust land where local steel bands used to park two carnival floats. They were evicted in a lawsuit that cost them thousands

the chair in 1993. He refused to comment on the "red Golf" deception, since, he said, it was subject to official investigation. He denied that the trust was litigious, and said the carnival floats had been evicted from unused ground because they posed insurance risks. The carnival organisers were banned from trust land, he said, because of the state in which they had left it in the past.

Although he is a former chair of the borough's town planning committee and receives detailed guidance in Charity Commission booklets on this subject, he said that he didn't know the position on charitable rate and licence fee exemptions, which had never been raised at any management committee since 1993. "As a trustee," he said, "I would not see it as my role to review every single premises in the trust every year in respect of every aspect of its operation."

He undertook to investigate the "intent" behind Matland's dealings with council officers, but in the event released no new information. "The question of whether the council was misled and whether or not rebates were allowable are, in the first instance, matters for the council," he wrote later. "I have therefore written to the leader of the council informing him of your allegations and inviting him to initiate an investigation with which the trust will co-operate fully." In a conversation the following day, Matland denied misconduct of any

## 'THE NOISE, THE ARGUMENTS – IT'S REALLY TERRIBL

to the trust at a paltry £10,800 an acre, obscuring fair comparison between the value of the assets that it is sitting on and any good work it does.

And what of its good work? Undoubtedly there has been some, as both Matland and Judge Gordon stress. It maintains a small garden near the trust's offices, last year distributed £85,000 to local beneficiaries and spent a notional £76,000 subsidising the rent of noncommercial tenants. There may also be some "trickle-down" if users of its luxury facilities spend money in local shops and pubs.

But since 1989 it has relied on loans and grants from other charities and funding bodies (the latest is £8m from the Sport England Lottery Fund) to prop up a leisure empire that is otherwise sustaining colossal deficits. Nearly £1.2m has been lost running the fitness club (despite a £400,000 sports lottery refurbishment grant), another £500,000 on the indoor tennis club, and it spent an estimated £500,000 from the City Challenge urban regeneration scheme building the cocktail bar – also leased to Mean Fiddler. With staff costs running at £1m a year, it's hardly a balance sheet that glows with financial control. Were it a public company, its board would most likely have been fired.

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So where does the money go? It's hard to say, since after the trust established the nature of my inquiries it refused to speak to me. "I am more than happy to be co-operative and straightforward," Gordon wrote to the editor of The Sunday Times. "However, I would ask that reconsideration is given to my request to have advance information on the complaints made." Later, Gordon required any questions to be put in writing, and hung up when I called him at home.

Was the judge too busy? Unaware of any misconduct? What did he know? Did he turn a blind eye? In an interview before he broke off contact, he confirmed that his committee was running the Hardy-Smith pursuit, but he said only to collect money due under a "consent order" agreed before he took

kind. He said he didn't know the legal position on the rates and licence issue and refused to comment on the red-Golf incident. Astonishingly, he said he didn't believe Hardy-Smith had even libelled him in the first place and later wrote to me, as if this helped: "It was not until my trustees were legally advised of the seriousness of it all that it dawned on me."

Both Gordon and Matland suggested that the land inherited 30 years ago had been well and wisely used. Because the trust was a charity, it could bring funds to the area that the local authority couldn't. And, unlike the council, it had an innovative structure, flexible and responsive to needs. "The members of the management committee give up a lot of their time during the year because they happen to believe in the trust," Gordon said.

Their critics, however, say they will now go to the Charity Commission, but they don't plan to hold their breath. When Hardy-Smith complained to this body about charity money being spent on suing him for libel, it replied in May 1999 refusing to tell him anything, declaring that its investigations were "not necessarily handled in a different manner from a charity support issue" and stating that after three months, "for financial and practical reasons", his "correspondence will be destroyed".

And so that's how I left the war that Sunday morning at Subterania, with a quick toast to the late Mrs Kelly. At 2.01am, the music stopped and I joined the crowd on Acklam Road, wondering how on earth the charity could get away with this stuff. And I couldn't help asking what else like this was happening across Britain in such unaccountable, unsupervised bodies. It seemed to me that here was a perversion of the very meaning of "charity", only brought to light by a quirk of geography – that its victims see each other in the street. "They treat us like pieces of dirt," said Pat Mason, 50, a Labour councillor for the Golborne Ward and a former trust employee. "People round here have been fighting them for years. It's like they think they can blow us away." ■





**WESTWAY DEVELOPMENT TRUST**

draft

**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



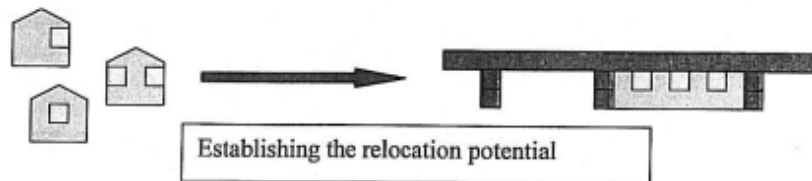
### Ensuring Regeneration benefits for the community

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





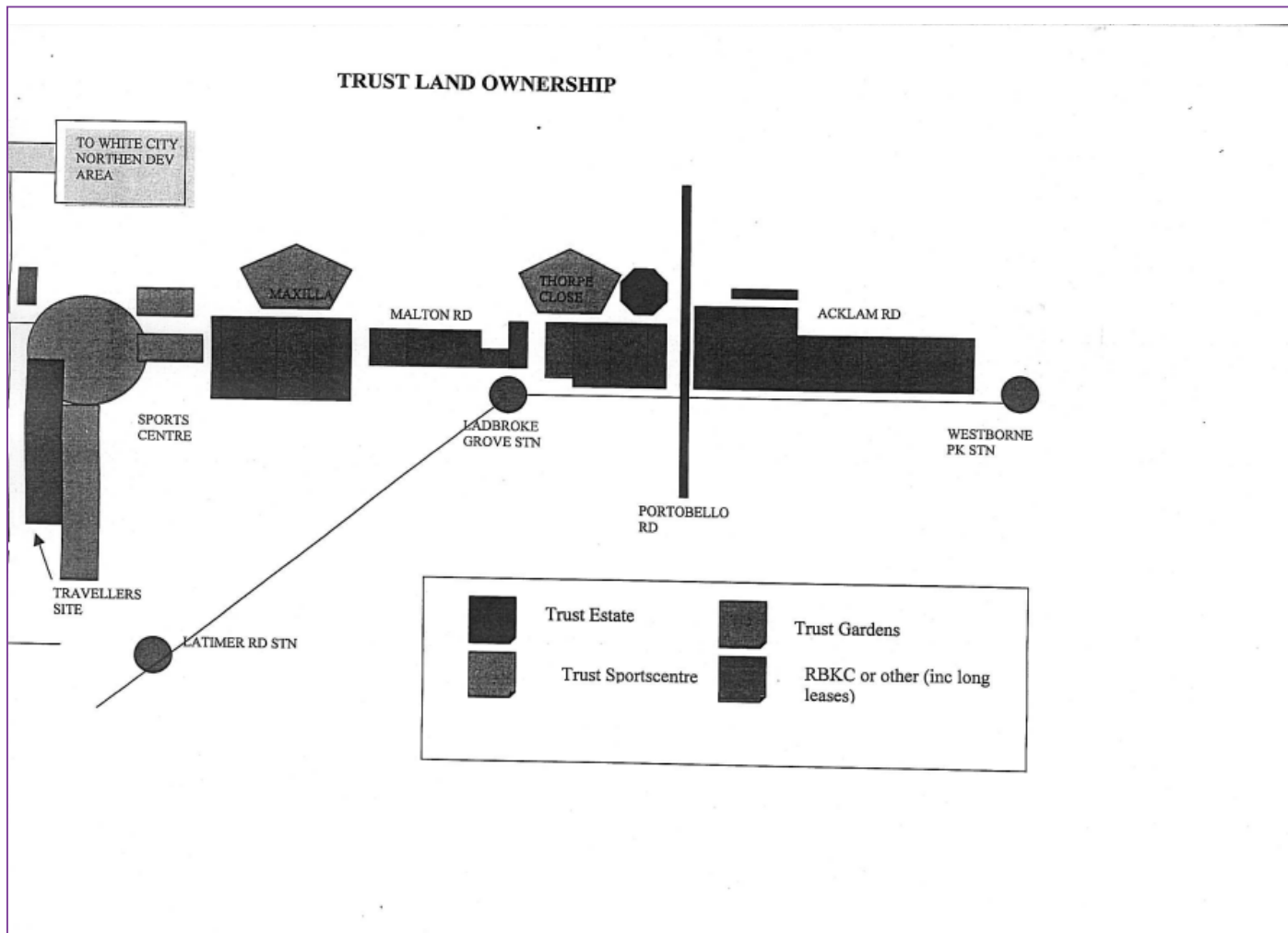
**Westway Development Trust**

**Our Regeneration and Property plans to 2020**

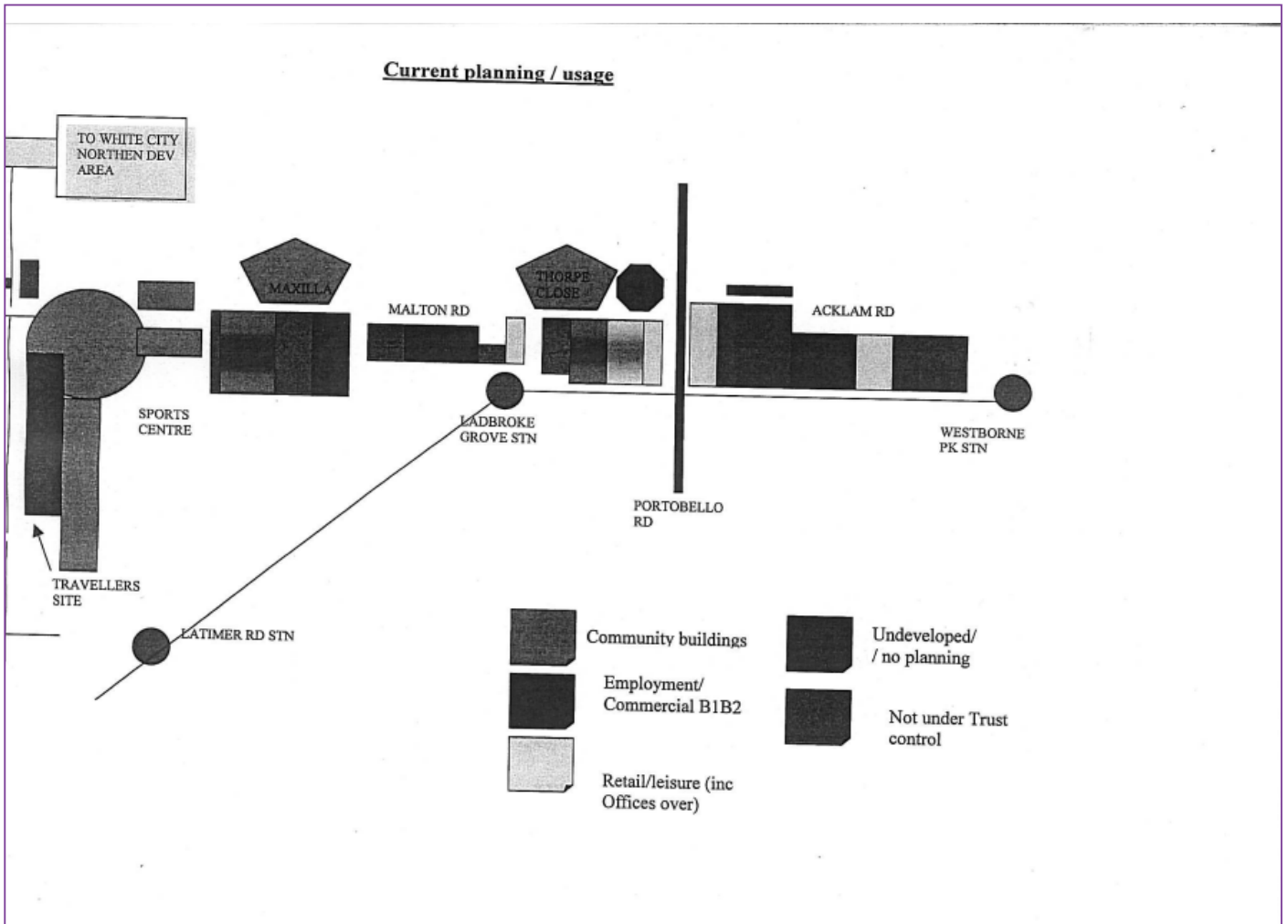
**A presentation paper**

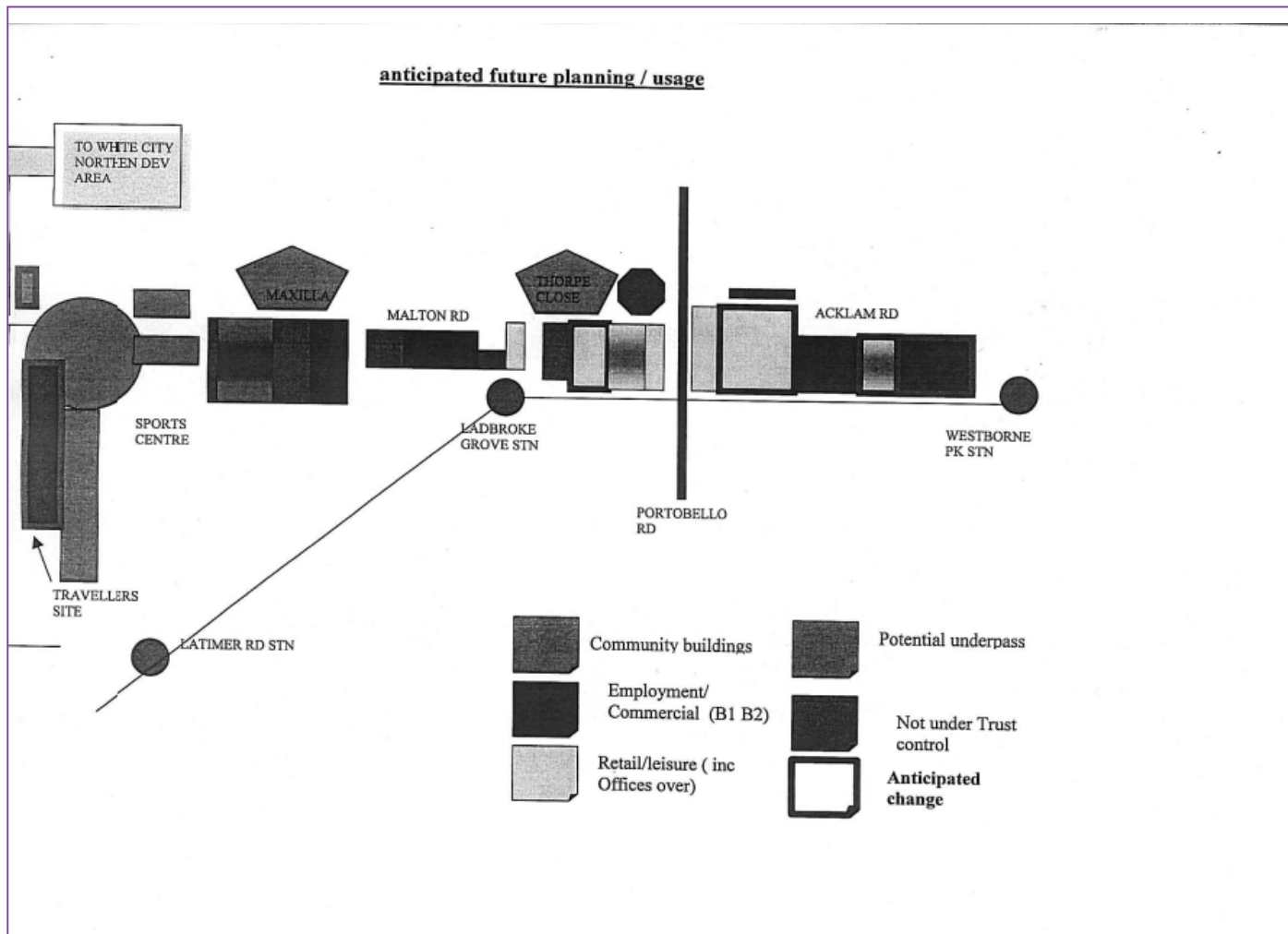
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Martyn Freeman  
Westway Development Trust

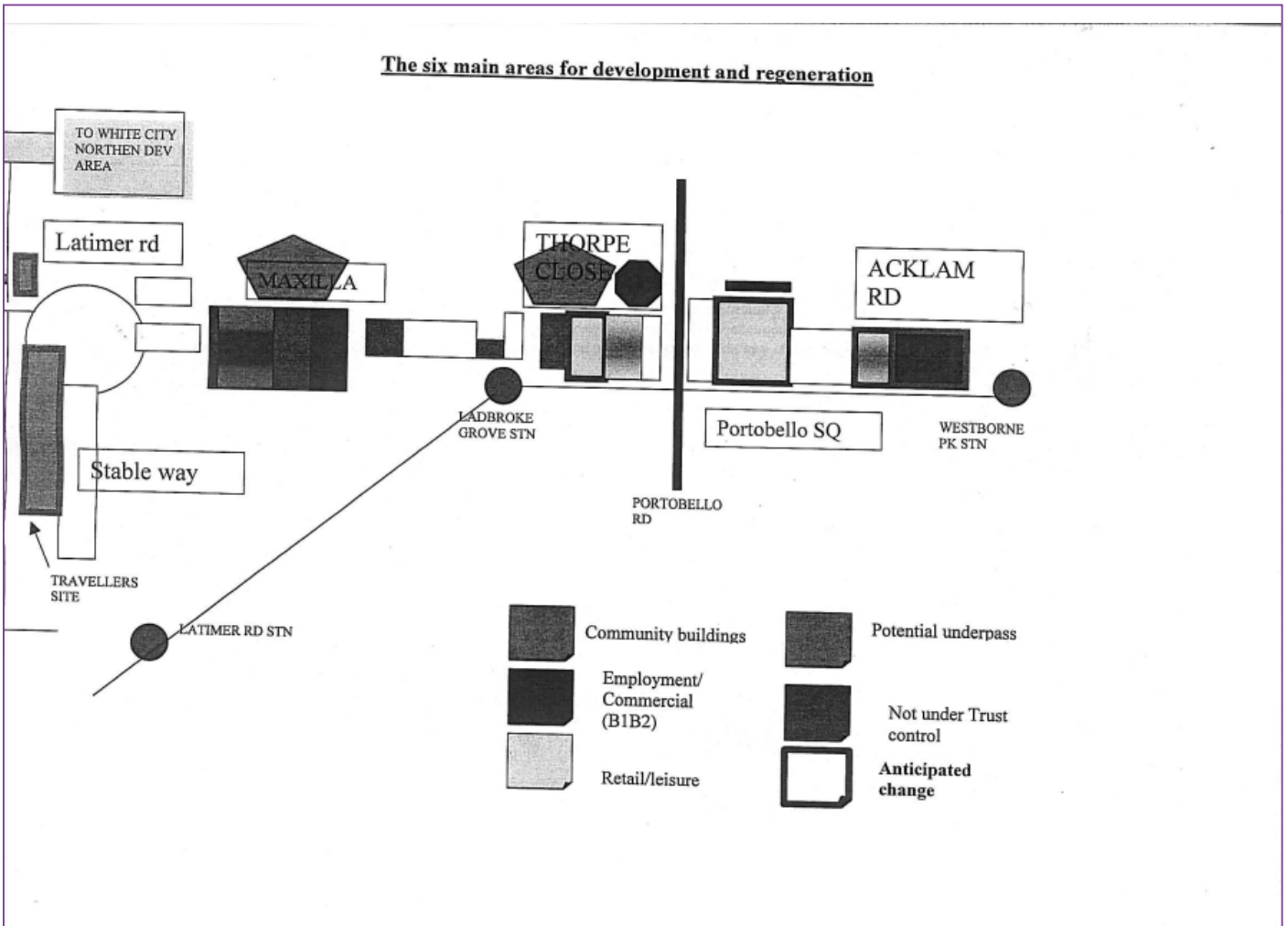














### Maxilla

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.

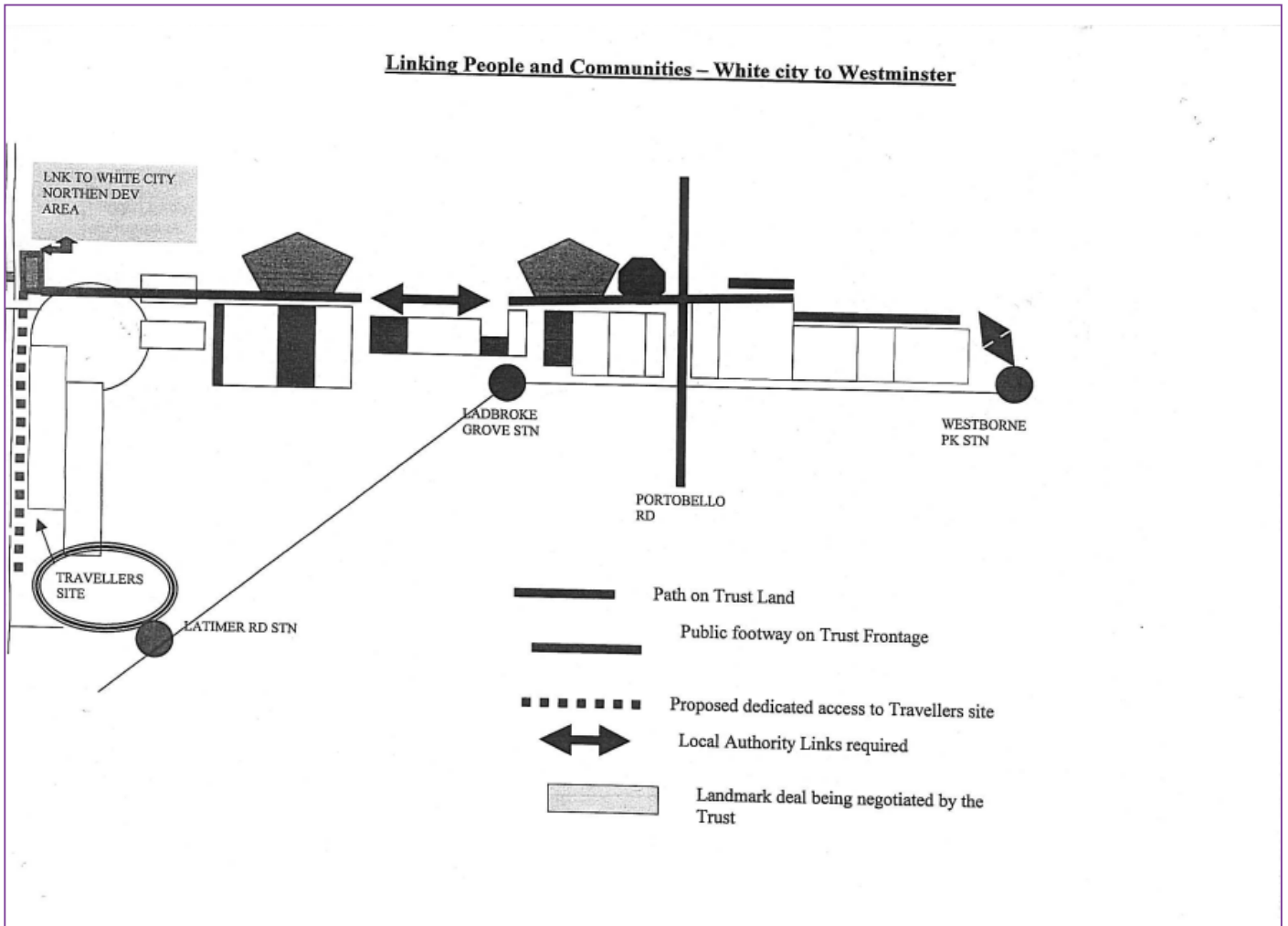
### Thorpe Close

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 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.







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 Ladbrooke 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 .





## CONSTITUTION

1. The name of the Trust shall be Westway Development Trust (hereinafter called the Trust).
2. The object of the Trust shall be to promote the benefit of the inhabitants of the Royal Borough of Kensington and Chelsea (hereinafter called the Benefit Area) without distinction of colour, race, ethnic or national origin, sex, political, religious or other opinions by such exclusively charitable means as the Trustees think fit, including:
  - (1) The advancement of education in the Benefit Area, including:-
    - (a) Training or retraining, particularly among unemployed people, and providing unemployed people with work experience;
    - (b) The provision of financial assistance to persons who are resident and who are in need of such assistance to pursue their education;
    - (c) Support of the performing and visual arts;
  - (2) The provision of facilities for recreational, sporting and other leisure-time occupation in the interests of social welfare with the object of improving the conditions of life of the said inhabitants and the inhabitants of adjoining London Boroughs (including the protection and preservation of their health);
  - (3) The development of the capacity and skills of members of socially disadvantaged communities within the Benefit Area in such a way that they are better able to identify and help meet their needs and to participate more fully in society;
  - (4) The maintenance, improvement or provision of public amenities in the Benefit Area, including the provision of public art;

And in furtherance of the above objects, the charity may assist other charitable institutions established for the benefit of the said inhabitants.
3. In furtherance of the above objects, representative members of the Trust on its behalf shall enter into a sub-lease with the Council of the benefit area of certain lands under and adjoining part of the motorway known as Westway and develop the same or make arrangements for their development by others in accordance with plans to be approved by the local planning authority.
4. The affairs of the Trust shall be administered and determined by the Committee whose members have been nominated or duly elected by organisations in accordance with this Constitution.
5. The Committee may apply from time to time to the Charity Commissioners for an order of the Charity Commissioners vesting any freehold and leasehold lands in the Official Custodian for Charities and upon such order being made any trustees in whom the same shall be vested shall cease to be trustees of the said lands.



6. The members of the Trust shall be:-
  - (1) The members of the Committee; and
  - (2) The organisations or bodies referred to in the Schedule hereto and such other organisations or bodies as shall be admitted to the Trust in accordance with this Constitution, such admission having been previously approved by the Committee (which organisations or bodies are hereinafter collectively referred to as Organisations and individually known as an Organisation).
7. The Director shall keep a record of all Organisations admitted to the Trust.
8. Each Organisation may nominate one person to represent such organisation at meetings of the Trust.
9. The Committee shall consist of:-
  - (1) A Chair, being a person residing in the Royal Borough of Kensington & Chelsea nominated by the Committee at its first meeting after the Annual General Meeting or, should a vacancy occur during the year, at the first meeting of the Committee thereafter.
  - (2) Fourteen other members, 7 to be elected by Organisations and 7 to be nominated by the Royal Borough of Kensington & Chelsea.
10. The Director shall give notice at each Annual General Meeting of the name of any person or persons proposed for the office of Chair, the names of the persons elected by Organisations to the Committee, and the persons nominated by the Royal Borough of Kensington & Chelsea to serve on the Committee for the ensuing year.
11.
  - (1) The election to the Committee of persons by Organisations shall be conducted in such manner as the Committee may from time to time in their discretion decide.
  - (2) In settling the rules for the conduct of the election referred to above, the following general principles shall be followed viz:-
    - (a) At least two months before each Annual General Meeting the Chair shall invite nominations from Organisations for the name, address and other particulars of persons to stand for election to the Committee for the period mentioned in Clause 12 hereof.
    - (b) Each Organisation shall be entitled to submit one nomination.
    - (c) If the number of persons validly nominated does not exceed or equals the number of vacancies no poll shall be required.
    - (d) If the number of persons so nominated exceeds the number of vacancies an election shall be held at least 14 days prior to the date of the Annual General Meeting.





- (e) At such election each Organisation shall be entitled to vote for the same number of candidates as there are vacancies.
  - (f) At such election in the event of equality of votes the Chair shall arrange to draw lots.
- 12. Subject as aforesaid membership of the Committee shall be deemed to be effective immediately at the end of the Annual General Meeting and terminate at the end of the Annual General Meeting in the following year.
- 13. With the object that membership of the Committee shall at all times preserve the proportions set out in Clause 9 above, no alteration of the numbers of the elected members shall be permitted without the consent of the Royal Borough of Kensington & Chelsea.
- 14. No person shall be entitled to act as Chair, Vice-Chair or as a member of the Committee whether on a first or any subsequent entry into office until after signing a declaration of acceptance and of willingness to act in such capacity in a register to be kept by the Committee.
- 15. A quorum for meetings of the Committee shall be at least half of those currently acting as members of the Committee.
- 16. The Committee shall have power from time to time to co-opt suitable persons to the Committee in an advisory capacity to serve from their appointment until the termination of the next Annual General Meeting. Such persons shall not have any voting powers at meetings of the Committee.
- 17. The Committee may elect two Vice-Chairs from the members of the Committee to serve in that capacity whose term of office shall expire on the termination of the next following Annual General Meeting after appointment.
- 18. (1) The Chair of the Committee shall if present preside at all meetings of the Trust and of the Committee.  
(2) If the Chair of the Committee is absent from any such meetings then, before any business is transacted:-
  - (a) If only one Vice-Chair is present, that Vice-Chair shall preside.
  - (b) If both Vice-Chairs are present, the members shall choose one of them to preside.
  - (c) If there are no Vice-Chairs present, the members shall choose one of their number to preside.
- 19. (1) The Committee shall approve by 31 March in every year a statement showing in such detail as may reasonably be required their intended expenditure and expected income for the year expiring on 31 March in the following year.  
(2) The financial year of the Trust shall run from 1 April to 31 March. Once at least in every financial year the accounts of the Trust shall be audited by a person who is eligible for appointment as auditor in accordance with



section 43(2) of the Charities Act 1993 and shall be submitted for consideration at the Annual General Meeting.

20. The Committee may appoint not less than three persons as Custodian Trustees to hold any property held by or in trust for the Trust or may with the agreement of the Official Custodian for Charities transfer to him property so held and make application for an order vesting in him any other property so held under section 21 of the Charities Act 1993, or may make application to the Charity Commissioners for a certificate of incorporation in accordance with section 52 of the Charities Act 1993.
21.
  - (1) Any casual vacancy of an Appointed Member of the Committee arising from their death or resignation or removal or failure without leave to attend 3 consecutive meetings of the Committee shall be filled by the Royal Borough of Kensington & Chelsea.
  - (2) Any such casual vacancy arising in any of the above ways amongst persons elected by Organisations shall be filled by an election conducted in such manner as the Committee may from time to time in their discretion decide.
  - (3) Any person so appointed shall retire with the other members at the conclusion of the next Annual General Meeting.
22. Any member of the Committee who is adjudged bankrupt or who makes a composition or an arrangement with their creditors or who is incapacitated from acting or who communicates in writing to the Committee of a wish to resign shall thereupon cease to be a member.
23. The proceedings of the Committee shall not be invalidated by any vacancy among its members or by any defect in the appointment or qualification of any member.
24. Except as otherwise provided in this constitution at meetings of the Trust the Committee or any Sub-Committee every matter shall be determined by the majority present and voting on the question. In the case of equality in votes the Chair of the meeting shall have a second or casting vote.
  - (1) The Committee or any Sub-Committee may from time to time determine matters by way of a written resolution circulated to all relevant members of the Committee, or any Sub-Committee, which, if signed by a majority assenting, shall be effective as if proposed and passed at a meeting of the Committee or any Sub-Committee.
25. The Committee may from time to time appoint such Sub-Committees as may be deemed necessary and determine their terms of reference, powers, duration and composition; any such Sub-Committee so appointed shall not have executive powers except such powers as may be delegated from time to time by the Committee but may make such recommendations as it thinks fit to the Committee for its consideration. With the approval of the Committee, suitable persons may be co-opted to a Sub-Committee.





26. The Committee shall keep a minute book and books of account. All proper statements of account in relation to the Trust shall for each year be prepared as prescribed by Part VI of the Charities Act 1993.
27. The Annual General Meeting of the Trust shall be held no later than the month of November in each year.
28. The Director shall convene a Special Meeting of the Trust upon receiving a written and signed request so to do either:-
  - (1) from the Chair (or in his or her absence, one of the Vice-Chairs) of the Committee; or
  - (2) from not less than one-third of the members of the Trust.

Such a request must specify the business intended to be transacted at the proposed meeting. At least 14 days' notice of meeting shall be sent to members of the Trust, and such notice shall specify the business to be transacted.

29. The Committee shall present to each Annual General Meeting a Report and Accounts of the Trust for the preceding year.
30. The Committee shall have power to obtain, collect and receive money and funds by means of contributions, donations, subscriptions, deeds of conveyance, legacies, grants or any other lawful method and to accept, purchase and receive gifts of property of any description.

In particular the Trust may participate in a Direct Debit scheme as an originator for the purpose of collecting any amounts due to the Trust. In furtherance of this object the Trust may enter into any relevant and normal indemnity required by the banks upon whom the Direct Debits originated. Such an indemnity may be executed on behalf of the Trust by officers and servants nominated in an appropriate resolution.
31. The Committee may, from time to time, make and alter rules for the conduct of its business and for the recording in a minute book of proceedings of its meetings and in particular with reference to:
  - (1) the terms and conditions upon which the Trust property may be used for the purposes set forth in Clause 2 hereof and the sum (if any) to be paid for such use; and
  - (2) the appointment and determination of the services of any officers and servants of the Trust as it may consider necessary.

32. All income shall be paid into a Trust account at such authorised bank, building society or deposit-taking institution as may be appointed from time to time by the Committee.
33. The money standing to the credit of the account shall be applied as the Committee shall decide in managing, repairing and insuring the Trust property and buildings or any part thereof and effects thereon and in paying rents, rates, taxes, salaries, wages and any other outgoings and in providing equipment and otherwise for the maintenance and improvement of the Trust property and in general furtherance of the objects of the Trust. In particular the Committee may





apply such funds of the Trust as may be necessary to effect Trustee Indemnity Insurance, provided that such insurance shall not provide against any loss arising from any act or omission which a trustee knew to be a breach of trust or breach of duty or which was committed by a Trustee in reckless disregard of whether it was a breach of trust or breach of duty or not.

34. The income and property of the Trust whencesoever derived shall be applied wholly towards the promotion and furtherance of the objects of the Trust and no portion thereof shall be paid or transferred directly or indirectly by way of dividend bonus or otherwise howsoever or by way of profit to members of the Committee.
35. With such consent (if any) as may be required by law the Committee may from time to time borrow monies from such sources and on such terms as the Committee may think fit and for that purpose may mortgage or charge or authorise and direct the Custodian Trustee or other person or persons for the time being holding property under the provisions of Clause 20 hereof to mortgage or charge the whole or any part or parts of any property held by or in trust for the Trust to secure the payment of any such monies together with interest costs, fees and expenses and with and subject to such powers of sale and other powers and provisions and upon such terms in all respects as the Committee may think fit AND IT IS HEREBY DECLARED that no lender or other person dealing with the Committee shall be concerned to enquire into the necessity, expediency or propriety of any such borrowing or mortgage or charge.
36. Subject to any restrictions to the contrary imposed in any documents of title to the Trust property and subject to any restrictions imposed by law, by way of example and not limitation the Charities Act 1992, the Committee shall have power to sub-lease or license for a term or period of up to one day less than the Trust's own underlease any part or parts of such lands to any sub-lessee or licensee approved by the Committee.
37. Subject to any restrictions to the contrary imposed in any documents of title to the Trust property and subject to any restrictions imposed by law, by way of example and not limitation the Charities Act 1992, the Committee shall have the power to assign, sell, dispose, charge or transact in any manner the whole or any part or parts of any property held by the Trust to any assignee or purchaser approved by the Committee.
38. Any sum of cash at any time belonging to the Trust and not needed as a balance for working purposes may be invested as the Committee sees fit after having taken advice if appropriate from a competent person as set out in clause 39.
39. Appointment of investment manager
  - (1) The Committee may appoint as investment manager for the Trust a person who it is satisfied after inquiry is a proper and competent person to act in that capacity and who is either an individual of repute who is an authorised person within the meaning of the Financial Services Act 1986 or is a company or firm of repute which is an authorised or exempted person within the meaning of that Act otherwise than by virtue of S45(1)(j) of that Act.
  - (2) The Committee may delegate to any investment manager so appointed power at his or her discretion to buy and sell investments for the Trust on





behalf of the Committee in accordance with the investment policy laid down by the Committee. The Committee may only do so on terms consistent with these provisions.

- (3) Where the Committee makes any delegation under these provisions it shall:
- (a) inform the investment manager in writing of the extent of the Trust's investment powers;
  - (b) lay down a detailed investment policy for the Trust and immediately inform the investment manager of it and of any changes to it;
  - (c) ensure that the terms of the delegated authority are clearly set out in writing and notified to the investment manager;
  - (d) ensure that it is kept informed of, and review on a regular basis, the performance of its investment portfolio managed by the investment manager and the exercise by him or her of his or her delegated authority;
  - (e) take all reasonable care to ensure that the investment manager complies with the terms of the delegated authority;
  - (f) review the appointment at such intervals not exceeding twenty-four months as it thinks fit; and
  - (g) pay such reasonable and proper remuneration to the investment manager and agree such proper terms as to notice and other matters as it shall decide and as are consistent with these provisions provided that such remuneration may include fees and expenses earned by the investment manager if any only to the extent that such commission fees and expenses are disclosed to it.
- (4) Where the Committee makes any delegation under these provisions it shall do so on the terms that:
- (a) the investment manager shall comply with the terms of his or her delegated authority;
  - (b) the investment manager shall not do anything on behalf of the Trust which the Committee does not have the power to do;
  - (c) the Committee may with reasonable notice revoke the delegation or vary any of its terms in a way which is consistent with these provisions; and
  - (d) the Committee shall give directions to the investment manager as to the manner in which he or she is to report to it all sales and purchases made on its behalf.
40. The Committee may make such arrangements as they see fit for any investments of the Trust or income from those investments. Such investments may be held by a corporate body as the Trust's nominee and may pay reasonable and proper remuneration to any corporate body acting as the Trust's nominee in pursuance of this clause.
41. Any sub-lease or licence granted as herein before provided shall (where appropriate) be held in the names of the directors, owners or trustees of the organisation taking such sub-lease or licence, or a responsible person on its behalf.





42. The rent or fee payable in respect of any sub-lease or licence granted as hereinbefore provided shall be determined by the Committee whose decision shall be final and binding upon the parties to the sub-lease or licence granted by the Committee. An economic rent or fee shall be charged to sub-lessees and licensees and any licence or sub-lease shall contain provision for rent or fee review at intervals of seven (7) years or less during the said term or period provided that the Committee shall have a discretion as to whether or not to charge less than such rent or fee to charitable institutions, registered friendly societies or other institutions approved by the Charity Commissioners with objects falling within the ambit of those contained in Clause 2 hereof.
43. The sub-lease or licence so granted as hereinbefore provided shall be in a form approved by the Committee whose decision as to its form shall be binding upon the organisation to whom the same is granted.
44. (1) Any proposal to alter this Constitution must be delivered in writing to the Director not less than 28 days before the date of the meeting at which it is first to be considered.
- (2) An alteration will require the approval of both:-
- (a) a three-quarters majority of members of the Committee present and voting at a Committee meeting;
- (b) a three-quarters majority of persons present and voting at a General Meeting of the Trust.
- (3) Notice of each such meeting must have been given in accordance with normal procedure but not less than 14 days prior to the meeting in question and giving the wording of the proposed alteration.
- (4) PROVIDED that no alteration to Clauses 2, 44 or 45 shall be made without the approval of the Court or the Charity Commissioners or other authority having charitable jurisdiction.
45. If the Committee by a majority decided at any time that on the grounds of expense or otherwise it is advisable to discontinue the use of the Trust property in whole or in part for the purpose hereinbefore indicated, it shall call a meeting of the Trust which meeting not less than 21 days' notice shall be given (stating the terms and the solution that will be proposed thereat). Such notice shall be posted in a conspicuous place or places on the Trust property and advertised in a newspaper circulating within the benefit area and if such decision shall be confirmed by the majority of members of the Trust present at such meeting and voting, the Committee may with the consent of the Court or the Charity Commissioners, the Secretary of State for Education and Science or such other government or ministerial department as shall be necessary sell the Trust property or such parts thereof as are capable of being sold. All monies arising from such sale (after satisfaction any liabilities properly payable thereout) shall with such consent as aforesaid be applied either in the purchase of other property approved by the Committee and to be held UPON TRUST for the purpose and subject to the provisions thereinbefore set forth (including this power or as near thereto as circumstances may permit) towards such other charitable purposes or objects as may be approved by the Court or the Charity Commissioners, Secretary of State for Education and Science or such other government or ministerial department as shall be necessary and meanwhile such monies shall be invested in the name of the Official Custodian for Charities and any income arising therefrom shall either be accumulated (for such time as may be allowed by law) by investing the same and resulting income in like manner as an addition to and to be applied as the capital of such investment or shall be used for any purpose for which the income of

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the Trust property may be properly applied.

46. The Management Committee of the Trust is authorised to transfer the assets and undertakings of the Trust to a new charity in the form of a company limited by guarantee with a memorandum and articles approved by the Charity Commission. It may do so by passing a resolution approved by a three quarters majority of the Committee present and voting. The Committee may then transfer the assets and undertakings to such a charitable company."

As amended and approved by Extraordinary General Meeting on 12 February 2008.



## THE SCHEDULE

Association for the Cultural Advancement of Visual Arts  
 Acklam Playspace  
 Action for Disability Kensington & Chelsea  
 Al-Hasaniya Moroccan Women's Project  
 All Saints Church  
 Arab National Council Against Narcotices  
 Barbpy Primary School  
 Beyington Primary School Governing Body  
 Blenheim Project  
 CASH  
 Catholic Children's Society  
 Cheyne Child Development Centre  
 Children & Parents Carnival Association  
 Citizens' Advice Bureau Kensington & Chelsea  
 Clare Gardens Day Nursery Parents' Committee  
 Colville Nursery Centre  
 Colville Primary School  
 Community Language Centre  
 Convent Garden Residents' Association  
 Earls Court Homeless Families Project  
 Ebony Steel Band Trust  
 Elizabeth House Association  
 Eritrean Support Group  
 Gloucester Court Reminiscence Group  
 Golborne Children's Arts Activities Group  
 Golborne Road Residents' Association  
 Grenfell Creche  
 Hand in Hand  
 Harrow Club  
 Holmefield House Residents' & Tenants' Association  
 Horniman's Adventure Playground  
 Kensal Community Association  
 Kensington & Chelsea Community History Group  
 Kensington & Chelsea Community Transport  
 Kensington & Chelsea Residents' Association  
 Kensington & Chelsea Social Council  
 Kensington Housing Trust  
 KIDS  
 Lancaster Youth Club  
 Latymer Christian Centre  
 London Cyrenians Housing  
 London Lighthouse  
 Longridge Road Under 5's Centre  
 Maxilla Nursery  
 Maxilla Social Club  
 MCWG Dar Al-Arqam  
 Meanwhile Gardens Community Association  
 Migrant & Refugee Communities Forum  
 MIND Kensington & Chelsea  
 Moroccan Information & Advice Centre  
 New Studio Playgroup  
 North Kensington Arts

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North Kensington Women's Aid  
Notting Hill Adventure Playground  
Notting Hill Housing Trust  
Notting Hill Housing Trust Tenants' Association  
Notting Hill Methodist Church  
NOVA Training  
Octavia Housing & Care  
Open Age Project  
Oxford Gardens Primary School Governing Body  
Pena Cultural Espanola  
Pennies & Pence (Free Shop)  
Pepper Pot Lunch Club  
Portobello Housing Co-op  
Quest Lunch & Social Club  
Response Community Projects  
Seventh Feathers Youth Club  
Silchester Residents' Association  
Sion Manning Girls Secondary School  
Sixty Plus  
St Francis Community Centre  
St Helen's Parish Church  
St Mungo Community Association Ltd  
St Peter's & St John's Parochial Church Council  
Swinbrook Nursery Centre  
Swinbrook Residents' Association  
Tabernacle Centre  
Tavistock Crescent Residents' Association  
Venture Community Association  
Victim Support Scheme Kensington & Chelsea  
Volunteer Bureau Kensington & Chelsea  
West 11 Housing Co-op  
West London Family Service Unit  
Westway Nursery Association  
World's End Pre-School Playgroup  
World's End Under 5s' Centre



White City World City: Opportunity Area Planning Framework  
Public Consultation – April 2011

**White City - World City**

**Opportunity Area Planning Framework  
Public Consultation  
April 2011**

**Mayor of London**





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Public Consultation – April 2011

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### How to comment on this document

We are asking for comments on this draft Opportunity Area Planning Framework (hereafter referred to as OAPF) which sets out the framework against which any potential redevelopment of the White City Area (hereafter referred to as the Opportunity Area or OA) would be assessed.

Please send any comments:

- by email to: [WhiteCityOAPFconsultation@lbhf.gov.uk](mailto:WhiteCityOAPFconsultation@lbhf.gov.uk); and
- by post to:

The White City Opportunity Area Project Team  
Planning Division, Environment Services Department  
London Borough of Hammersmith and Fulham,  
5th Floor, Hammersmith Town Hall Extension  
King Street, Hammersmith  
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Please submit your comments by **5pm Friday 10 June 2011** and make it clear in your written comments which chapter, page, table, or paragraph you are commenting on.

Copies of the draft OAPF will be available for reference at the following locations:

- The London Borough of Hammersmith and Fulham's (hereafter referred to as LBHF) and Greater London Authority's (hereafter referred to as GLA) websites ([www.lbhf.gov.uk/whitecityOAPF](http://www.lbhf.gov.uk/whitecityOAPF), [www.london.gov.uk](http://www.london.gov.uk));
- The Duty Planner Office, First Floor, Hammersmith Town Hall Extension, King Street, Hammersmith, London, W6 9JU (9am to 5pm Monday to Thursday, 9am to 1.00pm Friday);
- Greater London Authority, City Hall, The Queens Walk, More London, London SE1 2AA (Monday to Friday 9am to 5pm).
- Shepherd's Bush Library  
Westfield London, 6 Wood Lane, Shepherd's Bush, W12 0HQ (Sunday 11am to 5pm, Monday to Friday 10am to 8pm, Saturday 10am to 5pm)
- Hammersmith Library, Shepherds Bush Road, London, W6 7AT (Sunday 11am to 5pm, Monday to Thursday 10am to 8pm, Friday 10am to 5pm and Saturday 10am to 5pm);
- Askew Road Library, 87/91 Askew Road, London W12 9AS (Sunday closed, Monday 10am to 5pm, Tuesday 10am to 7pm, Wednesday 10am to 5pm, Thursday 10am to 7pm, Friday 10am to 5pm, Saturday 10am to 5pm)
- The White City Community Centre, India Way, White City, W12 7QT (Office/Service Opening Times 9.30am to 9.00pm Monday to Friday, Saturday 11.30am to 4.00pm)



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Please note that we will also publish and make available for public inspection copies of representations once consultation has completed.

All comments received within the consultation period will be considered in the preparation of the revised draft OAPF, which will be published for a further round of consultation in Autumn 2011. A statement will be prepared summarising the main issues raised in the consultation and how these issues have informed the revised draft OAPF. If you would like more information please call 0208 753 3347 for LBHF enquiries or 0207 983 4804 for GLA enquiries.

This document will be made available in large copy print, audio cassette, Braille, or languages other than English upon request. If you require the document in one of these formats, please see the contact details above.





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**White City**  
**Opportunity Area Planning Framework**  
Public consultation  
April 2011



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### **Mayor's foreword**

On a recent walk around White City I was struck by the huge potential of the area.

Once a part of London's Olympic history, the home of greyhound racing and more recently BBC Television Centre, the area has known and seen great change over the years. Previous generations of town planners and engineers have left their mark and not always in a positive way. The great urban highways that sever the landscape are a reminder of an era when everything took second place to the needs of motorists. And through all of this time people made their homes in the area in the post-war great estates.

London's population is growing and so is its economy. The London Plan identifies Opportunity Areas across the capital which have the potential to accommodate substantial numbers of new jobs and homes. White City is such an area, with a unique set of challenges and opportunities.

Together with Hammersmith & Fulham Council and Transport for London, we have looked at where we can make changes for the better. And we have spoken to the major landowners and developers in the area to better understand their plans for the future. This has led to the publication of this draft White City Opportunity Area Planning Framework that seeks to guide future development of the area.

The Framework builds on the area's rich heritage, which has influenced its character, and proposes exciting new green spaces, bridges to surrounding communities, thousands of new homes including much-needed affordable housing for families, and an inspiring new hub for creative industries, leisure, media and innovation anchored by some of the world's greatest institutions including the BBC and Imperial College London.

Now it is your opportunity to give us your views on an exciting vision for the future of White City, one where new homes, jobs, trees and green spaces will create tremendous opportunities for the communities that live there today and in the future.

I look forward to continued joint working as we work to address the major issues for White City, particularly the delivery of transport and public realm improvements and the major development proposals that will transform the Opportunity Area in the coming years.

Boris Johnson, Mayor of London



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### **Leader's foreword**

This council always seeks to put our residents first by providing high quality, value for money services at the lowest possible cost to the council taxpayer. That will always be the thing that drives Hammersmith & Fulham Council, but we are ambitious to deliver more.

We want this borough to provide our residents with a hand up to new job and housing opportunities. We want you to have a choice over what kind of home you want to provide for your family and we want your children to have access to the very best schools so that they can get on in life.

In short, we want H&F to become a 'Borough of Opportunity' for our residents and the White City Opportunity Area Planning Framework (WCOAPF) gives us a once-in-a-generation chance to turn aspiration into reality in White City.

The Opportunity Area Planning Framework (OAPF) may come across in part as a technical planning document, but what shines through is the sheer potential to change the lives of thousands of people by providing better housing and job opportunities, whilst delivering real tangible improvements to the local neighbourhood.

I know that far too many families in the area do not believe that they have housing choice and access to good employment opportunities. We have the chance to address that by creating thousands of new homes, many of which will be affordable to people on low and middle incomes, and by creating thousands of new jobs.

We know that the OAPF is important to London's economic growth, but it can only be delivered with the help of local people. This is your community, your neighbourhood and your full involvement will be vital if we are to realise that potential.

I look forward to hearing your views on the OAPF.

Cllr Stephen Greenhalgh, Leader, Hammersmith & Fulham Council





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## VISION FOR THE WIDER WHITE CITY OPPORTUNITY AREA

### White City – World City

White City will be a vibrant and creative place with a stimulating and high quality environment where people will want to live, work, shop and spend their leisure time.

Anchored by world leading institutions including the BBC and Imperial College London, and with one of London's best retail offers at Westfield in a reinvigorated and metropolitan town centre, the area will become a renowned hub for creative industries and innovation. Many creative, media and entertainment companies together with bio-tech and high-tech start-ups will be attracted to the area, where cutting edge business and academic research will be linked with schools and colleges to inspire young people, providing opportunities for training and skills development in the community. The area will contribute to meeting local employment and community needs, with a high proportion of new jobs filled by local people.

The area to the north of Westfield and including the BBC television centre will become a new urban quarter with an enlarged, mixed community, through housing-led, mixed use development and refurbishment of some existing buildings. New housing will have been provided in ways that reflect the best of the surrounding established residential neighbourhoods in areas such as Ladbroke Grove and Holland Park. There will be a substantial increase in the number of homes for sale and rent at a range of prices and affordability, providing a local ladder of affordable housing opportunity, supported by new leisure, green space, schools and community facilities.

Housing estates within the Opportunity Area will have been regenerated with residents benefiting from new local job opportunities and greater housing choice. The existing community will expand over a wider area on both sides of Wood Lane, with a more varied, balanced and sustainable socio-economic mix. All existing residents will be able to continue living in the area, and there will be at least the same amount of social rented housing as there is today. Many of the estates' existing residents, especially those suffering from inadequate conditions like overcrowding, will have been able to move into better, more suitable homes in the local area or to remain in an improved environment.

The area may incorporate a brand new football stadium with community sports facilities, replacing the cramped and outdated ground at Loftus Road, should Queens Park Rangers Football Club come forward with acceptable and compatible proposals that facilitate regeneration of the existing housing estates in ways which benefit existing residents.

The economic health of the historic Shepherds Bush Town Centre will be revived. It will be a thriving destination in its own right, with an invigorated market, theatre, refurbished common and focus on entertainment, leisure and other town centre attractions.

The Opportunity Area will be fully integrated within the wider local area. The area will be a model of high quality urban design, sustainable architecture and construction situated within a first class, permeable and inclusive public realm to encourage walking and cycling. Many people will choose to both live and work in



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the area, reducing the need for commuting and demand on the public transport and road network. The majority of new trips in and out of the area will be made by public transport, walking and cycling, to avoid adding to road congestion.

Outstanding environmental performance will be achieved by the use of low and zero carbon technologies, including renewable energy sources, a district heat network and combined heat and power.



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- TA2 – Land Use context
- TA3 – Built and heritage context
- TA4 – Tall buildings and views assessment
- TA5 – Housing typology study and case studies
- TA6 – Development capacity study
- TA7 – Transport Context
- TA8 – Strategic Transport Study
- TA9 – Energy strategy
- TA10 – Sustainability assessment
- TA11- Equalities Impact Assessment

### General appendices

- A1 – Acronyms & Glossary
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### Executive summary

The Greater London Authority and the London Borough of Hammersmith & Fulham are jointly preparing a Planning Framework for the White City Opportunity Area (WCOA) in partnership with Transport for London (TfL). This public consultation draft has been developed on the basis of many discussions with local landowners, local stakeholders, English Heritage and the Royal Borough of Kensington and Chelsea.

The White City Opportunity Area Planning Framework (WCOAPF) sets out the strategic policy framework for development within the Opportunity Area (OA), articulates the key policy directions established in *Planning for a Better London* (July 2008), *London Plan Consolidated with Alterations since 2004* (February 2008), *Consolidated draft replacement London Plan*, (December 2010), London Borough of Hammersmith & Fulham's *Unitary Development Plan* (as amended September 2007) and London Borough of Hammersmith & Fulham *Local Development Framework Submission Core Strategy* (February 2011). It also sets out the process by which the WCOAPF will achieve maximum planning weight in decision-making.

The report is built on an evidence-based evaluation of existing conditions in the OA. Much of this detail is in the appendix, which includes analysis of:

- the socio-economic conditions in the OA including anticipated demographic change and current indices of multiple deprivation, such as income, employment, health and disability, education skills and training, and crime and disorder
- the existing social infrastructure in and around the OA, including nurseries, schools, health centres, pharmacies, community centres and libraries, and spatial gaps in coverage for existing communities.
- the built and heritage context including historic background, heritage assets, built and urban form. The existing character areas of the OA are defined to help inform the scale and form of future physical interventions
- the condition and extent of existing transport infrastructure, in terms of pedestrian, bicycle, bus, tube and train networks, and strategic highways, including that in connection with the Westfield shopping centre development.

Delivering the 15-20 year vision will require a comprehensive approach to planning and regeneration that harnesses all significant development opportunities in the OA for the social, economic and physical benefit of the whole area. This is vital to reduce the concentrations of deprivation, reduce social and economic polarisation, encourage social mobility, and capture opportunities to significantly regenerate the local housing estates whilst supporting the community and existing residents in healthy homes and a high quality environment with greater access to local jobs.

The OAPF sets out a strategic overview of the preferred approach to future development in the eastern part of the OA (White City East). The framework anticipates that development in White City East could bring social and economic benefits to the western part of the OA (White City West), which largely comprises local council estates – the White City, Wood Lane and Batman Close estates, by increasing choice in housing, jobs and local facilities. The OAPF does not include specific proposals for the estates, and there will be a comprehensive process of



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community engagement to determine exactly how those living on the estates could best benefit from regeneration of the wider OA.

The land-use strategy for White City East supports medium and high density housing as part of a mixed-use development. Wood Lane, the areas around the LUL Hammersmith & City Line viaduct and the A40/Westway become the focal point for offices for creative, bio-tech, medical and media industries, along with academic institutions and a range of community and leisure facilities.

The potential expansion of the metropolitan town centre in the area south of the Hammersmith & City Line viaduct is identified as an opportunity for provision of retail, housing and major leisure uses. Along with commercial offices, the area north of the viaduct will feature new, high quality residential developments which build on the legacy and tradition of surrounding areas, with mixed tenure housing for all sizes of households and generous public and private amenity spaces. New schools, health, leisure, cultural and community facilities will also be provided, and this framework establishes areas of search for such facilities. Development and provision of supporting physical and social infrastructure will have to be phased over many years.

The urban design strategy sets out a series of key principles and design parameters to ensure that individual schemes coming forward achieve the highest levels of design quality in delivering high quality housing, liveable streets and lifetime neighbourhoods. The strategy sets out strategic interventions in terms of new public realm and improving connections including the creation of physical links across the OA and into neighbouring areas to overcome road and rail barriers.

The framework supports the delivery of a major public space, the 'White City Green' at the centre of the commercial and creative hub, the introduction of several north-south routes and shared and private local amenity spaces to support the density of development proposed. A building height strategy elaborates the appropriate range of building heights and types across the OA, with an emphasis on West London building types such as modern mansion blocks of 6-9 storeys and terraces of 4-6 storeys, and also identifies the potential for a limited number of taller buildings along the Westway/A40 and around the creative and commercial hub.

A development capacity study has analysed the spatial implications of various growth scenarios in the east of the OA in terms of their potential to deliver a high quality place, as well as impact on social infrastructure, the local environment, open space and transport networks. The preferred option for White City East, subject to meeting the parameters set out in the urban design strategy, provides for 4,500 new homes of different types (including family houses), an additional 1,260 student units, and 320,000 square metres of floorspace for commercial office, retail, community and leisure uses that could potentially result in 10,000 new jobs.

TfL has undertaken a strategic transport study to understand the impact of growth on the transport network on the basis of the growth scenarios explored in the development capacity study. The transport study sought to understand whether the existing network could handle the proposed growth. In cases where the existing network would be affected, the transport strategy proposes transport interventions including new roads, improvements to key junctions, and new east-west connections to support and mitigate the impact of development.



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The planning framework also sets out the approach to both mitigation of and adaptation to climate change in the OA. The LDA has undertaken an energy master plan which proposes the establishment of a district heating network throughout the OA. The waste strategy identifies opportunities to increase recycling rates and minimise waste creation across the OA, including the introduction of materials reclamation facilities and automated waste collection systems.

All major development proposals within the OA must be devised to fit with the comprehensive approach to regeneration of the area as set out in within this framework. The development of all privately owned land will be required to contribute directly to local regeneration (including the Council and RSL housing estates); and, in particular, to achieving a more mixed and balanced community across the whole area. A proposed delivery and implementation strategy will optimise the use of financial contributions from developments in the OA to help deliver the above package of public transport, housing, employment and training, public realm, environmental and social infrastructure.

A Development Infrastructure Funding Study, undertaken in collaboration with local authorities and landowners, will inform the strategy by examining the likely cost of infrastructure needed to support the proposed levels of development, and establishing a reasonable level of financial contributions that can be expected from private development, taking into account the role and scope of any future Mayoral or borough-wide Community Infrastructure Levy. A planning obligations strategy will be informed by the outcome of this study, which will be consulted on as part of the second stage consultation for the framework.





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### **Chapter 1 – Introduction**

- The White City Opportunity Area Planning Framework is a spatial planning document which takes strategic and design-led approach to delivering comprehensive social, economic and environmental regeneration on key development sites in the White City Opportunity Area
- Key elements of the framework:
  1. A mixed use commercial development focused on creative, media, biomedical research and development;
  2. Strengthened metropolitan town centre in Shepherd's Bush Market and north of Westfield
  3. 10,000 new jobs
  4. 4,500 new homes east of Wood Lane, in a broad range of tenures, house sizes and affordability
  5. Social infrastructure and community facilities to support the expanded population, promote social inclusion, tackle deprivation and improve access and equality.
  6. High quality public and private realm, including a major new strategic open space and links to nearby communities
  7. Insistence on sustainable design and construction, efficient and sustainable use of resources
  8. Strategies to limit highway congestion, improve public transport, walking and cycling connections



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### 1.1 The White City Opportunity Area

The White City Opportunity Area covers approximately 110 hectares (272 acres) on the eastern edge of the London Borough of Hammersmith & Fulham, along the boundary with the Royal Borough of Kensington & Chelsea. The exact boundaries of the OA will be reviewed as the Core Strategy and the OAPF are tested through the consultation and examination process. For the purposes of preparing the draft OAPF, this document illustrates a boundary that deviates slightly from that in the Council's Submission Core Strategy, to introduce a more regular boundary line for spatial planning purposes. There are no specific proposals which would affect the additional areas included within the boundary drawn in this document.

To the north and south there are two key gateways to central London, the A40 flyover and Holland Park roundabout, and the area benefits from four underground stations connecting to three underground lines, an Overground station, and two bus stations. It sits between the Earls Court and Park Royal opportunity areas, which potentially offer complementary strengths and advantages.

Physical, social and economic regeneration of the Shepherd's Bush and White City areas has been a key objective for the council since the late 1980s. The heart of the OA features several large and underused industrial sites, which suffer from a high degree of physical severance due to fast moving strategic roads and rail infrastructure that bisect and surround them. The BBC and Westfield buildings have large footprints which restrict easy connections and navigation through the area, although the development of Westfield has also led to the creation of new east-west linkages and improved transport interchange. In social terms, there is a high level of deprivation in and around the OA, with communities suffering from income, employment, health, education and skills deprivation.

A 2004 planning framework for the OA focussed on sites east of Wood Lane and led to the production of a masterplan by the Office of Metropolitan Architecture (OMA) for the key landowners. The London Plan and the Council's Core Strategy encourage links between Opportunity Areas and Areas for Regeneration to assist regeneration of local communities. This framework therefore defines the Opportunity Area more widely than it had been in 2004, to include the wards in LBH&F that are identified as Areas for Regeneration in the London Plan, to provide a more comprehensive approach to social, economic and environmental regeneration.

The OA's wider context points to the true potential of the area: positioned halfway between Heathrow Airport and Central London, the area boasts some of the largest remaining development opportunities within 2 km (1.5 miles) of London's Central Activity Zone. The OA provides valuable development capacity for a range of commercial uses with a global reach, including the creative industries, bio-technology, retail and entertainment, which will all help London maintain its global role as a leader in these areas. A Crossrail and High Speed 2 (HS2) interchange at Old Oak Common, if delivered as proposed, would bring even greater benefits of connectivity to the wider area.

**Map 1.1 OAPFs and infrastructure in West London**

**Map 1.2 The Opportunity Area in context (image x2)**



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## 1.2 Current situation

Today, an estimated 9,250 people live in the area in 4,050 households; and approximately 24,000 people work in the area. Employment uses in the OA are focussed around the Wood Lane area and Shepherd's Bush, whilst residential uses and council estates dominate the area west of Wood Lane.

Historically Shepherds Bush town centre has been the heart of the area, an important entertainment/leisure and cultural centre with the Shepherds Bush Empire, Bush Theatre, numerous pubs, restaurants and bars. Retail is the dominant use in the town centre, with the West 12 Centre and Shepherds Bush Market as the original anchors, bolstered in 2008 by the arrival of Westfield shopping centre. Westfield's development has provided approximately 5,000 jobs, improved public transport, provided a new library on Wood Lane, funding for a refurbished common, resulting in a significant increase in visitors to the area and changing the town centre's role in the London Plan's retail hierarchy. Despite this recent success, the imperative to tackle social exclusion, improve housing conditions, support economic improvement and job creation and provide a higher quality, more accessible and equitable environment remains. Shepherd's Bush Market has suffered from a lack of investment and reduced footfall in recent years, which has led to the strategic policy in the submission Core Policy aimed at guiding future development of adjacent land in a way that will also regenerate the market.

The White City estate, LBHF's largest local authority estate, is located in the western part of the OA, along with the Wood Lane and Batman Close Estates. There is also housing in Shepherd's Bush town centre, ranging from private Victorian terrace houses, mansion blocks, flats above shops and local authority flats. Over a quarter of the housing in the town centre is in the four tower blocks of the Charecroft estate. Outside the OA to the immediate west and north are the Old Oak and Wormholt estates, and to the south are areas of Victorian terrace housing. Across the borough boundary, the nearby neighbourhoods of Kensington and Chelsea are characterised by mansion blocks and town houses.

The western part of the OA is well served by primary schools, although most operate at capacity. Secondary schools in the area, Phoenix High School and Burlington Danes Academy, are outside the boundaries of the OA and are at or nearing capacity. There are a number of health facilities located within the White City Estate, including the White City Health Centre and GP surgeries. Planning permission has been granted for a new collaborative care centre on Bloemfontein Road, and the Hammersmith and Queen Charlotte's & Chelsea hospitals are located north of the OA.

QPR football club is located south of the White City Estate. The club's aspirations for premiership status may require a much larger ground which meets modern standards but there are no plans and it is not clear how this would be achieved, especially within the local area. Other sports facilities in the area include the Janet Adegoke swimming pool and the Phoenix leisure centre in the grounds of Phoenix High School, and football pitches at Hammersmith Park. To the north of the OA are Wormwood Scrubs and Linford Christie stadium, whilst the Westway Sports Centre and Stables are located immediately east of the OA, but are not directly accessible from the OA due to the barriers formed by the Westway and A3220.





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White City is a major centre for the BBC, providing a catalyst and anchor for a range of other creative and media businesses in the area. In 2007 the BBC announced that it would be consolidating and rationalising its land holdings at White City, with plans to vacate Television Centre by 2015, however it will strengthen its presence in the Media Village.

The land east of Wood Lane includes the Ariel Way industrial estate, a former dairy and warehouse sites used for light industry, logistics and storage. Marks & Spencer operate a 'mock shop' facility that occupies a large warehouse shed. Imperial College London owns the site to the north of the Westway, and is exploring options for delivering a new campus with student accommodation (part of which has received planning permission), teaching, research, and administration facilities.

### **Map 1.3 zones in the OAPF (image)**

#### **1.3 A comprehensive approach**

This framework takes a comprehensive approach to planning and regeneration that harnesses all significant development opportunities in the OA for the social, economic and physical benefit of the whole area. This is vital in order to reduce the concentrations of deprivation, reduce unemployment, reduce social and economic polarisation, encourage social mobility; and, to support the existing community and accommodate existing residents. All major development proposals must be devised to fit with the comprehensive approach to regeneration of the area set out in this framework.

The approach to the established housing estates in the west of the OA is to secure social, economic and physical improvements that will improve housing and provide jobs for the benefit of existing residents. The development of all privately owned land will be required to contribute directly to local regeneration and to achieving a more mixed and balanced community across the whole area. Were QPR to develop a new stadium within the OA, it should be planned and financed by the club in such a way that it enables and facilitates regeneration of the estates.

Although it predated the statutory listing of BBC Television Centre, many of the development principles and aspirations put forward in the OMA masterplan for the land east of Wood Lane were positive. This framework builds on that work to capture the potential of the area to create a vibrant, exciting, high quality place to live and work.

#### **Key elements:**

1. Mixed use commercial development: Offices, hotels, and flexible work spaces to allow the continued growth of creative, media, bio-medical, research and development industries building on the presence of the BBC, Imperial College London, Westfield and Hammersmith Hospital.
2. Town centre: Reinforcement of the metropolitan town centre with a revitalised market, extension of town centre activities northwards to better connect with the area north of Westfield, improve the public realm, and



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provide new north-south connections. Extension to include significant public leisure, arts, cultural, and entertainment uses in addition to retail.

3. Employment and training: 10,000 new jobs, provided throughout the OA. Opportunities will be targeted to local people with initiatives to increase training, apprenticeships, raise aspirations and awareness of job possibilities.
4. Housing choice and opportunities: To the east of Wood Lane, as well as in select opportunity sites in the rest of the OA, 5,000 new homes inspired by the residential areas of West London, along with student housing. A broad range of tenures, house sizes and affordability, including housing that is affordable to young families, middle income earners, key workers, and households who are neither very wealthy nor able to qualify for access to social rented housing.
5. Social infrastructure: A range of schools, health, leisure, community facilities to support the expanded population across the whole area. Facilities and programmes to promote social inclusion, tackle deprivation, improve access and equalities.
6. High quality public and private realm: New and improved spaces that enhance local identity, and contribute to a secure, healthy and accessible environment. A large public open space, the White City Green, at the heart of the new mixed-use hub. A network of pedestrian and cycle routes will improve permeability and connectivity; overcome the physical and spatial barriers to achieving regeneration, link sports, leisure, community, health and transport facilities with homes and jobs. Developments and local businesses will contribute to the management and maintenance of the public realm.
7. Environmental sustainability: Exemplar approaches to sustainable design and construction, linking into area-wide networks to ensure the efficient and sustainable use of resources, and taking a co-ordinated approach to energy, heat, waste, freight, and other environmental strategies.
8. Transport: Improvements to enable more people to use public transport, walk and cycle with ease, and to tackle local highway congestion.

#### Map 1.4 OAPF objectives (image)

##### 1.4 Purpose of the OAPF and Material Weight

###### PPS12: Supplementary planning documents:

6.1 A planning authority may prepare Supplementary Planning Documents to provide greater detail on the policies in its DPDs. SPDs should not be prepared with the aim of avoiding the need for the examination of policy which should be examined.

6.3 Supplementary guidance to assist the delivery of development may be prepared by a *government agency*, *Regional Planning Body* or a *County Council* or other body where this would provide economies in production and the avoidance of duplication



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e.g. where the information in it would apply to areas greater than single districts. Such guidance would not be a supplementary planning document. However, if the same disciplines of consultation and sustainability appraisal (where necessary) are applied, such information might, subject to the circumstances of a particular case, be afforded weight commensurate with that of SPDs in decision making. This may be more likely if the district/ borough/ city councils to which it is intended to apply endorse the guidance, or if the document is an amplification of RSS policy and it has been prepared by an RPB.

This Opportunity Area Planning Framework (OAPF) is a spatial planning document which has been produced in partnership with the London Borough of Hammersmith & Fulham (LBHF), the Greater London Authority (GLA), and Transport for London (TfL).

The OAPF does not create policy but clarifies policy in the form of words and diagrams, applying policy to a specific spatial context and identifying contentious issues at an early stage in the planning process. A key benefit of the OAPF is the opportunity to take a strategic and design-led approach to spatial planning, specifically considering how key development sites fit together within the existing and emerging policy context.

OAPFs cover a broad range of planning issues, rather than focussing in too much detail on specific elements. The content of each OAPF will vary based on the physical make up of the area and the range of development interests likely to come forward but they all deal with a common set of principles. This OAPF includes an indicative master plan, which will inform the more detailed plans brought forward by individual landowners, developers or the public sector.

**Figure 1.1 Material considerations of OAPF  
(image)**

The OAPF is supplementary planning guidance (SPG) to the London Plan, and until such time as it has been consulted on the weight that decision makers may attach to it is likely to be very limited. The material weight of the OAPF will increase as it works its way through the stages of public consultation to eventual formal publication.

The Council also intends to ultimately adopt the OAPF as a supplementary planning document (SPD) within the Local Development Framework and has set out policies for the area in the LDF Core Strategy. The material weight of the OAPF as an SPD will increase as it proceeds to adoption.

As far as the Local Development Framework is concerned, this stage of public consultation for the OAPF is an informal stage. Following the conclusion of this first stage of public consultation, the draft OAPF will be revised to take into account comments received at public consultation, potential changes to Government policy and/or London Plan policy following the publication of the Inspectors report from the draft replacement London Plan Examination in Public, and conclusion of ongoing background studies including the Development Infrastructure Funding study and detailed transport modelling stage (microsimulation) of the transport study.





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Provided the Core Strategy is found to be sound following Examination by an independent Inspector (examination scheduled for April 2011), a formal stage of public consultation on the OAPF (revised as appropriate following informal consultation) as a proposed Supplementary Planning Document to the LDF Core Strategy and as Supplementary Planning Guidance to the London Plan will take place.

In order to achieve maximum planning weight in decision-making it is important that the OAPF is adopted by the Council and published by the Mayor only after a rigorous process, which includes the following:

- It is prepared in collaboration by the Borough and the GLA
- It is in general conformity with the London Plan and the Local Development Framework, from which its principal planning status is derived
- It is approved by the Mayor and Council for consultation
- There is consultation with other Boroughs and other stakeholders
- It is subject to a full sustainability appraisal
- The results of the consultation are reported back to the Mayor and Council and considered
- It is then formally adopted and published by the Mayor with the agreement of the Council as his Strategic Planning Guidance for the OA; and adopted by the Council as a Supplementary Planning Document in the Local Development Framework

OAPFs deliver consistency in policy terms, with a greater likelihood of general conformity being achieved by adopting a consensual approach with the planning authorities, key stakeholders and interested parties. They also give greater certainty to the development process.

Ultimately, OAPFs achieve material weight through developing a sound evidence base upon which planning decisions are made, and through extensive consultation with key stakeholders, interested parties and the public.

**Figure 1.2 Development plan timeline process**  
(image)



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**Chapter 2 - Policy context**

- National Legislation and Guidance
- The London Plan
- Local Policies - London Borough of Hammersmith and Fulham
- Local Policies - Royal Borough of Kensington and Chelsea



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This Opportunity Area Planning Framework (OAPF) is a spatial planning document which has been produced in partnership with the London Borough of Hammersmith & Fulham (LBHF), the Greater London Authority (GLA), and Transport for London (TfL).

OAPFs are focused on delivering several key objectives as outlined in the London Plan and local development documents. This OAPF is derived from and is supplementary guidance to four key policy documents:

- London Plan Consolidated with Alterations since 2004 (LPC), (February 2008)
- Consolidated draft replacement London Plan, (DRLP) (December 2010)
- LBHF Unitary Development Plan, amended September 2007.
- LBHF Local Development Framework Core Strategy. (Subject to formal adoption following examination in April 2011)

### **2.1 National Legislation and Guidance**

Overarching National planning policy comprises various planning acts, Planning Policy Statements and Planning Policy Guidance (PPS and PPG) issued by the Government. The Government has indicated that it will substantially revise planning guidance and is currently consulting on a revision to PPS3 (Housing), in particular the definition of Affordable Housing. The current policies particularly relevant to the OAPF are set out below:

- PPS1 Sustainable Development and Climate Change
- PPS3 Housing
- PPS4 Planning for Sustainable Economic Development
- PPS5 Planning for the Historic Environment
- PPS10 Waste Management
- PPS12 Local Spatial Planning
- PPG13 Transport
- PPG17 Sport and Recreation
- PPS22 Renewable Energy
- PPS23 Planning and Pollution Control
- PPS25 Development and Flood Risk
- The Plan Making Manual

### **2.2 The London Plan**

#### **The London Plan Consolidated with alterations since 2004 (2008) and Consolidated draft replacement London Plan (December 2010)**

The London Plan sits below national policy and forms part of the overarching policy in the Statutory Development Plan for the London Borough of Hammersmith and Fulham. The current adopted version is the London Plan Consolidated with alterations since 2004 (LPC). However there is a Consolidated Draft Replacement London Plan (DRLP), which was subject to examination in public (EIP) in 2010. The report of the EIP Panel Inspector is expected in Spring 2011 and, subject to consideration of his recommendations, the Mayor should adopt the new London Plan by the end of 2011.





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### 2.2.1 Town centres

Shepherd's Bush Town Centre is identified as a District centre in Table A1.1 of the 2008 London Plan. The opening of Westfield London has since added 106,000sq.m of retail space to the town centre, and the DRLP recognises this by elevating the town centre to a Metropolitan status in Annex 2, Table A2.1. The DRLP specifies at paragraph 2.63A that new town centres may be designated, particularly in OAs identified for significant levels of mixed use development.

### 2.2.2 Opportunity Areas

The LPC identifies 33 Opportunity Areas (OAs) that can contribute to the delivery of the London Plan by accommodating substantial numbers of new jobs or homes. Typically, each OA can accommodate at least 5,000 jobs or 2,500 homes, with provision of other uses such as local shops, leisure, schools, health and social care facilities.

OAs are generally in highly accessible locations and can therefore support development at a higher density, intended to help achieve London's growth within its boundaries by delivering a diversity of housing and employment opportunities, and to address issues of social exclusion by tackling deprivation and discrimination, especially in nearby Areas for Regeneration. They have particular potential to contribute to climate change adaptation and mitigation, through high levels of public transport accessibility, and provide the opportunity for a joined up approach to the delivery of transport, social infrastructure and affordable housing. The DRLP specifies that OAs should be coordinated through development frameworks and other policies. It should also be noted that the adjoining ward within the RBKC is designated as an Area for Regeneration within the London Plan.

### 2.2.3 The White City OA

Policy 5F.2 in the LPC sets out the policy context for the White City OA in the West London sub region. The LPC sets out an indicative employment capacity of 11,000 jobs and a minimum of 1,200 homes for the White City OA, however these figures were based on a boundary that had not been extended to take in the White City Estates or Shepherds Bush.

The policy direction of White City has progressed significantly within the DRLP, which provides more certainty on the priorities and direction of this Opportunity Area. These changes involve an enlargement of the opportunity area to 110ha with the inclusion of Shepherd's Bush town centre and a resulting increase in the capacity of the OA for a minimum of 5,000 homes. Other policy shifts include the elevation of the Shepherd's Bush town centre to a Metropolitan Town Centre and the removal of the SIL designation for the land east of Wood Lane. More certainty is provided in respect of the area's likely development, with reference made to the area's creative, media and entertainment business and scope for education and research enterprise. The inclusion of the town centre in the OA also reflects a shift to a more mixed-use approach to regeneration in the area.

### Map 2.1 Key diagram, draft replacement London Plan, (DRLP) (October 2009) (image)

### 2.2.4 Strategic Industrial Location



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Whilst the land east of Wood Lane is identified in Annex 2 of LPC as an Industrial Business Park (IBP), the SIL designation has been removed from Wood Lane within the DRLP. As the Council is able to meet its waste apportionment and other industrial functions in the Park Royal Opportunity Area, the land east of Wood Lane is no longer required to help meet future demand for industrial type activities.

**2.2.5 Housing**

LPC and DRLP policy requires councils to seek the maximum reasonable amount of affordable housing. The current adopted LPC sets a strategic target of 50% affordable housing of which 70% should be social rented and 30% intermediate.

The DRLP seeks provision of at least an annual 32,210 net additional homes, with a numeric target of 13,200 affordable homes per year based on identified need, capacity, viability and creation of sustainable communities. It removes the previous target of 50% affordable housing, but expects that of affordable housing delivered across London, 60% should be social rented and 40% intermediate. However, it is likely that the Mayor will in due course seek to revise the London Plan in light of changes to National Policy guidance.

Student housing is also noted as a priority within the CDRLP, identifying a need for 18,000-27,000 over 10 years to 2021.

**2.2.6 Creative industries, innovation and research**

Policy 3B.8 of the LPC seeks to identify and support the development of clusters of creative industries and related activities and environments, by focusing on developing creative clusters in identified priority areas to drive regeneration.

Policy 2.16 of the DRLP identifies White City as a media location with the potential to function above the sub-regional level and generate significant growth, and also seeks to support new and emerging research and innovation sectors such as biomedical research and development, and London’s higher and further education institutions (Policy 4.10).

**2.2.7 High Speed 2**

DRLP Policy 6.4 seeks to improve the public transport system in London to support future development and regeneration priority areas, and increase public transport capacity by [amongst other measures] “improving and expanding London’s international and national transport links for passengers and freight (for example, High Speed 2)”. High Speed 2 is listed in table 6.3 of the DRLP as one of many transport schemes, although the DLRP also notes that it is currently unfunded. The GLA and LBHF support proposals for an HS2 station in LBHF at Old Oak Common, north of White City OA, subject to construction and operational issues being resolved.

**Annex 1 – Opportunity and Intensification Areas:**

White City  
Area (Ha): 110  
Indicative employment capacity: 10,000  
Minimum new homes: 5,000



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An area undergoing substantial change within which completion of strategically significant new retail provision at Westfield has raised the status of Shepherd's Bush to a Metropolitan town centre. The BBC is consolidating its activities within the area and this will create opportunities for further development, building upon the area's strengths in creative, media and entertainment business. It is proposed to extend the Opportunity Area to include Shepherd's Bush town centre and the White City Estate. There is potential for mixed density housing and a focal point for office development at and around the tube stations at White City and Wood Lane with other commercial, leisure, open space, education and retail uses of appropriate scale to support the local community. This will be facilitated by de-designation of the historic strategic industrial location complemented by provision for waste and other industrial functions in the Park Royal Opportunity Area. The scope to improve connectivity with the wider area should be explored and development should be related to improvements in public transport capacity. Housing-led intensification should support local regeneration, enable estate renewal and seek a mixed and balanced community. There may be scope to enhance education and research capabilities in the area linked in particular to healthcare and bio-technology. Development should promote the vitality of the town centre, particularly in the Shepherd's Bush market area, and support the viability of other west and central London centres. An Opportunity Area Planning Framework is being prepared by the GLA and the London Borough of Hammersmith & Fulham which will set out further strategic principles including the appropriate scale, location and mix of uses taking into account studies of the creative industries, development and transport capacity.

### **2.2.8 Examination in Public Draft Housing SPG (August 2010)**

To be consistent with the draft replacement London Plan, the GLA has published an 'EIP draft Supplementary Planning Guidance (SPG) for Housing,' which following consultation will replace the existing London Plan SPG on Housing. The SPG will include guidance on housing supply potential, design quality, social infrastructure and mixed use development.

### **2.2.9 Mayoral Community Infrastructure Levy – Preliminary Draft Charging Schedule (January 2011)**

In early 2011 the Mayor published proposals for consultation on a new Londonwide Community Infrastructure Levy (CIL). The levy is intended to raise £300 million towards the delivery of Crossrail, and will be paid by most new development in Greater London. The proposed draft charging schedule introduces 3 "charging zones," which reflect the different levels of development viability within the Greater London charging area. LBH&F is proposed to be in zone 1, where the charge would be £50 per square metre of new development.

### **Map 2.2 Linking West London Opportunity Areas (image)**

### **2.3 Local policy - LB Hammersmith & Fulham**

#### **2.3.1 Unitary Development Plan (as amended 2007)**





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LB Hammersmith & Fulham published its UDP in 2003, and it was amended in 2007 in accordance with the Direction under paragraph 1(3) of Schedule 8 to the Planning and Compulsory Purchase Act 2004. Although there are no specific policies for the White City OA in the UDP itself, the policies of the UDP will apply until they are replaced by the Local Development Framework. The BBC Media Village, TV Centre, and land east of Wood Lane had once been identified as an Employment Zones, however, the 2007 UDP review abandoned the employment zone policy for those areas.

### **2.3.2 2004 White City SPG - White City Opportunity Area – A Framework for Development**

The GLA and LBHF jointly prepared the 2004 White City Opportunity Area Development Framework, which focussed on the development of backland sites east of Wood Lane and provided the basis for a major masterplanning exercise undertaken by landowners. The framework set out an employment-led approach derived from Unitary Development Plan policies at the time, which had the OA designated as an employment zone.

### **2.3.3 LDF: Submission Core Strategy**

LBH&F submitted its Local Development Framework Core Strategy to the Secretary of State in February 2011; examination in public is scheduled for April 2011, and final adoption could take place in late summer/autumn 2011.

One of the Core Strategy's main strategic objectives is to encourage regeneration of the most deprived parts of the borough, particularly in the White City area along with North Fulham and Hammersmith town centre.

#### **2.3.3.1 Summary of policies for the White City Opportunity Area**

The Core Strategy sets out a strategic policy for the whole White City OA (Strategic Policy WCOA), along with detailed policies for White City East (Strategic Site 1), White City West (Strategic Site and Housing Estate Regeneration Area 2), and the market area (Strategic Site 3). These policies highlight the opportunities for development of land east of Wood Lane, partial development of the BBC TV Centre, regeneration of the White City estates and improvements to the town centre, including the Market.

Map 2.3 shows the boundary of the OA and the sub-areas as set out in the Council's Submission Core Strategy. For the purposes of preparing the draft OAPF, this document illustrates a boundary that deviates slightly from that in the Core Strategy, to introduce a more regular boundary line for spatial planning purposes. The exact boundaries of the OA will be reviewed as the Core Strategy and the OAPF are tested through the consultation and examination process. There are no specific proposals which would affect the additional areas included within the boundary drawn in this document.

Strategic Policy WCOA states, inter alia, that "The Council will work with the GLA, other strategic partners, the local community and landowners to secure the comprehensive regeneration of the White City Opportunity Area (WCOA); and, to create a vibrant and creative place with a stimulating and high quality environment where people will want to live, work, shop and spend their leisure time. The existing estates community must be able to benefit from regeneration of the area through



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access to jobs, better local facilities, better and more suitable housing, and improved environmental conditions.”

The Core Strategy specifies that development of privately owned land is expected to contribute to regeneration of the whole of the north of the OA, including the housing estates. It sets out an indicative potential for 5,000 new homes and 10,000 jobs (based largely on establishing a creative industries hub), mainly in White City East. Its aim is to expand the choice of homes and jobs in the OA, providing more opportunities for existing residents, and help to achieve a mixed and balanced community across the whole area. New homes will be expected to provide a local ladder of affordable housing opportunity, with a target of 40% affordable housing in OA, and no loss in overall quantity of social rented housing but a better overall mix of unit sizes. Development of land east of Wood Lane will be required to provide approximately 25% social rented housing.

The Core Strategy expects that the scale of development must take into account to the capacity of the public transport and highway networks, and the context and setting of the surrounding area. It anticipates that most development will be medium rise, with some scope for tall buildings of exceptional design in key areas identified in the WCOAPF (such as close to the A40 and A3220).

**Map 2.3 LBHF Submission Core Strategy: Key Zones in the White City OA (image)**

**2.3.3.2 Town Centre**

The aim is to maintain and encourage Shepherd’s Bush as a centre for leisure, culture and entertainment. In recognition of the opening of Westfield London and the change in the role of the town centre, the DRLP proposes to redesignate Shepherd’s Bush as a Metropolitan Town Centre.

Whilst the Core Strategy aims to meet future need for town centre uses floorspace primarily within the established shopping hierarchy, it recognises that there may be a case for a town centre extension to the north of Westfield, incorporating retail, leisure and residential uses. Such an extension could help create a more successful physical link between the existing Westfield centre and the area to the north. Any change to the boundary can only be considered after the full range of sequential and retail assessments set out in the London Plan and PPS4 are undertaken. Applicants would need to demonstrate the need for additional retail, the lack of sites within the current town centre to meet that need, the minimal impact on other centres around London and the ability to have no negative transport implications.

**2.3.3.3 Student accommodation**

The Core Strategy sets out that the Council will support applications for student accommodation as part of mixed use development schemes within the WCOA, to help meet the need for student accommodation from local and London-wide institutions.

**2.3.3.4 Supporting community facilities and services**

The Core Strategy sets out that the Council will work with its strategic partners to provide high quality facilities and services for the community by encouraging the co-location of community facilities and services where opportunities arise and improving school provision. It also seeks major new leisure and recreation facilities



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in the WCOA east of Wood Lane and in Shepherds Bush town centre, and notes that developments that increase the demand for community facilities and services will be required to make contributions towards, or provide for, those shortfalls.

#### **2.3.3.5 Climate Change**

The Core Strategy sets out that new development and refurbishment schemes must address issues of climate change and incorporate high levels of environmental performance through the use of low and zero carbon technologies including combined heat and power networks, establishment of decentralized energy networks and renewable energy systems.

#### **Map 2.4 LBHF submissions Core Strategy Key Diagram (image)**

### **2.4 Local Policy – Royal Borough of Kensington and Chelsea**

#### **2.4.1 LDF: Core Strategy (December 2010)**

The boundary to the Royal Borough of Kensington and Chelsea (RBKC) forms the eastern boundary of the OA. Whilst the OA is solely within LBHF, RBKC policy is relevant especially to improve connections across the eastern boundary of the OA. The Westway and Latimer sub-areas of North Kensington are the adjacent areas to White City OA.

The Royal Borough's Core Strategy was adopted in December 2010 and now forms part of the Development Plan. The Royal Borough's Vision in CP1 and Policies CP8 and CP9 identify regeneration in North Kensington, Westway and Latimer including improved links to Hammersmith & Fulham as key principles to stimulate regeneration in their Core Strategy. The Core Strategy seeks the long-term regeneration of this area through the provision of better transport, housing and community facilities.

Within the Latimer sub-area, the Core Strategy proposes new neighbourhood shopping centre, and Policy CA4 allocates a site to the east of Latimer Station (Hammersmith & City Line) for a new academy, sports centre, and a district heat and energy scheme. Other priorities for this area include the growth of small businesses particularly in the cultural and creative sectors, improvements to public transport accessibility and clear links to White City, including an improved pedestrian link proposed from the north section of the sub-area to White City.

In the Westway sub-area the Core Strategy aspires to consolidate local sports facilities at the Westway Sports Centre and provide for improved cycle and pedestrian linkages along the Westway including a new underpass under the West London Line to provide access to White City.

The Core Strategy also notes that building height within the wrong context will be considered visually disruptive and makes reference to District and Metropolitan landmarks which generally rise up to 4 times or greater than 4 times the prevailing building height respectively.

#### **2.4.2 Building Height in the Royal Borough (September 2010)**





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This SPD notes that White City's building height should relate to the height of the intensification of development at Shepherd's Bush and not to locations within the Royal Borough. Figure 7 of the guidance shows the opportunity area is located in a 'non sensitive area' in relation to tall buildings, based upon a sieve analysis of constraints and opportunities in the borough and existing tall buildings policies in the LPC.

#### **2.4.3 Westway Planning Brief Early Days Consultation (November 2010)**

The Royal Borough is preparing an SPD to provide planning guidance for development and change for land beneath the Westway. In its consultation on 'initial ideas,' it set out two options for the area adjoining the White City OA, 'Stable Way and Sports Centre.' Both options which feature a new subway to create pedestrian and cycle links to the west, expansion of sports facilities, and improvements to create a safer and better quality physical environment for pedestrians.

#### **2.4.4 Kensington Academy and Leisure Centre Draft Planning Brief for Public Consultation (January 2011)**

This draft SPD seeks to provide guidance for planning applications for development of an academy, sports centre and district heat and power network based on Core Strategy Policy CA4. It notes that the school should be the hub of the district heat facility, or a location elsewhere nearby if there are space constraints on the school site.

#### **Map 2.5 RB KC Core Strategy Key Diagram (image)**



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### **Chapter 3 - Land Use Strategy**

Commercial uses, focused on creative, academic and technology sectors

- Mixed use development east of Wood Lane
- Potential for 10,000 new jobs for local people
- Programmes for training, apprenticeships, outreach with local schools

Housing

- 4,500 new homes east of Wood Lane
- A broad range of tenures, house sizes and affordability
- Neighbourhoods supported by local services, open spaces and facilities
- Predominantly modern mansion block type housing
- New housing east of Wood Lane provides opportunities for other residents in the OA to move into newer accommodation that better suits their needs whilst remaining in the general area.

Metropolitan Town Centre

- Investment in Shepherd's Bush Market and the West 12 Centre
- Potential extension of town centre uses to areas north of Westfield
- Historic town centre as a location for retail, arts, cultural and leisure facilities including the night-time economy



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### White City - World City

The land use strategy is based on an analysis of the existing land use and character of the area, development opportunities, the location in terms of public transport accessibility and access to facilities, as well as two policy proposals set out in the DRLP and the submission LDF Core Strategy:

- Removal of the Strategic Industrial Land (SIL) designation for the land to the east of Wood Lane.
- Elevation of Shepherd's Bush town centre from District to Metropolitan Centre status in the London Plan strategic town centre hierarchy.

These changes have allowed for an approach to land use in the OA which departs from the principle of employment-led regeneration that was the emphasis of the 2004 White City Planning Framework, and instead incorporates a substantial level of housing as well as employment, particularly in creative industries, public realm and social infrastructure provision.

a) Commercial uses, focused on creative, academic, and technology sectors  
The OA will build on the advantages conferred by having the BBC, Imperial College and other related institutions and businesses already in the area. Potential development opportunities include technology and bio-medical research and innovation on a new campus for Imperial College, tying in Hammersmith Hospital, Imperial College and BBC's research and development; the reuse of Television Centre for media, leisure, entertainment, creative use and the provision of offices for the BBC's production partners; the extension of Westfield's leisure, fashion, and entertainment elements along with the growing creative hub in RBKC where fashion (e.g. the Monsoon Accessorize HQ), music, technology industries are already based.

b) Housing  
The development sites in the east of the OA provide the opportunity to build new, high quality housing, building on the legacy and tradition of surrounding residential areas. New, high quality residential areas will incorporate mixed tenure housing, in a range of unit sizes, supported by local services, open spaces and facilities. The area will not be exclusively a housing area, but will allow for a combination of residential and commercial uses and developments to create a vibrant, liveable residential area. The residential community in the west of the OA will benefit from increased housing and opportunities to improve housing quality, provide a greater variety of housing sizes, types, and ownership options whilst improving the provision of local services and community facilities.

c) the Metropolitan Centre  
With the newly completed Westfield centre elevating the town centre to 'Metropolitan Centre' status in the draft replacement London Plan, this strategy emphasises the need to enhance and strengthen the 'historic' town centre including Shepherds Bush Market and the West 12 Centre, with refurbishment and revitalisation of vacant or underperforming sites, and provides for the potential increase in retail need identified in the Joint West London Retail Study. Subject to retail impact assessments, the town centre could extend to the north of Westfield towards the Hammersmith and City London Underground line (H&C LUL) viaduct,





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where additional retail, leisure and residential uses could be combined to create a high quality environment and public realm and create better links to the north of the opportunity area.

**Map 3.1 Land use strategy  
(image + 3 photos)**

**3.1 Commercial uses, focused on creative, academic, and technology sectors**

The Opportunity Area today is home to world-class institutions, businesses and facilities; these are generally concentrated along Wood Lane, although not in a coherent or perceived cluster. There is a great opportunity to attract office-based occupiers that relate to the work and the strengths of those institutions, rather than those seeking industrial or semi-industrial space. Future commercial and mixed-use developments should take advantage of the strong transport links by focusing development along both sides of Wood Lane, along the West London Line boundary, and on both sides of the A40/Westway.

**3.1.1 Creative industries**

White City is a major centre for the BBC, creating substantial ‘spin-off’ to smaller businesses throughout the OA and contributing a significant concentration of media-related jobs in the area. Whilst the BBC will be vacating TV Centre by 2015, it intends to maintain a substantial presence in White City at the Media Village, where there is already planning permission for additional office space and venue for the BBC orchestra. There is also a strong fashion industry presence in and around the OA with Net-A-Porter, Monsoon Accessorize and the London College of Fashion.

**3.1.2 Medical and technological innovation**

Imperial College London (ICL) has acquired the former BBC Woodlands site directly north of the A40 with a view to developing its presence in the area. Planning permission was granted in late 2010 for postgraduate accommodation, which is potentially the first stage of a new ICL campus to include offices, teaching, research, and administration facilities. Imperial’s presence in the area along with research and development teams from the BBC creates a strong foundation for high-tech media and creative industries, whilst ICL’s growing research facilities at Hammersmith Hospital create the potential for a stronger role and additional demand for academic, medical, bio-technology, general research and development uses in the OA.

**3.1.3 Development and growth opportunities**

Many of the existing industrial, warehouse or storage type uses east of Wood Lane are on short leases, and it is expected that they would relocate outside of the OA in suitable locations such as Park Royal. Marks & Spencer have in the past sought ensure that any development incorporate a “mock shop” facility to replace their existing facility on the land east of Wood Lane, although this position may be under review. The framework continues to accommodate this use but remains flexible, recognising there may be a better solution that represents a more efficient use of resources.

New development should take advantage of the unique advantages of the focus on media, research/innovation and fashion in the OA to create a hub for creative and



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innovation industries, delivering spaces for industries that complement and benefit from proximity to local companies and institutions.

Research indicates that the following criteria are key to attracting office-based creative industries:

- Flexible floorplates, raised floors to manage cabling, adaptable cooling system
- Excellent IT communication links
- Mixed-use setting with local amenities, including cafes, restaurants, hotels and leisure
- Homes and jobs in one area to reduce need for commuting
- Quality public realm and physical environment
- Links with educational institutions

Several sites in the OA, if developed as mixed-use schemes, would be ideally positioned to meet many of the above criteria. Commercial development should be focused along Wood Lane, to the north of the Hammersmith & City Line viaduct, and along the A40/Westway to maximise visibility and prominence from key transport corridors. The design of the buildings should provide a mix of different size units, including the provision of subsidised business units.

The Television Centre should be used to its greatest advantage; opportunities for retention and refurbishment of the important parts of the listed building should be explored, such as occupation by organisations or institutions with links to the cultural, broadcasting and academic sectors, or the introduction of entertainment and leisure uses or occupiers that tie in with the history of the building and heritage of the BBC.

### **Map 3.2 Current and future zones for employment in key sectors (image)**

#### **3.2 Housing**

The land use strategy maintains the existing residential neighbourhoods and promotes mixed use developments with substantial amounts of new housing in key development sites, in order to provide more homes close to new and existing jobs, introduce a range of homes for different income levels, to ensure a sustainable long-term community can be tied into existing communities.

There is currently no housing in the areas to the east of Wood Lane. The housing to the west of Wood Lane is focused around three estates: the Wood Lane estate, Batman Close Estate, and the White City Estate. These estates are described in Chapter 6. No regeneration of these estates is specified within this framework.

##### **3.2.1 Development and growth opportunities**

In areas where new development is likely, medium to high density forms of housing (modern mansion blocks, some taller residential blocks) will be provided nearer to transport nodes, and low to medium density forms (3-4 storey terraced housing, maisonettes) farther from transport nodes.

For the eastern part of the OA, the framework identifies potential areas of medium to high density housing, including student housing, along with commercial,



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community and leisure uses. Imperial College London has been granted planning permission for a postgraduate accommodation building north of the A40. There may be opportunities for additional student housing, as set out in the discussion on development capacity (Chapter 4). The preferred location for student housing would be on the sites east of Wood Lane, although provision of student housing should not compromise the potential for these sites to provide family housing with private amenity space.

In the south of the OA and the Town Centre, the LBHF Core Strategy seeks a mix of uses including residential in any proposals for regeneration of the market.

For the western part of the OA, the OAPF does not set out detailed proposals. However, the availability of new housing east of Wood Lane provides opportunities for residents who may wish to move into newer accommodation that better suits their needs whilst remaining in the general area. Opportunities for the estates and their residents that arise because of the future availability of housing in White City East will be explored with the estate community. That could include the potential for refurbishment and partial redevelopment during the next 15–20 years. The basis for any options would be that residents are able to continue to live in this area. This is considered further in Chapter 6.

Depending on whether there is any change on the White City Estates over the next 20 years, there may be a need to expand the existing local shopping provision on Bloemfontein Road in White City West. There are already plans underway to enhance shopping and service provision to include a small supermarket and social services facility as part of the White City Collaborative Care Centre.

### **Map 3.3 Current and future zones for housing (image)**

#### **3.3 Metropolitan centre**

This framework focuses on helping to establish the long-term viability of Shepherd's Bush town centre as a Metropolitan centre. This will be achieved by enhancing the attractiveness and profile of the 'historic' town centre by building on the existing strengths of the centre such as its leisure and cultural importance.

##### **3.3.1 Existing town centre**

Map 3.4 illustrates the town centre boundary and prime retail frontage as it is set out in the Core Strategy. Whilst the prime retail frontage is a fairly small geographical area, it should be noted that town centre-type uses continue along both Uxbridge Road and Goldhawk Road, with numerous restaurants, bars and shops that contribute to the town centre offer.

Three complementary retail 'anchors' - Westfield shopping centre, West 12 shopping centre and Shepherd's Bush market - serve as the main retail destinations in the town centre. Retail frontages along Goldhawk Road and Uxbridge Road connect the 3 anchors. Each anchor and retail frontage provides a unique offer that is attractive to many different communities and helps the town centre to remain vibrant. This diversity of the retail offer is an inherent strength of the town centre.





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Westfield has brought vastly increased footfall to Shepherd's Bush and is now the dominant retail feature of the area. The 'historic' town centre has started to adapt to capitalise on the growth of the centre, but much more can be done. The council has taken a more flexible interpretation of the prime retail quota policy to allow a greater proportion of Class A3-A5 uses to prevent vacancies in the town centre. However, the market and the West 12 Centre require investment and enhancement to deliver on their potential.

Along the south side of the common, the revitalisation of the West 12 centre to anchor a strong third frontage to the common is a priority. Opportunities have been identified to improve and consolidate the leisure offer, introduce new tenants and uses, invest in the centre's external appearance, and refine the retailer mix and offer. Uxbridge Road on the north side of the common has suffered from underinvestment in building maintenance and a proliferation of small value-oriented retailers and fast food takeaways. Whilst many of the units on the north side of Uxbridge Road are too small to be attractive to certain types of retailers, there is an opportunity for property owners to tailor an offer to smaller retailers with different space needs.

Creative industries are attracted to locations with good access to entertainment, leisure and other cultural attractions. The town centre is the key location for arts, cultural and leisure facilities in the OA, as well as for related hospitality and tourism. The Town Centre has an established and longstanding reputation for a vibrant night time economy, with venues such as the Shepherds Bush Empire, Bush Theatre, two cinemas, the Ginglyk, and numerous pubs, restaurants and bars. Ensuring the continued success of the town centre as an entertainment and leisure destination – whilst having regard to the importance of protecting the amenity of surrounding residents – is a fundamental aspect of this framework.

### **3.3.2 Development and refurbishment opportunities**

This framework seeks to encourage appropriate development opportunities that would enhance the town centre. Some development is likely to happen in the short term, such as the Grade II listed former Odeon Cinema which has planning permission for a hotel conversion, and the Bush Theatre relocating into the former Shepherds Bush library. There are also several opportunities for development both east and west of the West 12 centre including the Richmond Way site, and potentially in the long term, the petrol station.

#### Offices

Whilst much of the discussion relating to creative industries has focused on the potential for offices in White City East, there is also demand for office space in the Town Centre, such as is demonstrated by the Shepherds Building which has proved very popular with the creative industries. There may be potential for further delivery of office space in the south and eastern parts of the town centre, building on existing creative industry presence in Shepherds Building and Notting Dale.

### **Map 3.4 The three complementary retail anchors of Shepherd's Bush Metropolitan Centre (image)**

#### Shepherds Bush Market

As a major feature in the town centre, Shepherds Bush Market provides a key development opportunity; its regeneration and enhancement would provide a better



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focus and western anchor for the town centre. The Council's aspirations for the market and adjacent land are set out in the Core Strategy policy for Strategic Site 3, and include:

- enhancement of the market to sustain its traditional role in the community
- new complementary uses, such as small shops, cafes, restaurants, residential and offices
- new leisure, public arts or cultural facilities
- permeable, accessible and secure public realm and enhanced circulation space

#### Entertainment, leisure and culture

The promotion of the night-time economy must strike an appropriate balance with the residential uses in the town centre. Some sites around the Common are less sensitive in terms of adjacent residential use, and offer potential for expanding the night-time and entertainment offer. The west side of the Common would be the best location to build on this focus, with the former Odeon as a valuable building to be retained and enhanced. In the long term, Threshold and Union Houses could also provide a development opportunity.

Nevertheless, there are spatial limits on the extent to which major new leisure uses could be accommodated in the town centre; the opportunity should be taken to consider extending town centre activities north of Westfield and around the proposed White City Green.

#### Retail

Despite the 106,000sq.m of retail space recently added to the town centre with the opening of Westfield, the Joint West London Retail Study suggests there is a need for an additional 40,000 – 50,000 sq.m. of retail (comparison goods) floorspace in Shepherd's Bush over the next ten years, along with a small amount of convenience goods floorspace.

The impact of any proposed increase in retail must be tested by the full range of assessments set out in the London Plan and PPS4, including assessments of retail need, site availability within the current town centre, impact on other centres around London, on local traffic and congestion and on local residents' amenity. In identifying the potential for additional retail provision in this framework, the position of the Mayor and the Council, with regards to the consideration of any forthcoming planning applications, remains unfettered and subject to such assessments being completed.

#### North of the Town Centre

In addition to increases in town centre uses within the existing town centre boundary, this framework proposes expanding the town centre boundary to the area north of Westfield, between the existing Westfield London and the Hammersmith & City line viaduct. Any development north of the town centre should seek to improve permeability, creating better connections between the northern part of the OA and the town centre, provide an improved setting for the Grade II listed DIMCO building, high quality public realm, leisure, housing and social infrastructure, and support the establishment of the creative hub. The strategic transport study has tested the transport impact of additional retail to the north of the Town Centre. However, as noted above, such an approach would be subject to the appropriate tests with regards to the expansion of the town centre boundary



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An extension of retail and town centre uses (especially major leisure) north of Westfield would support the proposed commercial hub in White City East and could help the better planning of the entire area, allowing for a gradual transition from the town centre and retail uses to more community, leisure and residential uses. These uses are well suited to mediating between the different character areas and dealing with the spatial challenges of the site, as has been already done on the southern side of Westfield. New retail development should be seen as distinct to the indoor mall environment of the existing Westfield and as an integrated part of the local area; the approach at Stratford City is a good example of the preferred approach and in particular the outdoor high street element.

**Map 3.5 Potential development opportunities with retail in and north of the town centre**  
(image)

**3.4 Supporting Facilities and Social Infrastructure**

The provision of community services, local shopping and services and other social infrastructure is key to maintaining a sense of community across the opportunity area and supporting further development.

Within and around the opportunity area there are already many facilities for leisure, sport and community uses which all help to promote a healthy quality of life. There is also a broad range of community and religious facilities and planning permission has been granted for the White City Collaborative Care Centre on Bloemfontein Road. There are a number of primary and secondary schools but they are all at or near capacity.

Development of the scale envisaged in this framework will generate additional demand for a range of supporting facilities and this is reviewed in more detail in Chapter 7. This will require new provision, expansion of existing provision and better physical connections to some existing facilities, such as schools in Kensington & Chelsea or Wormwood Scrubs.

**3.4.1 Development opportunities**

Social infrastructure facilities should clearly be accessible to the members of the community they serve and must be provided in a phased way as development takes place over a lengthy period. The land use strategy envisages that it is preferable to provide the opportunity for facilities to be co-located at convenient places to the extent that they have similar catchments.

The draft Core Strategy proposes a new local centre east of Wood Lane, and this framework specifies that the preferred location for new local community and business facilities and services is in a hub close to the Wood Lane and White City LU stations, bus station, and proposed public open space. A new primary school would be best accommodated in the northern part of this general mixed-use area, close to the new residential accommodation, and away from the Westway and A320/West Cross Route road infrastructure.

There is also a good opportunity to deliver new large-scale sports, leisure and fitness facilities to serve a wider catchment area, particularly given the high public transport accessibility and the proposed northern extension of the shopping centre





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as described in section 3.3, that will serve a wider population and extend the town centre's offer.

There may also be opportunity to consolidate and expand the existing community facilities in White City West in any regeneration of the estates.

QPR football club have ambitions for a larger capacity stadium but there are no plans at present. It is not clear if this is feasible in the locality in a way that could facilitate regeneration, especially of the housing estates, in ways which would benefit existing residents. However, if it were feasible, community sports facilities and other benefits to the local community should be provided as part of any new stadium that is proposed.

### **Map 3.6 Nurseries, primary & secondary schools (image)**

#### **3.5 Existing land ownership structure**

The key landowners in the OA represent many of the industries and uses proposed in the land use strategy. To the north of Westfield London, landownership in the key regeneration areas is split among a limited number of landowners, whilst land ownership in the Town Centre to the south of Westfield London is slightly more fragmented.

To the west of Wood Lane in 'White City West', the two largest landowners are LBHF who own the White City housing estates – White City, Wood Lane and Batman Close – as well as Hammersmith Park. The Territorial Army and Queens Park Rangers Football club also own significant sites in this part of the OA.

In White City East, the BBC owns the Television Centre, the multi-storey carpark along Wood Lane, and the Media Village to the south of the Westway including the vacant development sites south of the three buildings that comprise the 'village'. To the east of Wood Lane, private landowners include the BBC, Land Securities, Marks & Spencer, Westfield, Helical Bar, Transport for London and Yonex UK Ltd.

Westfield own the site between the existing Westfield London centre and the Hammersmith & City LUL Viaduct. The BBC owns several buildings to the east of Wood Lane along the Central Line cutting. Marks and Spencer occupy the site directly north of the Hammersmith & City Line viaduct, and Helical Bar and Land Securities jointly own the rest of the site up to the Westway, as well as the land under the Westway, with the exception of the BBC buildings noted above. TfL controls the land of the Central Line cutting, the Hammersmith & City Line viaduct, and the LUL stations at Wood Lane and White City. Imperial College London owns the site to the north of the Westway.

The key retail frontages along Shepherd's Bush Green, Uxbridge and Goldhawk roads are in very fragmented land ownership. Elsewhere in the town centre, Land Securities owns the W12 shopping centre, and LBHF controls the housing estate above; Westfield owns the Westfield Centre, and Shepherd's Bush Market is owned by Shepherds Bush Market Enterprises, the Council, the Peabody Trust, Broadway and private owners. The Council also own several residential properties to the north of the common, as well as the old library on Uxbridge Road.



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**Map 3.7 Land ownership in the White City OA  
(image)**



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#### **Chapter 4 - Urban Design Strategy**

A spatial structure that will allow the realisation of the ‘White City - World City’ land use strategy

##### **Setting, context, and heritage**

- respect the surrounding urban grain, land use, building types and scale
- celebrate the distinctive architectural features of the area – DIMCO, BBC TV Centre, the Hammersmith & City line viaduct

##### **Liveable, lifetime neighbourhoods**

- a flexible block plan
- a mix of dwelling types and sizes, including family housing
- high quality shared and/or private amenity space for all residents
- mansion block and terraced housing typologies
- block sizes and layout to promote mixed-use development

##### **Permeability and connectivity**

- active street frontages
- routes to encourage walking and cycling
- new east-west connections into RBKC
- improved links over the Central Line cutting
- new north-south routes connecting Westfield to Woodlands
- create connections under the Hammersmith & City Line viaduct and the A40
- improve connections throughout the town centre
- make a direct link to Wormwood Scrubs

##### **Public realm**

- manageable, inclusive, safe and useable public realm and open space
- use the space under the Westway/A40
- enhance views of BBC TV Centre and make best use of the forecourt
- maintain open space around the Hammersmith & City Line viaduct to allow for LUL maintenance
- reclaim the area to the north of Westfield from the tangle of roads and servicing facilities





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#### 4.1 Introduction

##### *The great outdoors and the great indoors*

The urban design strategy for the White City OA sets the physical framework which will assist with the delivery of the objectives of the OAPF and the land use strategy set out in Chapter 3. The strategy is based on the local setting and context, the valuable and cherished features and heritage of the surrounding area, including the historic scale of development, the urban 'grain', open spaces, parks and public realm.

The White City OA boasts iconic buildings, a strong heritage of creative industry and leisure attractions, valued open spaces and landscapes, and world-class institutions. Paradoxically, the area is extremely accessible by roads and rail, but at the same time blighted by transport infrastructure, with many of the key development sites suffering from poor connections to the wider area.

The urban design strategy seeks to capitalise on the presence of world class institutions and the many attractions in the area, integrating the best residential qualities of surrounding areas with the large scale and prominent buildings of the BBC and Westfield, whilst overcoming some of the key obstacles in the area such as the West London Line and Central Line cutting. It supports the development of liveable, high quality neighbourhoods, with a variety of housing options, supported by attractive and safe amenity spaces, along with provision of new offices and leisure facilities.

Key to the success of these neighbourhoods is a network of tree-lined routes, streets and paths, which will improve permeability and connections within the OA, whilst improving the linkages out of and into the OA for all the surrounding communities. These links will also act as wildlife corridors to encourage a rich biodiversity through the area.

Considerable commercial value is created when high quality public realm is provided as an integral element of new development; as such, this strategy is key to delivering this framework's regeneration aspirations.

The strategy addresses the challenge of connecting the OA to its wider context, drawing communities together, creating links between the parks and spaces, buildings, businesses, institutions and destinations, of connecting the great outdoors to the great indoors. Together, all of these elements make White City a vibrant part of London as a World City.

**Image 4.1: Indicative masterplan for White City East looking North-West from Holland Park**

**Image 4.2: The great outdoors in and around the OAPF looking North-West from Holland Park**

**Image 4.3: The great indoors within the OAPF looking South from Wood Lane Estate and BBC Media Village**

**(Image x3)**

#### 4.2 Historic development

The OA is very much defined by the last century of development which has left a distinct pattern, scale, and character. Today, many of the area's notable buildings



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are found in two Conservation Areas within the OA – the Wood Lane and Shepherds Bush Conservation Areas.

#### 4.2.1 The first Olympic Legacy

Counters Creek originally ran through the Opportunity Area along the alignment of the West Cross Route, continuing on to Lots Road where it met the Thames. The area was largely farmland until the mid-1800s when railways were built over the land to lead into the city, with the West London Line in 1844, the Hammersmith & City Line in 1864 and the depot and generating station for the Central Line in 1900.

Thanks to these new transport links, by the turn of the century the area around Shepherd's Bush Common had become a shopping and entertainment centre for West London with new shopping parades, cinemas and theatres. Semi-detached villas and terraced housing of the growing and prosperous suburb lined the streets beyond the Common, leaving a legacy of relatively dense Victorian housing. This remains the dominant residential character along the Victorian street grids.

In 1908 the first of several international exhibitions, the Franco-British Exhibition, was held on grounds to the west of Wood Lane, in buildings rendered in white painted stucco, from which the site got its name "White City". Two new underground stations at Wood Lane (Central and Hammersmith & City Line) catered for the millions of visitors to the Exhibition.

The exhibition grounds featured a network of roads, bridges, waterways, as well as a stadium which was used for the 1908 Olympic Games. Although the exhibition buildings were designed as temporary structures, exhibitions continued to be held there until the late 1930's. The stadium was used by Queen's Park Rangers Football Club until they moved to Loftus Road, and continued to be used for rugby, athletics, boxing and greyhound racing until the mid-1980s.

Today, the diagonal road alignment between the White City estate and the BBC Media village and the grounds of Hammersmith Park are the only physical legacy of this early history of the site.

#### Map 4.1: White City Opportunity Area 1916

(image + 4 photos)

#### 4.2.2 Interwar and post-war development

##### *The Motorway and TV Age*

In the late 1930s the London County Council built the White City Estate on the Western part of the White City exhibition grounds; more than 2,000 homes in 5 and 6 storey blocks and in a grid plan, with tree-lined streets named after Exhibition buildings, such as Australia Way and Commonwealth Avenue. At the time the housing was of an exemplary standard although the rigid grid approach contrasted to the garden suburb approach taken to the west of the estate and the north of the Westway/A40.

After WWII, the BBC Television Centre and Hammersmith Park were built on the southern part of the exhibition grounds. Graham Dawbarn, of the firm Norman and Dawbarn, designed the TV Centre, which was Britain's first purpose built TV centre.

A new Central Line underground station was built at White City in 1947 to replace



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the earlier Wood Lane station. Between the Central Line cutting and the West London Line, industrial uses developed in the sites between the new road and rail infrastructure.

During the late 1960s the elevated Westway motorway was built to link the Marylebone Road with Western Avenue. Other major transport infrastructure developments included the West Cross Route (now the A3220) which linked the elevated gyratory at the Westway with a new roundabout at Holland Park. This was part of the inner London motorway box proposed in the 1969 Greater London Development Plan that was never completed following rigorous protests from community groups.

The BBC expanded Television Centre and while the White City stadium continued to be used for various sporting events, including the 1966 World Cup, it was demolished in 1985 to make way for the BBC Media Village designed by Allies & Morrison. The opening of the Westfield development in 2008 created a huge retail and leisure destination with improved transport facilities including a new Underground station at Wood Lane and a new Overground train station on the West London Line.

#### **Map 4.2: White City Opportunity Area 1978**

(image + 4 photos)

##### **4.2.3 Shepherd's Bush Conservation Area**

The prevailing character of Shepherds Bush is that of an Edwardian inner London town centre, with an overall unity of scale and grain. This is despite later interventions into its built form such as the 1970s West 12 Shopping Centre and residential tower blocks, which are in the town centre but not part of the CA.

Shepherd's Bush Common is the heart of the historic town centre, and is the backdrop for the distinctive townscape character of the CA. The Common features a ring of mature trees around its edges, beyond which are historic leisure and entertainment attractions such as the Grade II listed Empire Theatre and the Grade II listed former Odeon Cinema. Mixed in among the entertainment and leisure venues are shopping parades and terraced housing.

##### **4.2.4 Wood Lane Conservation Area**

The Wood Lane CA is unusual in that it is largely post-war in character; its focal point is the landmark BBC TV Centre. Darbourne and Dark's domestic architecture on the Wood Lane Estate, the 1947 White City Underground station, and utilitarian industrial units form the setting of the TV Centre. The CA contains a designated Green Corridor and area of Metropolitan Open Land running along its eastern boundary and the West London Line Railway, and a Nature Conservation Area following the Central Line north of White City Station. Mature plane trees line parts of Wood Lane and define the open space to the north of the Wood Lane estate.

Wood Lane is a key transport corridor and the principal gateway to the area. Many of the key commercial uses in the OA are focused along this road and to the east of Wood Lane, with the predominant scale of development reflecting the industrial and commercial uses – sheds, broadcasting studios, office buildings, warehouses – on large plots of land. To the west of Wood Lane, the grade II listed BBC TV centre and the new BBC Media Village are the dominant buildings which define the OA for many.





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Historic transport infrastructure is prominent and a defining element of the CA, with structures such as the locally listed White City Underground Station, the grade II listed DIMCO building (just outside of the CA) and the Hammersmith & City line viaduct all contributing to a sense of place and historic context.

**Map 4.3: Conservation areas and listed buildings**

(image + 4 photos)



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#### 4.2.5 Housing legacy

The streets of the OA and surrounding areas feature many different forms of housing, charting the history of housing development in one single area: pre- and post-war estates at high and low density, Victorian terraces and mansion blocks are all represented in the area. The Wood Lane estate is a tightly packed development of two to four storey townhouses with integral porches, terraces and balconies, ramps and stairs, with an emphasis on private entrances. The estate features a main landscaped shared central grassed area with numerous trees forming a focal point within the development, as well as a generally pedestrian oriented environment.

The area around the White City Estate is characterised by many mature trees, and a relatively generous amount of shared open space, although in some cases these spaces are not well used or defined. The estate also features several community facilities and local shops, churches and schools, which all form a strong central focal point for residents.

Many of the residential neighbourhoods both within and immediately outside the OA are designated Conservation Areas and include a variety of housing types ranging from the low-density garden suburb style of the Wormholt and Old Oak estate to the mansion blocks and terraces around Shepherd's Bush town centre. Beyond the boundaries of the OA are some of West London's most accessible and best loved neighbourhoods such as North and West Kensington, Holland Park, Notting Hill and Fulham, which feature high density, high value, and high quality housing that are in great demand.

Many of these neighbourhoods feature mansion blocks and terraces, often of 5-7 storeys, with local amenity spaces and squares – these are typologies that have stood the test of time. The early developers of these estates recognised the value and importance of incorporating green spaces with housing in more urban situations, and as such designed in a variety of parks, squares and gardens. Some of these are entirely secure and private courtyards; others are private garden squares, visible to the public but only accessible to residents, whilst others still are open to the public. These squares and gardens now represent the highest value areas of London, recognised for their livability and desirability.

#### Map 4.4: The great estates in central London

(Image + 3 photos + 2 aerials)

#### 4.2.6 Cultural, sporting and creative legacy

##### Sport and leisure

The spirit of the 1908 Olympic games is continued in the area with sporting facilities including the Linford Christie stadium, the Phoenix Swimming Pool, the football pitches at Hammersmith Park, the Westway Stables and Sports Centre. The local communities are well served by local schools, churches, a new library and health services. Local parks and amenity spaces are well used, such as Shepherds Bush Common, the lawn in front of the BBC media village, and Hammersmith Park, with additional green spaces such as Wormwood Scrubs and Wormholt Park just beyond the OA.

##### Retail and town centre attractions

Retail has always been a key element of the town centre, with Shepherd's Bush



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Market and the West 12 Centre as local shopping destinations. The arrival of the Westfield mall in 2008 has vastly expanded the retail presence in the area, as well as the leisure offer with many new restaurants and a cinema to complement the existing leisure in the town centre.

#### Creative industries and culture

White City today is known for its concentration of media, fashion and entertainment companies. Shepherd's Bush has long been a centre for entertainment and leisure, with established venues such as the Empire and the Bush Theatre along with smaller bars and clubs centred around Shepherd's Bush Common.

One of the key aims of this framework would be not only to integrate any new development with existing facilities, but to also identify what new facilities would be required to support local growth and what contributions developers would make to that provision.

#### **Map 4.5: Cultural, sport, leisure facilities in the White City OA today**

(Image + 4 photos)

#### **4.2.7 Challenges**

Today the condition of the OA is the outcome of its history: the area is extremely accessible by roads and rail but at the same time blighted by that transport infrastructure.

The West London Line, access roads and ramps for the West Cross Route and the elevated A40/Westway, Central Line cutting and the Hammersmith & City Line viaduct all represent physical barriers to key sites in the area and communities beyond the OA.

The area is split into distinct character zones, isolated from their wider context by transport infrastructure. The layouts of the BBC TV Centre and the council estates are characterised by an introverted approach to their respective areas, incorporating fencing and inactive frontages, discouraging connectivity and permeability through the sites to the wider area.

#### **Map 4.6: Challenges in the White City opportunity Area**

(Image + 6 photos)



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#### 4.3 Urban design strategy

White City already has world-class attractions, facilities, buildings and institutions in a phenomenally accessible location. This framework seeks to leverage those advantages and enable regeneration to create a White City that is greater than the sum of its parts, with attractions and an environment to rival any other quarter of London.

Building on the rich legacy and history of the area, this urban design strategy focuses on development and regeneration opportunities on the sites east of Wood Lane, at BBC TV Centre and fronting the BBC Media Village. The focus of the strategy is on making the best use of these opportunities to provide better access to local facilities and to create new, livable, urban quarters with a mix of homes, jobs, and amenity spaces, all of which will reinforce and strengthen the local community.

The strategy can be summarised into three main objectives:

1. Development of a new creative and commercial hub: the sites to the north and south of the Hammersmith & City line will become the centre of a revitalised commercial and creative centre with a major public space, White City Green, at its heart.
2. Creation of better connections: delivering strategic physical links across infrastructure barriers, including the Westway and the West Cross Route, to existing and new communities, local facilities, jobs and open spaces.
3. Building great, lifetime neighbourhoods: creating new urban quarters and liveable streets with a mix of uses, high quality modern mansion blocks, local shops and services, and a new range of local open spaces that form the backbone of the neighbourhoods.

The three objectives, or themes, are outlined in more detail in the pages that follow.

#### White City and its wider context

The yellow rings on the indicative plan highlight the potential of the OA to act as a link between some of the key regeneration areas in the sub-region; they illustrate the interdependencies and links between areas such as Earl's Court, Old Oak Common and Park Royal. Development in the OA must enhance these relationships and should consider the cumulative impact of development across the wider area. The urban design strategy both enhances and emphasises the important role the OA can play in being the place where these connections are made, maintained, and managed as part of a wider London 'World City' story.

Crucially, development in the OA must draw existing communities and neighbourhoods together and better connect the sum of the parts to existing and new residents mutual benefit.

#### Estates, QPR and TA Centre

To the west of Wood Lane, no explicit urban design strategy has been set out. A long-term vision has been established in the Submission Core Strategy and Chapter 6 discusses opportunities for wider regeneration that could benefit the existing community, but that require full discussion with local people.

In terms of urban design, any future change west of Wood Lane should reflect the following key principles:

- improve connections to the Town Centre, Wood Lane, and the north of the





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borough

- maintain a domestic scale of development to reflect the surrounding residential land uses
- create a street hierarchy to improve local navigation and legibility
- make better use of open spaces, retain existing mature trees and features, create clear definition of private and shared amenity spaces
- incorporate and improve the existing community facilities

#### **Shepherd’s Bush Town Centre**

In Shepherd’s Bush Town Centre there is limited scope for physical change beyond the proposals for the Common and aspirations set out in the Submission Core Strategy for Shepherd’s Bush Market. Efforts to introduce small-scale interventions to improve the pedestrian and cyclist experience including wayfinding, signage, lighting, cycle lanes, secure cycle parking and shopmobility, as well as improve north-south pedestrian connections from the Town Centre to residential areas would support the wider aspirations of the OAPF.

#### **Map 4.7: White City OA – links to sub-regional regeneration areas**

(Image)

##### **4.3.1 The creative and commercial hub**

This aspect of the urban design strategy capitalises on the attraction of destinations such as BBC TV Centre and Westfield, as well as the iconic structures –the Hammersmith & City Line viaduct, and the DIMCO building – that give the area its identity. It uses those features as anchors for future development in a part of the OA that benefits from excellent public transport links.

A new hub for the creative industries, retail and other commercial uses will be anchored by a new public space, White City Green, at the heart of the main development area in the OA. New businesses, enterprises, community facilities and leisure attractions will establish themselves in this area, which will see town centre uses extended north of Westfield with major leisure, residential and retail in an open-air, high street development. New commercial buildings for creative, media, and technology industries, will be developed along Wood Lane and along the northern boundary of White City Green, and a refurbished BBC TV Centre with new occupiers will have been opened up to allow everyone to enjoy its courtyard, which will form a natural extension to the White City Green.

New development will improve overall connections and create a successful transition between the town centre and the new development areas and the Hammersmith & City line; viaduct arches will be opened up to create multiple north –south links and will draw people from Westfield to the rest of the area to the north.

The Green will extend along either side of the H&C line viaduct, running from the forecourt of the BBC TV Centre, over the central line cutting (which will be partially decked with a lightweight bridge), to the boundary with RBKC, where a new crossing over the West London Line and West Cross Route will provide connections to the Royal Borough. The Green will be a high quality, publicly accessible, but privately maintained public space, bounded to the north and south by new commercial, creative, retail, leisure and residential buildings. It will be a



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destination for events, leisure, and local amenity, featuring both soft and hard landscaping, a defining element and key commercial attraction for businesses that will be based in the area, providing valued amenity for local workers, a place for occasional events and performances, in the foreground of the iconic BBC TV Centre.

It is important that development to the south of the viaduct recognizes that the White City Green is intended to run on both sides of the viaduct and respects the important contribution this historical and distinct feature makes to the quality of the public realm and townscape of the White City Green. Buildings should be sited sufficiently away so as not to crowd out this feature, avoiding a canyon effect or excessive overshadowing of what will be a key part of the area's major public space and an important public route.

**Map 4.8: Urban design strategy, The creative commercial hub**

(image +3 photos)

**4.3.2 Creating better connections**

The success of development and regeneration of the OA is dependent on the strength of the connections between existing and future communities, and the ability to overcome physical severances of the Central Line cutting, Hammersmith & City line viaduct, West Cross Route/West London Line and the Westway.

Central to the framework is the delivery of routes that provide easy access to key landmarks, jobs, community facilities, local attractions, open spaces and public transport. These routes integrate new development with existing, repair some of the ruptures to the city's fabric created in the 1960s, make walking and cycling easier, promote a healthy lifestyle, and help in reducing congestion on the transport system.

- East-west connections: Over and under infrastructure, east-west connections are essential to unlock sites isolated by rail and road networks, penetrate industrial, employment and residential estates, and create connections to and from RBKC to link the communities to the east with the White City development area. They will improve links between the residential estates west of Wood Lane, providing easier access to jobs, services and transport, and draws people from the east toward White City.
- North-south connections: The framework proposes several alternative routes to Wood Lane, from the Westfield centre straight through to the Imperial College site and beyond the OA boundary. Vehicular, pedestrian and cycle routes will all be delivered, with an emphasis on improving conditions for pedestrians and cyclists whilst reducing highway congestion. In the south of the OA, improvements to junctions and pavements for the main roads that cross the town centre will continue; opportunities to improve access from the residential areas in Wells and Sulgrave Roads to Goldhawk Road tube station and Shepherd's Bush Market, and the between Uxbridge Road and Richmond Way/Woodstock Grove will also be encouraged.
- The marathon route: A new recreational route inspired by the first ever modern marathon run at the White City 1908 Olympics, will provide more appealing and attractive links to parks, leisure facilities and sports facilities in the wider area. It will take advantage of and enhance the existing wildlife corridors along the West London Line embankment and provide alternative,



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attractive routes to Wormwood Scrubs. The route would connect to local recreational resources, such as the Westway leisure and horse-riding centre, and encourage healthier lifestyles by promoting walking, cycling, horse riding, and other types of recreation.

**Map 4.9: Urban design strategy: creating better connections**  
(image + photo)

**4.3.3 Great neighbourhoods and inclusive environments**

Development within the OA should create great neighbourhoods that provide a good quality environment with the best possible access to good quality housing, social and community infrastructure, access to local shops, employment opportunities, public transport, and open spaces.

On the land further east of Wood Lane, a new, high quality, residential quarter with a mix of housing types for people of all incomes will be supported by local shops and community facilities. The streets and buildings will take a similar approach to that found in West Kensington.

New development will incorporate a variety of housing types, with the majority in mid-rise types such as modern mansion blocks and stacked maisonettes; housing in taller buildings would be limited. Regular entrances to the mansion blocks, maisonettes with their own front doors and local shops at ground floor level will provide active and secure street environments.

Development here will adhere to the principles of lifetime neighbourhoods: places where people, throughout their lifetime, have access to a range of services, infrastructure and opportunities such as a genuine choice of homes, good quality education, community facilities and services, recreation spaces, employment opportunities - all easily reachable either by foot, wheelchair, mobility scooter or by bike or by an extensive network of accessible public transport services.

The richness of the area will be enhanced by good quality public and private open spaces, including formal parks, allotments, private gardens and wilderness spaces. These will allow for a range of recreational and leisure opportunities which will benefit the health and well being of local communities.

Large scale residential, mixed use, and employment developments will be expected to contribute to the provision of these new open spaces, with smaller schemes contributing towards improvements to existing public open spaces in addition to private amenity space. Where appropriate, these will include new formal play facilities for various age groups, easily accessible for local children and families

**Map 4.10: Urban design strategy: great neighbourhoods and better connections**

(image + 4 photos)

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**4.4 Indicative Masterplan**

The three key drivers of the urban design strategy – a commercial hub around the White City Green, improved connections, and great neighbourhoods – come together in an indicative masterplan for the key development sites to the east of Wood Lane and on the BBC sites. The masterplan has evolved out of an analysis of



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the existing context, surrounding urban grain and typologies, local routes and key views, to ensure that development is integrated into its wider context.

The masterplan has been carefully developed to incorporate several key elements:

- the new White City Green extending from the BBC TV Centre to the West London Line and linked to RBKC
- the integration of existing parks, open spaces and landscaping with new public realm, protecting and enhancing existing mature tree cover
- east/west and north/south connections, including new east-west connections into RBKC, improved links over the Central Line cutting, alternate north-south routes to Wood Lane connecting Westfield to Woodlands, including one dedicated to pedestrians and cycles
- improved links between the White City estate and the sites to the east
- a flexible block plan that can accommodate a variety of building types, scales, sizes, with a variety of amenity spaces
- streets with active frontages, creating routes that will encourage walking and cycling
- improved settings for the distinctive architectural features of the area including DIMCO, BBC TV Centre, the Westway, the Hammersmith & City line viaduct
- a limited number of tall buildings along the A40 and the White City Green

The masterplan takes a strategic approach to open space that maximises the amount of usable, safe, and functional spaces. It sets out a hierarchy of private, semi-private and public open spaces ranging from privately accessed but publicly visible 'garden squares', to communal gardens within mansion blocks, to fully accessible public spaces with communal children's play areas. The streets will be lined with trees, separate cycle routes, and will allow for some on-street parking, although most parking will be underground. Smaller, local amenity areas, residential squares and pocket parks, similar to London garden squares, will provide breathing space to residential and mixed-use areas. All open spaces will be designed with features such as seating, toilets and lighting, to ensure access for people who may otherwise be excluded or not feel comfortable using them.

The aim of the masterplan is to enhance local character and distinctiveness, create a network of places that physically and socially connect with each other and with their surroundings, and to put the creation of successful lifetime neighbourhoods and high quality public realm at the heart of the OA. It is anticipated that individual developments will use this masterplan as a starting point, and will then undertake more detailed analysis to ensure that the principles of the urban design strategy and masterplan are delivered with each individual development.

#### **Map 4.11: Indicative masterplan**

(image)

#### **4.4.1 Building typologies**





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The majority of residential development on the sites to the east of Wood Lane should be in the form of a modern mansion blocks ranging in height from 6-9 residential storeys. These blocks can incorporate shared amenity space at the centre of the block, along with private amenity space on balconies and roof terraces.

Although most new housing will be delivered in the mansion block form, with regular, shared entrances, the masterplan also provides for a number of maisonettes reminiscent of terraced housing types, with individual front doors on the street, private gardens and/or roof terraces. There may also be limited opportunity for new housing in taller buildings; these will be expected to be of exceptional design, have an elegant form and feature a limited number of units per core to ensure they have a positive impact on the local townscape.

The masterplan assumes that commercial office buildings will take a similar approach to the existing contemporary office buildings in the area, such as the Monsoon Accessorize headquarters and BBC Media Village buildings. Commercial uses could also be delivered in mixed-use buildings with retail at ground floor and a mix of non-residential community uses throughout. The BBC TV Centre could be refurbished for new leisure, commercial, academic or other institutional users. The site north of the Westway should develop into a world class residential, commercial and academic campus to the same the high standard of design as achieved by Imperial College elsewhere in London.

Development on the site to the north of Westfield should avoid the monolithic approach of the existing Westfield Mall, and instead deliver variation in scale, grain and built form to make a successful transition from the shopping mall typology to a high street typology more suitable to the mixed/commercial/residential uses to the north.

Regardless of use, all new development will be expected to achieve the highest standards of accessible and inclusive design, and all development proposals will be expected to adopt the principles of inclusive design effectively from the outset, paying particular attention to creating places that integrate and mainstream the access needs of disabled people, older people and people with young children from the outset. The typologies noted in map 4.12 explain what building typologies may be appropriate for that site.

#### **Map 4.12: Building types in the indicative masterplan**

(Image + 4 photos)

#### **4.4.2 Building heights**

The existing scale of development along Wood Lane is varied. The context around the Westway is of elevated motorways and larger scale buildings, such as the BBC Media Village and the approved Imperial College postgraduate accommodation. To the west of Wood Lane, medium-rise commercial buildings of approximately 8 storeys (e.g. the BBC Television Centre) alternate with lower-rise residential terraces opposite Westfield and on the Wood Lane estate. To the east of Wood Lane the existing buildings include 6-storey office blocks, 2-4 storey industrial sheds, and the 7-storey Westfield Centre. A 15-storey tower that was a later addition to the BBC TV Centre is set in from Wood Lane but prominent in longer-distance views. Beyond the OA boundary to the east are several clusters of residential towers in the Lancaster West, Silchester and Edward Woods estates (21



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and 24 storeys), whilst to the north of the OA are predominantly low-rise, terraced houses.

#### *Taller buildings*

Tall buildings are generally defined as those that are significantly higher than their neighbours or that have a significant impact on the skyline. In the case of the WCOA, this corresponds to buildings over 15 storeys.

Well-designed taller buildings can make positive contributions to townscape and can play a valuable role in place shaping. They can provide variety and interest, articulate positively a point of significance for the wider borough and neighbouring boroughs, such as deliberately framed views and specific vistas, highlight regeneration areas and help people find their way by identifying key transport interchanges and local landmarks. Tall buildings can also present opportunities to use sites to their full potential.

#### *General guidance*

The approach to building height is derived from and complements the public realm and open space strategy, and is based on a detailed analysis of the built and heritage context and a desktop views assessment using a 3-d model. The preferred height and scale of development within the OA varies depending on the immediate context, and new development must ensure a variety of scale, massing and architecture is delivered across the OA. All development must relate appropriately to neighbouring buildings, public and private open spaces, and current and proposed routes.

The majority of new buildings should be medium-rise (6-9 storeys), with some elements of lower-rise (3-5 storey) terraces, particularly in areas close to existing neighbourhoods.

There are limited locations within the OA that are likely to be suitable for taller buildings. The indicative masterplan identifies where taller buildings could contribute to the overall legibility of the wider area without overshadowing strategic open spaces or nearby residential areas. An analysis of the visual impact of tall buildings in local and wider views, including views from within conservation areas in LBHF and RBKC, has also informed this strategy and ensures that introducing tall buildings in the preferred locations should have no detrimental impact on views, in many cases they would not be visible at all.

Taller buildings (12-15 storeys) may be appropriate along the Westway, around the Westfield 'high street,' and White City Green to provide variation in townscape and aid legibility. The existing 15-storey tower at the BBC TV Centre could be replaced with a better-designed tower of the same or lower height. A taller (15-20 storey) building may be appropriate on the north-eastern corner of the White City Green to frame views to the BBC from the east and identify the Green as a significant site. Towers of approximately 20-30 storeys (up to 100 metres) would be appropriate along the Westway at the gateway to central London.

The OA is in an area that is subject to RAF Northolt safeguarding, requiring consultation with the MOD on development proposals over 91.4m tall. The area is also subject to safeguarding related to wind turbine development and requiring consultation with NATS: ref Circular 1/2003.

All taller buildings in the OA, whether for private residential, hotel or commercial uses, must be of exceptional design quality. Although taller buildings for commercial use may require a larger plan form than residential, these would still be

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expected to make a positive addition to the skyline. Proposals should be sited and designed with careful consideration of setting, context and overall impact on townscape, public realm, micro-climate and local neighbourhoods, and would need to be justified with full planning, environmental, and design appraisals.

**Map 4.13: Proposed building heights in the indicative masterplan  
(Image)**

**4.4.3 Along the A40: the gateway into London**

The OA acts as a transition zone between western and central, inner and outer London. Tall buildings near the Westway and northern section of the West Cross Route will be exceptionally visible and will provide a strong identity for the OA. They will identify and landmark White City as the ‘gateway’ into central London, echoing similar clusters along the rest of the route. Taller buildings will provide a buffer to the flyover for development within the OA, and will help developments overcome the blighting effect of the elevated infrastructure on lower floors by providing more habitable space at higher levels.

The masterplan proposes up to three towers (approximately 30 storeys, or 100 metres) in the general area around the Westway – two to the north and one to the south of the Westway. These tall buildings will provide points of visual emphasis on the new north-south routes through the site and will be landmarks in views northwards from the White City Green and Westfield. The proposed locations have been selected to limit the impact of overshadowing on existing and future communities, public open space, and to avoid the creation of a ‘canyon’ effect.

**Image 4.4: Aerial view of the Westway – existing**

**Image 4.5: Aerial view of the Westway – proposed**

**Map 4.14: Key plan: along the A40 / Westway**

**View 1: Looking east along the A40 / Westway**

**View 1: Looking west along the A40 / Westway**

**(Image x 5)**

**4.4.4 White City Green**

In this area, a limited number of taller buildings of 11-15 storeys may be justified, as they could highlight the area as a centre of activity and regeneration. Taller buildings, as part of an integrated design approach, could provide a recognisable and identifiable address for new commercial or residential developments, complement the delivery of major public spaces, community and leisure facilities, and provide variety and interest to the townscape.

The masterplan illustrates the potential for a 11-15 storey building on the northwest corner of the White City Green, to signal the location of a new entrance to White City station, the commercial hub of activity and the intersection of key routes for pedestrians and cyclists with the Green; and of a 16-20 storey building closer to the West London Line at the northeast corner of the White City Green. When viewed from the Westway and longer cityscape views, they would be read as part of the cluster of tall buildings to the east of the West London Line in RBK&C.



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**Map 4.15: Key plan: White City East**

**View 3: Looking north from Hammersmith & City Line Viaduct**

**View 4: Looking west from the West Cross Route, towards BBC TV Centre**

**(Image x 3)**

**4.4.5 BBC TV Centre tower replacement and north of the Westfield Centre**

The setting of the listed BBC Television Centre would be enhanced, particularly in views from the east, by the demolition of the existing East Tower. A new building, of similar height to the East Tower, but crucially of a much higher quality and with a better relationship to Wood Lane, would sit on the axis of views from the West Cross Route, providing an east-west visual connection across the entire site.

There may also be scope for 12-15 storey buildings to the north of the existing Westfield Centre, on axis with the East Tower of the BBC Television Centre, to assist with orientation, highlight the crossing point into RBK&C and to frame a view of the iconic TV Centre building.

**Image 4.6: Aerial view of BBC TV Centre and the east tower**

**Image 4.7: indicative masterplan - Aerial view of BBC TV Centre and the east tower**

**Map 4.16: Key plan: Westfield High Street**

**View 5: Looking west along Westfield High Street towards the east tower, from the West Cross Route junction**

**View 6: Looking east towards RBKC along Westfield High Street from Wood Lane and BBC TV Centre**

**(Image x 5)**

**4.4.6 Tall buildings in longer distance views**

An assessment of the visual impact of taller buildings in the OA has been undertaken to evaluate the potential impact on views into and out of the OA, including those to and from the Royal Borough of Kensington & Chelsea and other local conservation areas.

When seen from the east, the proposed tall buildings appear in the context of the existing clusters of tall buildings in the RBKC. Although, from most conservation areas and local streets, the buildings are not visible as most views would be obstructed by trees and other buildings in the foreground. However, any tall buildings would be located at a sufficient distance from each other to be readily identifiable as particular landmarks and avoid appearing as a solid mass of buildings from the surrounding area.

From the north, tall buildings in the locations proposed above will be visible in views from Wormwood Scrubs. These are seen as being beneficial to the townscape, helping to identify and highlight the Metropolitan Town Centre, the new campus for Imperial College and the local transport hub.

From Ravenscourt Park the tall buildings in White City will not be visible, owing to the mature trees in the foreground that surround the park.





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A full views assessment is set out in detail in the appendix.

**Map 4.17: Key plan: Long distance views**

**View 7: From Ravenscourt Park – existing**

**View 7: from Ravenscourt Park – proposed**

**View 8: From Oxford Gardens (RB K&C) - existing**

**View 8: From Oxford Gardens (RB K&C) – Proposed**

(image x 5)

#### **4.5 Detailed urban design proposals**

The successful delivery of the indicative masterplan is reliant on several key design interventions that are detailed in the following sections.

To help deliver the creative hub and improved connections, development of the following elements will be required:

1. White City Green
2. Westfield High Street
3. BBC Television Centre and Hammersmith Park
4. Central Line cutting
5. North-South Links
6. East-West links to RBKC
7. Westway / A40
8. East-West links to the estates

**Map 4.18: Key plan: detailed urban design proposals in White City East**  
**(Image + 8 detailed sketches)**

##### **4.5.1 White City Green**

*The heart of the creative and commercial hub*

The White City Green will be a multi-use, public open space with a mixture of hard and soft landscaping that will run along both sides and through the Hammersmith & City Line viaduct, extending east from the BBC TV Centre forecourt, across Wood Lane, to the West Cross Route.

As the site of the Green currently spans several land ownerships, all landowners will be expected to take a co-ordinated and collaborative approach to designing and delivering this public space to a high standard. It will be maintained by the surrounding landowners/occupiers and managed through a body containing representatives of the Council, the local community and landowners. The delivery and implementation strategy (Chapter 9) discusses the management arrangements in further detail.

The design of the Green must adopt the principles of inclusive design effectively



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from the outset, placing people at the heart of the design process and making places and spaces accessible, convenient and easy to use by the whole community, enabling everyone to participate equally with choice and dignity. It must pay particular attention to creating a space that integrates and mainstreams the access needs of disabled people and older people from the outset and delivers a process which helps remove the physical and attitudinal barriers that can segregate and exclude.

Along the Wood Lane frontage, careful consideration must be given to the interface between the Wood Lane LUL station, the pavement and the Green. The opportunity to introduce a new entrance to Wood Lane station to the south should be considered and integrated into a public realm proposal for this access point to the Green, whilst to the north, where the Central Line cutting is currently a barrier to physical and visual connections across to the BBC TV Centre, a wider, lightweight bridge structure should be introduced to improve east/west connectivity, capacity, and improved access to Wood Lane station.

To the east, at the West London Line embankment, the space should have a more densely vegetated character appropriate to the local SINC (site of importance for nature conservation) designation. The park design should encourage a rich biodiversity, making the most of the proposed link between White City Green and Wormwood Scrubs along the West London Line. The Green will also be able to contribute to a SUDS (sustainable urban drainage) strategy, as set out in Chapter 8.

The Green will vary in its character depending on the immediate adjoining uses, but there should be a consistent language and standard of quality to ensure all parts of the Green are read as public and accessible to all. The space should incorporate seating, children's play area, toilet facilities, and space for performances or temporary events such as film screenings or specialty markets.

#### **Map 4.19: Key connectionsthrough White City Green**

#### **Map 4.20 White City Green: indicative masterplan**

**(Image x2 + 4 photos)**

White City Green will be of similar size and proportions to Brook Green. Brook Green is 500 metres long and approximately 75 metres wide, whilst White City Green will be less than 400 metres long and approximately 75 metres wide.

Similar to the District Line viaduct arches in Ravenscourt Park, most of the arches under the viaduct should remain open and to pedestrians and cyclists, to encourage north-south movement, although some could have small retail areas, cafes or restaurants to provide active frontages and overlooking on the public space.

As well as soft landscaping, new trees and areas of recreation, there may be opportunities on both sides of the viaduct to take a hard landscaped approach, similar to the Duke of York square in the Kings Road, to provide a high quality setting for local cafes, restaurants, shops, and entrances to residential and commercial buildings.

The design of the Green must be especially focussed on the performance and function of the spaces at night, with detailed lighting and management arrangements to ensure security and personal safety are considered from the outset.

#### **Image 4.8: Bird's eye view: White City Green looking west towards BBC TV Centre**



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**Image 4.9: The scale of White City Green is similar to that of Brook Green**

**Image 4.10: The eastern end of White City Green, looking towards RB K&C**

**Image 4.11: White City Green from Wood Lane looking to the east**

**(Image x 4)**

#### **4.5.2 Westfield High Street**

At present the site to the north of the Westfield shopping centre is dominated by commercial servicing, roads configured for access to the car park, bus and taxi dropoff areas, which all render the area inhospitable for pedestrians. Future development of the site allows the opportunity to facilitate greater north-south movement, to address the poor quality public realm to the north of the existing Shopping Centre by creating a human-scaled, street based active frontage and high quality public realm around the DIMCO building and White City Green.

Development should improve connectivity through the site from points east and south, but should also consider how to best overcome the level changes through the use of ramps to bring activity back to ground level and integrate the site with the rest of the OA, particularly White City Green. Development of this site should also consider opportunities to introduce a second entrance to the Wood Lane LUL station for the Hammersmith and City Line.

Development should also help enhance key sightlines and overall site legibility, both east-west from the bridge over the West Cross Route to the east tower of the BBC TV Centre, and north-south from Westfield to the Imperial College site. A taller building close to the West Cross Route and on the axis with the BBC Television Centre and the existing East Tower could assist with orientation and highlight the crossing point over the motorway and railway into RBK&C.

The preferred approach to any extension of Westfield is of a high street experience, similar to the external parts of the Westfield development at Stratford City or the Liverpool 1 development, where retail, leisure and restaurants are arranged around streets and squares rather than in an internal, mall environment. This creates a distinct identity from Westfield London, whilst helping to manage the transition from the mall environment to the more mixed residential and office areas to the north. As with the Green, but in particular given the challenges of this site, development must adopt the principles of inclusive design effectively from the outset.

**Image 4.12: Precedent for Westfield High Street**

**Map 4.21: Westfield High Street key connections**

**Map 4.22: Westfield High Street: indicative masterplan**

**(Image x 3)**

Any development should incorporate a decked solution over at least part of the site. This would allow the vehicular circulation to remain as currently configured, whilst providing an alternative route for pedestrians at a level which connects to the Westfield Centre's main level. The masterplan illustrates a partial deck to the north of Westfield to bridge over the tangle of access roads to the rear of the Mall, which provides a south-facing development platform for new offices, homes and shops to



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the north and east of the existing Westfield.

Essential to the success of development involving a decked element will be how the level changes between the deck level and ground level are overcome. Development should take a creative approach which adheres to the principles of inclusive design to manage the level changes from the shopping levels of existing Westfield, the elevated crossing to RBKC over the West Cross Route and down to Wood Lane.

Development of this site should also provide an improved setting for the DIMCO building, so that more people can enjoy and appreciate the Grade II listed building. Whilst the masterplan assumes the retention of the bus garage and bus station as they currently stand, the plan is flexible enough to allow for a future change of use. To that end, opportunities to relocate the bus garage function currently housed in the DIMCO building as well as the bus station should be explored but only if they could be accommodated on the site south of the H&C line viaduct and with the agreement of TfL.

**Image 4.13: Westfield High Street seen from Wood Lane**

**Image 4.14 Precedent for Westfield High Street**

**Map 4.23: Existing road layout north of Westfield**

**Map 4.24: Proposed layout north of Westfield: key connections and partial deck over access roads**

**Image 4.15: Proposed indicative masterplan: deck to the north of Westfield  
(Image x 5)**

#### **4.5.3 BBC Television Centre and Hammersmith Park**

The departure of the BBC from the Grade II listed Television Centre in 2015 creates opportunities to open up the large, inward looking site, integrate the public realm around the building into the wider area, improve east/west links through Hammersmith Park, and redevelop some of the ancillary buildings to the main structure which are not of special architectural or historic interest. These include the drama block and yard used for satellite dishes, the East Tower, the multi-storey car park, the Restaurant Block and the 1990s addition to the TV Centre on Wood Lane.

The central ring building and Studio 1 with its iconic wall to Wood Lane are of special significance at a national level; and parts of the drama block and older ring of studios are of special significance at a local level. These buildings should be retained and any proposals for re-use should improve their setting and provide opportunities for the public to appreciate them through the introduction of new uses compatible with the character of the building.

The public realm priorities for this site include opening up the forecourt of the building to create a welcoming public space that serves as an extension of the White City Green; creating a pedestrian route with active frontages to reflect the unique geometry of the site from Wood Lane, around the perimeter of the studio ring to Hammersmith Park; and the introduction of public routes through the building to the park and beyond, without damaging the historic fabric and plan form of the listed building.

Subject to satisfactory justification being provided, refurbishment, redevelopment





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and/or removal of some of the ancillary buildings which are not of architectural or historic importance could help make better use of the site, improve the access to and setting of the buildings of significance. Any proposals for development should be part of a wider masterplan for the whole TV Centre site, which takes into consideration the setting of the significant elements of the building and ensures they are incorporated appropriately into future change on the site.

Development should mediate between the scale of the residential streets to the south and west, and the larger, institutional scale of buildings on Wood Lane. Redevelopment of the drama block and service yard must be sensitive to the scale and privacy of the adjoining terraces, and provide routes to Westfield, Hammersmith Park and around the perimeter of the central block, with active ground floor uses. Every effort should be made to incorporate the ground floor section of the drama block with its barrel vaulted ceilings into any future development given its local architectural and historic importance; strong justification would be required for its demolition.

The existing East Tower has a very poor presence at ground level, and is of little contribution to the local townscape; its demolition would improve the setting of the listed building. Its replacement with a building of the same height, but improved design, could make a positive contribution to the legibility of the public realm as set out in the building heights section. New development must have an active, well considered presence at ground level to Wood Lane and should incorporate an improved public realm with connections to the wider site.

Development on the site of the multi-storey car park should reflect the existing scale of development along Wood Lane, would improve the frontages to both Wood Lane and Macfarlane Road, and incorporate a break in the built form to provide a route under the H&C line viaduct towards Hammersmith Park.

The restaurant block relates primarily to Hammersmith Park and the low-rise residential character of the Wood Lane estate. Development of this site should be sensitive to this context and maintain a domestic scale. There also may be scope to improve on the 1990s extension to the TV Centre with a new building with active frontage to Wood Lane.

**Map 4.25: BBC TV Centre: key connections**

**Map 4.26: BBC TV Centre: indicative masterplan**

**(Image x2 + 1 photo)**

#### 4.5.4 The Central Line cutting

The framework proposes enhancing existing road bridges into the development sites by straightening, widening and providing generous pedestrian routes at 2 points, across from South Africa Road and opposite the BBC TV Centre/directly north of Wood Lane station. Both of these should be light-weight bridges over the cutting to provide generous public realm and open space around these key junctions.

Precedents for a similar approach can be found at Bishop's Place over the Network Rail cutting into Liverpool Street (Bishopsgate, LB Hackney) and Westfield Stratford City for structures that have been designed to be implemented with little



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impact on the operation of rail services. Any bridge works or new bridges would have to be delivered with the least possible disruption to railway services.

The southern bridge will help the open space in front of the BBC TV Centre and White City Green to be perceived as a single larger open space, rather than two separate spaces, and improve east-west connections.

A third 'link' could be achieved with the introduction of a new eastern ticket hall for the White City LUL station on the site east of the Central Line cutting with an associated extension to the walkway over the Central Line. Whilst this would not be an open and public route, it would provide quicker access to the Underground from the main development sites to the east of Wood Lane.

**Map 4.27 Central Line cutting: key connections**

**Map 4.28 Indicative masterplan: Central Line cutting crossing points**

**Image 4.16: Wider bridge over the Central Line cutting: South Africa Road to White City East**

**Image 4.17: Eastern ticket hall and pedestrian walkway at White City station**

**Image 4.18 Lightweight bridge north of Wood Lane LUL station and new southern entrance to Wood Lane LUL station**

(Image x 5)

**4.5.5 North-South Links: Wood Lane, White City Lane, Reith Row, Wormwood Way**

Development of the major sites east of Wood Lane provide the opportunity to introduce alternative north-south routes and to create an easy transition from the town centre to residential and office uses to the north of the Hammersmith & City line viaduct.

The masterplan proposes at least one parallel road to Wood Lane, 'White City Lane', for vehicular access from White City Green to the Imperial College site, as well as a pedestrian and cycle priority route, 'Reith Row,' extending from the Westfield extension, through the arches of the Hammersmith & City line viaduct, past the new offices and homes to the north of White City Green, under the Westway flyover, into the Imperial College site and beyond to the north on Eynham Road.

A third, green link, 'Wormwood Way' will run along the eastern boundary of the OA, following the embankment of the West London Line up through the OA, and connecting to Wormwood Scrubs. This link, part of a wider 'marathon' route around the OA, will allow for cycling, running, or other (horse-riding) types of recreational uses and should tie in to a wider network providing access to local leisure and sport facilities. This link follows the existing wildlife and biodiversity corridor and provides a continuous wildlife link between Wormwood Scrubs and White City Green, which should promote the area's biodiversity.

In addition to new routes through the main development sites, a co-ordinated approach should be taken to improve Wood Lane and create a clear identity and consistently high quality experience. Wood Lane should become a high profile thoroughfare, a desirable address with active uses to either side. The pavements should be safe and accessible, generous and free of clutter, and building frontages should address Wood Lane directly. Where possible, new tree planting should be



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provided to compliment the existing mature plane trees than line part of Wood Lane.

**Map 4.29: North-south links**

**Map 4.30: Indicative masterplan**

**Map 4.31: New and improved north-south links**

**(Image x 3)**

#### **4.5.6 Across the West Cross Route: East-West links to RBKC**

Connections across the West Cross Route and the West London Line are essential to create the mobility for communities on either side to access schools, jobs, community facilities and transport. One crossing recently delivered as part of the Westfield development connects the Edward Woods Estate to the northeast corner of the Westfield mall, but the next east-west crossing is 1.5km to the north, at North Pole Road.

The Westway Trust has developed an east-west cycle and pedestrian link along the Westway which currently stops at the LBHF boundary. Both the RBKC and the Trust have aspirations to extend the connection westwards, which would increase use of the link and provide many more people with access to the leisure and sport facilities across the area.

The RBKC also has a long-term strategy for the Latimer area that places great importance on introducing connections to White City. It has undertaken several feasibility studies for achieving better east-west connections, and has identified two preferred options, which should be delivered as part of development in the OA.

Crossing point 1: south of the Hammersmith & City line viaduct

An elevated link, to the south of the Hammersmith & City line viaduct, with an eastern landing point just to the north of the 'Notting Dale' development, and a western landing point within the White City Green public open space. The design should be simple and elegant but striking in appearance, with careful attention given to balancing the requirement for greater north-south connectivity through the arches of the viaduct, with the introduction of the stairs, ramps, or any other means to access the bridge link.

Crossing point 2: from the Imperial College Site to the Westway Leisure Centre

A shallow subway should be introduced to the north of the A40 Westway for pedestrians and cyclists beneath the existing West London Rail line, linking the Imperial College London site with RBKC near the Westway Sports Centre. This crossing would link into the Westway Trust's cycle and pedestrian route and allow the route to connect to other cycle and recreation facilities to the West.

It will require two new areas of public space at the eastern and western exists to create an inviting environment for users, and signposting on either end to assist wayfinding. The Imperial College London masterplan will need to integrate this proposal, and the proposals for Reith Row and the Wormwood Way Green Link, into its designs. The design of the link should minimize the extent of ramps and stairs, ensure it limits the sense of enclosure and creates a sense of safety and security, incorporating CCTV and lighting if necessary.

**Image 4.19: West Cross Route and West London Line: key connections**



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**Map 4.33: Indicative masterplan: Southern crossing**

**Map 4.34: Indicative masterplan: Northern crossing**

**Image 4.20: Southern crossing (1): impression of pedestrian and cycle link**

**Image 4.21: Northern crossing (2): Shallow pedestrian subway**

**(image x 5)**

#### 4.5.7 North/South links across the Westway / A40

The Westway changes from an at-grade road to an elevated motorway across the northern boundary of the OA, with the easternmost part rising high enough to serve as parking and storage areas for some of the logistics companies that currently occupy the site to the south. It forms a major barrier in the north of the OA, both in the at-grade portions in the West and the elevated portions in the east of the OA. Given the provision of social, leisure and community facilities such as schools, the Hammersmith hospital and Wormwood Scrubs to the north of the OA and the need to give access to these from the existing and proposed communities to the south, improved connections along the length of the A40 are a key element of this framework and urban design strategy.

Much better use of the spaces under the Westway need to be made to optimise the use of scarce land resources and to improve north-south links. To the east of the OA in RBKC, many sections of land under the Westway have been reclaimed and transformed into recreational facilities, sites for small businesses, as well as connections north-south by the Westway Trust. The reclaimed space under the Westway in the OA will be primarily used to deliver two major north-south routes: one vehicular, one for pedestrians and cyclists. It could be landscaped and managed in a way that also provides leisure opportunities, with a well-maintained, overlooked and attractive recreational space that complements and relates to the development on either side of the Westway.

The entrance to the east-west subway to the Westway Leisure Centre (see the previous section) should connect to north-south route under the Westway to ensure that people coming from the south of the OA can easily find and make the connection to the east, and vice versa. These two connections must work together to improve overall accessibility in the OA.

To the west of Wood Lane, there is an existing tunnel from the north of the A40 leading to the BBC Media Village, and the pedestrian signalised crossing at the corner of Bloemfontein Road and the Westway. The tunnel is currently closed for security reasons and an alternative has not been proposed. Further development on the Media Village site should investigate the options for improving this north-south connection, and deliver an improved solution. At Bloemfontein Road, the surface crossing is relatively new; it leads to a poor quality bridge crossing over the Central Line to Du Cane Road. This crossing should be improved to facilitate a safe, attractive route from Bloemfontein Road to Hammersmith Hospital, the Scrubs and Linford Christie Stadium.

**Map 4.35: Westway / A 40: Key north-south connections**

**Map 4.36: Indicative masterplan: under the Westway / A40**

**(Images x 2 + 4 photos)**





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#### 4.5.8 East-West links to the estates

The road layout in the west of the OA isolates the White City estate and the BBC Media Village from one another, with perimeter roads such as Dorando Close and South Africa Road making site permeability a challenge. Consideration should be given to extending Commonwealth Avenue to the east to connect with Dorando Close and to give more direct access to estate residents to the resources, transport connections, and amenities in the east of the OA. This could be achieved in the first instance by minor alterations to the servicing arrangements of the Canberra School, and in the longer term with a reconsideration of the role of the various buildings in that area and how they can better contribute to the townscape.

Future development of the Media Village sites and the TA should enhance these east-west connections, by incorporating a unified public realm strategy that creates a local public space surrounded by high quality development with strong frontages, which all serve to create a transition from the residential areas of the estates to the commercial development along Wood Lane. This space would incorporate the existing open space and its grouping of mature plane trees to the north of the Wood Lane estate and would form a structural east-west landscape connection between White City East and West. This might be integrated with refurbishment of the football pitches adjacent to Hammersmith Park, where a new facility might be introduced.

**Image 4.22 Gateway to White City Estate: Enhancing East-west connections**

**Map 4.37: Indicative masterplan: Improved gateway to the White City Estate**  
(Image x 2 + 4 photos)

#### 4.6 Development capacity

The production of this framework has been informed by a development capacity study, i.e. a detailed spatial analysis of the physical capacity of the sites likely to come forward in the plan period, in terms of their potential to accommodate an increase in homes and non-residential floorspace, and taking into account related requirements for amenity space, supporting facilities and the actual and potential transport capacity of the area. The main purpose of this analysis is to explore the optimum quantity of development that could deliver the regeneration objectives of the planning framework, the LDF Core Strategy and the London Plan.

In undertaking this development capacity study, certain areas in the OA were excluded on the basis that redevelopment would be unlikely in the plan period; consequently the primary area of study comprises the area north of Westfield and east of Wood Lane, as well as the potential development areas at the BBC Media Village and Television Centre.

The masterplan detailed above has been used to test three scenarios of growth on the sites east of Wood Lane and the BBC sites, as shown in map 38.

The development scenarios discussed below do not assume any change or development to the White City, Wood Lane or Batman Close estates, nor on the site of the QPR football ground.

For transport modelling purposes the potential capacity over the longer term of those areas west of Wood Lane to accommodate an increase in homes or commercial



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space was evaluated. This was to ensure that there would be sufficient transport capacity, in the event that future engagement with estate residents identified opportunities to investigate some degree of estate regeneration which led to an increase in the quantity of housing or employment in that area. However, these considerations in the transport study are not intended to suggest change is likely in those areas in the plan period, and neither this OAPF nor the LDF Core Strategy make any proposals for these areas.

#### 4.6.1 Development Scenarios

The 2008 London Plan sets out an indicative development capacity for the White City OA – within its previous boundary (i.e. the sites east of Wood Lane and the BBC sites west of Wood Lane only) – of 11,000 jobs and a minimum of 1,200 additional homes.

The draft replacement London Plan (DRLP) and the LDF Core Strategy have re-evaluated the 2008 capacity estimate to place a greater emphasis on delivering high-quality, residential environments rather than employment-led regeneration. The DRLP sets out that the whole OA (including the estates and Shepherd’s Bush Town Centre) could accommodate an indicative minimum of 5,000 new homes and a target of 10,000 jobs. The submission LDF Core Strategy has an indicative capacity figure of 5,000 homes and 10,000 jobs. Both the DLRP and Core Strategy assume that most of the growth would be focused on the sites in the east of the OA – e.g. those owned by the BBC, the sites east of Wood Lane and north of the Westfield mall— and emphasise that these indicative capacity figures should be investigated and refined as part of the development of the White City OAPF.

For the development capacity study, the indicative levels of growth in the LDF and London Plan were used as a starting point to establish three levels of growth to be tested spatially on the sites east of Wood Lane. These were incorporated into a ‘middle’ scenario reflecting the LDF/DRLP indicative figures. The two other scenarios were a ‘high’ and ‘low’ option, which respectively feature an increase and decrease in floorspace over the LDF/DRLP by approximately 20% in each direction.

#### Map 4.38: Sites for development capacity testing (image)

All scenarios assume a substantial number of new homes and non-residential space for the White City East area, as shown in table 4.1. All scenarios also included assumptions of space that would be needed for car parking, social infrastructure (schools, health, community facilities) and open space (both private on-site and strategic public open space) to support within the development sites the residential and working populations that would result from the level of development proposed. All three scenarios assume a mix of land uses including for private and affordable housing, student accommodation, retail, office, hotel, education, leisure and community facilities.

	Scenario A	Scenario B	Scenario C
Residential (units)	3,700	4,500	5,000
Student residential (units)	1,260	1,260	1,260
<b>Total Residential floorspace (sq.m)</b>	<b>295,540</b>	<b>351,540</b>	<b>386,540</b>
	-		
<b>Non-residential floorspace (sq.m)</b>			



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Office	156,000	182,000	207,000
Retail	15,000	45,000	89,000
Hotel	20,000	40,000	45,000
Education	4,000	14,000	18,000
Community (D1)	10,000	11,000	12,000
Leisure	13,000	14,000	16,000
Other	14,000	14,000	14,000
B2-B8	-	-	-
<b>Total non-residential floorspace</b>	<b>232,000</b>	<b>320,000</b>	<b>401,000</b>
<b>Total floorspace (GFA)</b>	<b>527,540</b>	<b>671,540</b>	<b>787,540</b>

**Table 4.1 Development scenarios tested for White City East**

Scenario A features 56% residential floorspace, approximately 3,700 new homes plus 1,260 student units. Within the non-residential component, office space accounts for over 60% of the floorspace, with a minor retail component (the equivalent of a large foodstore), a primary school, office and community uses.

Scenario B reflects residential quanta in line with the London Plan minimum for housing. In this scenario, the floorspace equivalent for 500 residential units has been replaced by 1,260 student units (at approximately 28 square metres / unit); when added to the 4,500 residential units proposed in the scenario, it is consistent with the DRLP minimum for new homes in the OA. The residential units total is also consistent with the indicative LDF Core Strategy quantum.

The residential and student accommodation in Scenario B represents 52% of the overall development, with the rest taken up with higher levels of non-residential space, to include two hotels, three times the amount of retail as scenario A, and a new primary and secondary school.

Scenario C assumes a doubling of retail space proposed in scenario B, and increases in office space which results in non-residential uses taking up just over half of the floorspace (51%).

#### **4.6.2 Scenario Testing**

The three scenarios were evaluated in terms of their impact on the transport network, and their potential to deliver high quality residential and commercial environments in an urban form appropriate to the local context, a good range of housing types in a satisfactory residential environment, as expressed by the key principles in the urban design strategy and in Chapter 6 (the Housing Strategy).

All scenarios were physically modelled to illustrate how they could be accommodated within the indicative masterplan developed from an understanding of existing precedents and local context, physical and environmental constraints and challenges. The masterplan has enough scope to accommodate a varied mix of housing types and dwelling sizes, in buildings generally ranging from 4-10 storeys and up to 12 in places along with a limited number of taller buildings. It provides for a range of open and amenity spaces, from the public to private gardens, as well as several new north/south and east/west vehicular, pedestrian and cycle links to surrounding amenities and attractions, including local parks and open spaces.

Testing of **Scenario C** within the indicative masterplan demonstrated that delivering a high quality place with the proposed quantum of development would be



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challenging. It is extremely unlikely that this development would be able to deliver a sufficient variety of housing types given the intensity of development, and would produce a scale of development which would result in a poor quality environment. The transport network would not be able to support this level of development, as the development impact would go beyond the network's total potential capacity, even with future investment.

Modelling of **scenario B** in the indicative masterplan confirms that such a scenario could be delivered in a range of building types, within a good quality environment, meeting the urban design and placemaking principles set out in the urban design strategy with buildings at a scale that is appropriate to the context. The masterplan illustrations in this document show a development quantum that corresponds to scenario B in terms of floorspace.

As **scenario A** represents a lower quantity of development than scenario B, it follows that it could also be accommodated in the illustrative masterplan. The transport network would be able to support either scenario, although some investment would be required to increase network capacity in both cases. Scenario A would not deliver DLRP or LBHF aspirations for housing delivery and regeneration.

#### 4.6.3 Preferred Scenario

Both Scenarios A and B would result in a scale of development that is appropriate to the setting and context, would both provide a good range of housing types with general or predominant densities of 700-900 habitable rooms per hectare and (in Scenario B) scope to increase to 1100 habitable rooms per hectare in places. These densities are also within the range set out in the London Plan density matrix.

On the basis of wanting to achieve the optimum housing and regeneration potential in the OA and delivering a high quality environment, Scenario B is the preferred option of development capacity for this OA. It will realise the full potential of the sites, while enabling delivery of the objectives of the framework, the LDF Core Strategy and the London Plan.

As much as possible, the indicative masterplan has tried to take account of constraints such as land ownership boundaries, existing operational issues and localised infrastructure constraints, to ensure that the plan is as robust as possible and therefore more likely to be implemented.

More important than simply delivering a specific number of homes or delivering a specific density of development is the need to deliver the highest quality of environment to the benefit of existing and future communities. The indicative masterplan provides a clear framework showing how this can be achieved, however the exact quantum of development that will be delivered on each site will be dependent on the detailed design of individual schemes. All proposals and schemes will need to demonstrate how they contribute to the delivery of the indicative masterplan and the land use, design and housing principles set out in this OAPF.





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### **Chapter 5 - Transport strategy**

Transport strategy objectives:

To co-ordinate land use and transport planning and ensure that growth in the OA is sustainable and supports the London Plan and the Mayor's Transport Strategy by;

- Building on the area's good network of strategic and local connections, including committed transport infrastructure improvements, so as to fully integrate new developments with surrounding communities
- Mitigating adverse impacts caused by additional traffic associated with development, especially congestion levels on the strategic and local highway network and minimising impacts on the environment
- Encouraging the design of development to maximise the number of public transport, walking and cycling trips and minimise car use by maximising accessibility to the development sites by walking, cycling, public transport, as well as providing suitable facilities for taxis and goods vehicles
- Identifying measures that will encourage a shift towards sustainable forms of transport and which will reduce the impact of existing barriers to movement such as the Westway (A40), the West Cross Route (A3220), the West London Line and the Hammersmith & City Line.



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### 5.1 Overview

This transport strategy should be read in conjunction with the transport context and strategic transport study in the appendix (see Technical Appendix 7 ‘Transport Context’ and Technical Appendix 8 ‘Strategic Transport Study’).

The London Plan (LPC) and the draft replacement London Plan (DLRP) seek to ensure integration between transport and development. This is achieved by encouraging patterns and forms of development that reduce the need to travel by car as well as improving public transport, walking and cycling accessibility in areas designated for development and regeneration, including Opportunity Areas.

High density development with high trip generation characteristics is only considered acceptable in locations which have good access to public transport and where the existing or committed levels of transport capacity are sufficient to absorb the impacts of that development.

All new major developments are assessed by the GLA, TfL and the Council against the relevant planning policies to ensure that they meet the above criteria or provide adequate mitigation, including transport improvements, to allow development to proceed.

Development within the White City OA is important in the regional context as it will have an impact on transport capacity and facilities across the west London Sub Region and the Central Activities Zone. The London Plan sets out a number of strategic policies for west London and defines an approach to planning for OAs. Improvements to public transport accessibility and the quality of the overall environment are a key part of this approach. Development in the OA is also expected to support the key objectives of the Mayor’s Transport Strategy by supporting economic development and population growth, enhancing quality of life, embedding the principles of safety and security within urban and architectural design, improving transport opportunities, and reducing transport’s contribution to climate change and improving its resilience.

One of the objectives of the LBHF Submission Core Strategy is to encourage regeneration of the most deprived parts of the borough, especially in the White City area. The borough-wide strategic transport policy is to work with strategic partners to improve transportation provision and accessibility in the borough, especially on north-south routes and by seeking better connections to national and regional rail.

A strategic transport study has been undertaken by TfL for the White City OA to establish if significant levels of development, as proposed in this OAPF, would require any further investment to the strategic transport network than what is currently committed, and if so, of what nature that investment might be. As part of this work a range of possible transport improvements/interventions were identified in order to assess how far transport policy objectives could be met. This analysis has helped to identify the investment in transport infrastructure necessary to support proposed OAPF development levels. It is important to note that apart from Crossrail (which though it does not directly serve the OA will relieve congestion on the Central line) and the Tube Upgrade (which will also ease congestion) on the current public transport network) this study assumes no further infrastructure or improvements to public transport services.

Key conclusions:



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- The Strategic Transport Study has indicated that Scenario B, supported by an outline package of identified measures, is likely to be the maximum quantum of development that can feasibly be delivered (see the technical report in the Appendix for more detail).
- Currently planned and funded investment in public rail transport capacity (Tube Upgrade and the Crossrail scheme) will provide additional capacity for the additional trips generated by the developments within the OA.
- However, investment to enhance bus capacity and services will be required, and
- Substantial interventions will be required to reduce highway congestion. These will include junction improvements along with robust measures to encourage shift to sustainable travel choices such as public transport, walking and cycling, to minimise the highway impacts.

**Map 5.1: West London opportunity Areas**

**Map 5.2: Summary of highways interventions**

(Image x 2)

**5.2 Transport Challenges**

In technical appendix 7, the transport context sets out an overview of the existing transport situation in and around the WCOA and identifies a series of transport-related challenges:

Physical connectivity:

- There are several barriers to movement, particularly the Central line cutting and the A40 in the north; the Hammersmith & City line viaduct through the centre of the OA; and the West Cross Route (A3220) together with the West London Line on the east of the OA.
- Lack of physical links for pedestrians and cyclists.

Highways:

- Increasing numbers of journeys by private car leading to high levels of road congestion.
- Congestion at key highway junctions such as Holland Park roundabout, junction of Wood Lane and A40 and junctions on the Uxbridge Road.
- The need to encourage behavioural change so that higher percentages of trips are made using public transport, walking and cycling.
- Congestion on A219 Wood Lane/Scrubs Lane, which is the only north-south route that runs the whole length of the borough.
- Highway congestion levels are high at weekends, particularly on Saturdays
- Generally greater levels of highway congestion are experienced in the afternoon than the morning peak periods.

Public transport:

- In some locations transfer to bus services is not optimal.



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- Pedestrian access from the major transport interchanges and facilities in the wider area is currently poor.

### 5.3 Future committed network improvements

By 2018 substantive public transport improvements will have been delivered which will provide extra public transport capacity across most of the transport network. These include schemes such as Crossrail and the planned Tube Upgrade, as well as local initiatives to promote smarter travel choices, walking and cycling.

Some of the committed improvements to the Hammersmith & City line and the London Overground (West London Line) are likely to provide benefits to the OA through increased frequency and capacity. However given the existing levels of demand, it is anticipated that any new capacity will be quickly taken up.

note: “Committed public transport improvements” refers to projects within current TfL Business Plan and HLOS (High Level Output Specification)

**Image 5.3: Current Rail and Underground network serving the White City East Opportunity Area**

**Image 5.4: Future Rail and Underground network serving the White City East Opportunity Area (2031)**

(Image x 2)

#### 5.3.1 Public Transport Accessibility Levels (PTAL)

Public Transport Accessibility Levels (PTAL) are used to assess a site’s access to public transport stops in terms of distance and frequency of services. PTAL scores range from 1 (poor) to 6 (excellent). PTALs are higher in the southern part of the Opportunity Area around Shepherd’s Bush Common, with lower levels in White City West, centred on the White City Estate. By 2031, with committed improvements to public transport (mainly higher frequencies and improved walking and cycling connectivity to public transport nodes) PTAL levels are expected to improve slightly in eastern parts of the White City Estate, as well as throughout Shepherd’s Bush town centre and in north Kensington.

**Image 5.5a: PTALs with the current public transport network in the OA**

**Image 5.5b: PTALs with current and committed public transport in OA 2031**

(Image x 2)

### 5.4 The Strategic Transport Study

#### 5.4.1 Development scenarios

For the purpose of the Strategic Transport Study three development scenarios were tested. For transport modelling purposes only, the above scenarios considered the potential for an increase in homes or commercial space in areas west of Wood Lane over the longer term (i.e. beyond 2031). This was to ensure that in the event that future engagement with estate residents identified opportunities to investigate some degree of estate regeneration which would lead to an increase in the quantity of housing or employment in that area, there would be sufficient transport capacity to





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support such changes. However, these considerations in the transport study are not intended to suggest change is likely in those areas in the plan period, and neither this OAPF nor the LDF Core Strategy make any proposals for these areas.

The scenarios assumed growth in homes over the existing 2,200 homes in the OA, and growth in jobs over the existing in the OA as follows:

- Scenario A (5,000 additional homes and 5,000 additional jobs)
- Scenario B (6,800 additional homes and 8,400 additional jobs)
- Scenario C (8,300 additional homes and 13,400 additional jobs)

The scenarios were compared against a future situation known as the ‘White City Reference Case’, which reflected a case where no development at White City was assumed and where the only transport improvements were those that are currently funded and committed. A range of measures were tested as part of a mitigation package for each scenario. This testing has identified the impacts of development on the transport network and the required interventions highlighted within this chapter to mitigate the impacts of development. The strategic transport study has also recognised that there is a need to outline the transport impacts arising from visitors to the expansion of retail and town centre uses, which are likely to have more impact during the weekends and weekday evenings. These impacts will be further analysed as part of more detailed local micro-simulation modelling (VISSIM), which is due to be completed in early summer 2011.

#### 5.4.2 Transport impacts of Development Scenarios

The Strategic Transport Study highlights the following impacts arising from the development scenarios. More details of this work can be seen in the strategic transport study technical document, in TA8.

##### 5.4.2.1 Trips and Mode Share

By 2031, the proposed OA growth scenarios would contribute an additional 30,000, 38,000 and 50,000 trips per day made to and from the OA on all networks, for scenarios A, B and C respectively.

The current average mode share for all trips to and from the White City OA is typical of Inner West London boroughs, with 33% of people travelling by car, 38% by public transport, and 30% by walking and cycling. Figure 5.6 shows the mode share for the three scenarios in 2031, though policies will be in place to encourage use of more sustainable modes in the peak hours.

#### FIGURE 5.6: Mode share – 2008 and 2031 (with funded and committed investments only)

(image x 1)

#### Source: TfL London Transportation Studies (LTS), Trips in London 2008 and 2031

Currently there are approximately 14,000 vehicle trips made to and from the OA in the morning peak hour. Growth in the OA will increase vehicle trips in the morning peak by over 800 for scenario B and 1100 for scenario C. This represents a 4.9% and 7.2% increase respectively and it is this scale of change in highway demand that will lead to a worsening of congestion and increase in delay on the local highway network. This is on top of background growth in highway demand across London



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and despite a reduction in the overall percentage in trips made to and from the OA by car.

#### 5.4.2.2 Impact on Highways

Irrespective of development at White City, the effect of traffic growth across London over the next twenty years will exacerbate existing conditions on the highway network. All development scenarios have an impact on the highway network from higher car trips as well as from increased freight, waste collection and service and delivery activity. Although new roads will be introduced within White City East (mainly to improve access to new development), the main highways impact of development will be to existing highway links and junctions.

Figure 5.7 shows how without any interventions the impacts to the highway networks (in terms of increasing congestion) worsen as the scale of development increases. The Strategic Transport Study also highlights that there would be greater impacts in the afternoon (PM) peak than the morning (AM) peak.

With no further investments in highway infrastructure, apart from road management, the increase in traffic due to the developments will put a strain on the existing road capacities in the White City Area. Images 5.8 and 5.9 highlight the junctions where increased delays are predicted as a result of the development scenarios, and that traffic impacts are not evenly distributed across the study area. The junctions affected in these scenarios are:

- Old Oak Road / A40
- Shepherd's Bush Gyrotory
- Holland Park Roundabout
- Bloemfontein Road / Uxbridge Road.

**FIGURE 5.7: Change in morning peak congestion level (2031, all scenarios, no interventions)** Source: TfL, Central London Highway Assignment Model (CLoHAM 2010)

**Image 5.8: Average junction delay scenario B without interventions** Source: TfL, CLoHAM 2010

**Image 5.9: Average junction delay scenario C without interventions** Source: TfL, CLoHAM 2010

At all of these junctions greater levels of traffic delay would be experienced for Scenario C (as a consequence of its higher quantum of development) than for Scenario B. More detailed analysis is provided in the appended Strategic Transport Study in Appendix 8.

#### 5.4.2.3 Impact on Public Transport

With higher levels of development, there is increased passenger demand on National Rail, London Underground and buses. Figure 5.10 illustrates the extent to which the development scenarios will generate additional demand for public transport services during the morning peak period within the OA if no further measures are



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taken beyond committed investment. Similar travel patterns are also found in the evening and inter-peak periods.

In all scenarios the Central line will experience the highest demand increases amongst all the public transport services. There will also be a rise in demand for bus services across the OA, particularly close to Underground stations, Shepherd's Bush town centre and along Holland Park Road.

The committed transport investments for the public transport network would create sufficient capacity to 2031 if there was no more growth than projected in the Mayor's Transport Strategy for White City, as well as in the LPC. However, with the increase in homes and jobs proposed in the OAPF, the submission Core Strategy and the DRLP, the transport study illustrates that the transport system would begin to show signs of crowding and decreasing service levels.

Delivery of Crossrail will release capacity on the Central line to allow it to cope with the additional demand from increase in homes and jobs proposed in the OAPF. Similarly, capacity enhancements for London Overground are already underway to support West London growth, and can accommodate the increase in demand for all three development scenarios on the Overground. However, public transport service levels will still worsen due to a rise in travel demand. In particular, the buses will experience higher levels of crowding and stations serving the OA sites will be heavily used.

**Figure 5.10: Passengers boarding during the morning peak** Source: TfL Public Transport Assignment Model, Railplan (2010)

#### 5.4.3 Mitigation and intervention measures

The Strategic Transport Study has identified a range of mitigation measures to address the transport impacts generated by the development scenarios. The package of measures that has been tested includes east-west and north-south combined pedestrian and cycle links; increased bus frequencies to cater for the increased bus demand in the OA; improvements in the White City station with step-free access; and a variety of measures to reduce highways congestion, including controlled parking zone (CPZ) operation, reduced availability of car parking and active promotion of smarter travel choices.

In terms of the highways, in order to meet Council and Mayoral objectives of smoothing traffic there is an expectation that the impacts of development are mitigated so that congestion and speeds are no worse over time than would be expected if there is no development ('White City Reference Case' situation). Mitigation will therefore be required in order to support the level of development proposed.

An essential part of the package of measures designed to minimise the impact of the developments is policies to reduce car use in combination with targeted and localised highway capacity increases and junction improvements to maintain smooth traffic flow within the OA. There is also a requirement to build combined pedestrian and cycling links from the OA to the areas to the east of the West Cross Route to help maximise the use of non-car modes. These interventions are set out in Section 5.5.

This must include measures to encourage more walking and cycling so as to divert passengers from short public transport trips. This higher level of walking and cycling could only be achieved if the OA is better connected to the surrounding



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areas, including new convenient east west links such as a pedestrian/cycle tunnel in the north of the OA and a pedestrian/cycle bridge in the centre of the OA.

The local bus network serving the development will need to be reviewed and additional bus infrastructure and service-related interventions are likely to be required to support the development, as set out in sections 5.5.4 – 5.5.6.

#### 5.4.3.1 Impact on highways with interventions

Figure 5.11 shows how for each development scenario the identified interventions mitigate the impacts on speed and congestion (compared to the situation with no interventions – ‘White City Reference Case’ situation). Figures 5.12 and 5.13 (next page) illustrate the impact of interventions on predicted junction delays.

#### **FIGURE 5.11: Change in morning peak congestion (2031, all scenarios, with interventions)** Source: TfL, CLoHAM 2010

With the implementation of mitigation measures as described above, including reduction of car trips through demand management to achieve mode shift, congestion levels and speeds for Scenario A would come close to the 2031 ‘White City Reference Case’ scenario. Congestion levels in Scenario B would also be significantly reduced, with speeds closer to the ‘White City Reference Case’ levels. This shows that the tested interventions have generally addressed the adverse highway impacts and local area measures are required to remove the problematic bottlenecks. However, the modelling highlights that the identified interventions could not sufficiently mitigate the impacts of Scenario C.

#### **Figure 5.12: Average junction delay scenario B with interventions**

#### **Figure 5.13: Average junction delay scenario C with interventions**

#### 5.4.3.2 Measures to reduce overall trips

In addition to infrastructure investment to mitigate the direct impacts of development on the public transport and highways network, the strategic transport study included assumptions around restraining trips and promoting increased use of public transport, walking and cycling. Reduction of overall trips will bring significant transport benefits for the OA and will ensure that it meets the objectives of the London Plan, the Mayor’s Transport Strategy and the council’s Core Strategy. The measures required to ensure this behaviour shift are set out below. These include:

- Improved access for passengers with mobility impairment or travelling with child buggies or heavy luggage at White City Underground station, via lifts onto the platforms.
- A variety of travel demand management measures to suppress car use, including reviewing existing controlled parking zones (CPZ), limiting the availability of on and off street car parking and the inclusion of car clubs in new residential development.
- Measures to promote walking such as high quality public realm, high quality way finding schemes such as *Legible London* and pedestrian crossing facilities located on desire lines.





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- Measures to encourage and promote the use of public transport in the area through good design and access routes to stations to ensure mode shift aspirations are achieved.
- Measures to promote cycling such as high quality cycle routes that link to the wider London cycle network and the proposed Mayor's Cycle Superhighway 10 (CS10), high quality cycle facilities in all buildings and ample cycle parking that is conveniently located at all buildings. TFL may in future extend the Mayor's Cycle Hire scheme, in which case sites for docking stations within the OA should be safeguarded.
- Measures to reduce the impact of freight, waste collection, servicing and deliveries, by including within the developments a well-located consolidated servicing centre and an OA wide waste collection strategy (see detail below).
- Taxi and coach measures.

#### 5.4.4 Strategic Transport Study conclusions

**Scenario A** could be supported with the required interventions in place (as long as committed public transport schemes have been delivered). The Strategic Transport Study has indicated that the package of additional transport enhancements to mitigate impacts to the highway brings congestion and speeds close to the 'White City Reference Case.' The level of development within this scenario may be able to fund the mitigation measures required.

**Scenario B** could be supported (as long as committed public transport schemes have been delivered) and would require a package of interventions that would bring the impacts on the highway close to 2031 without any White City OA developments levels. The quantum of development is more likely to be able to fund the scale of the interventions required and is considered to be deliverable.

**Scenario C** would need, in addition to what is required for Scenario B, major highway works and a level of trip constraint that could not be proven in the Strategic Transport Study to sufficiently mitigate the impacts. Assessment of the scenario also highlighted that there were high deliverability, acceptability and affordability risks. For this reason, Scenario C has not been proven as a viable option.

An indicative list of measures that will be required to ensure a level of traffic impact no worse than predicted in 2031 without any White City OA developments is set out in Section 5.5. These will need to be further developed within developer's transport assessments to demonstrate that they will deliver the required outcomes. These improvements to transport will benefit the OA and will ensure it meets the objectives of the London Plan, the Mayor's Transport Strategy and the council's Core Strategy.

#### 5.5 Required transport measures for the preferred option (Scenario B)

Scenario B, supported by the identified transport improvements, is the quantum of development that is most likely to deliver the London Plan objective of developing the OA, to strengthen London's world city status and to maximise employment generation in the area.



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As identified in the Strategic Transport Study, the level of development of scenario B must be accompanied by a package of transport measures for both the highway and public transport networks, as well as a series of policy led demand management measures. This transport package is considered essential to provide the necessary transport capacity and to ensure the development meets London Plan sustainability criteria.

The transport recommendations are set out in greater detail (by mode) in the following sections:

- Highways
- Taxis and Coaches
- Freight and Waste
- Buses
- Underground and Rail
- Walking
- Cycling

#### 5.5.1 Highways

Highways within and surrounding the OA will experience increased demand due to OA traffic growth and therefore local highway capacity increases and improvements are essential in order to mitigate the impacts of increased development density.

Bespoke designs for the junctions identified, and listed below, will be developed as part of the DIF study, supported by microsimulation, in order to smooth traffic and provide predictable journey times by managing congestion and reducing delay. The aim of these designs will be to ensure the principle of nil detriment is adopted where feasible. This can be achieved through reallocation of road space for all road users and proposals for improving traffic flow including optimising and synchronising traffic signals. Given that a substantial amount of development traffic will enter the highway network on Wood Lane, consideration will be given to the feasibility of improving the carriageway to benefit all road users, as part of the Development Infrastructure Funding study (DIFs - see chapter 9), along with limiting the number of new junctions.

In addition to re-engineered junctions to facilitate the additional traffic, measures to reduce the volume of car use such as car free development, the inclusion of car clubs and other travel demand management measures will be required. Consideration will also be given to controlling the levels of on-street parking and public car park provision, particularly in relation to any extension to the Westfield shopping centre.

Where car parking is provided, in line with the Mayoral priority to promote the use of electric vehicles, the provision of charging points for electric vehicles, both within new buildings and on-street, will be expected.

#### Map 5.14: New road layout for White City East



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Required interventions
New internal road constructed to serve the OA with limited new junctions with the existing road network
Improvements to reduce delay at the following junctions for all users <ul style="list-style-type: none"> <li>- <b>Old Oak Road/A40</b></li> <li>- <b>Shepherd’s Bush Gyratory</b></li> <li>- <b>Holland Park Roundabout</b></li> <li>- <b>Bloemfontein Road/Uxbridge Road</b></li> <li>- <b>Wood Lane/Westway</b></li> </ul> The detail of these improvements to be further developed within the DIF study.
Reduced parking provision for residential development between 0.2 and 0.4 spaces per dwelling
Reduced parking provision for commercial development
Electric charging parking spaces and car club bays
Review surrounding existing controlled parking zones

**5.5.2 Taxis and Coaches**

Coach travel provides an important travel choice and needs to be integrated within the OA and is important in terms of supporting tourism and London’s economy. Coach services fall in to two categories: scheduled and unscheduled. Scheduled coach services are regular services that are not operated by TfL, which stop at fixed bus stops.

Unscheduled services tend to be ad hoc charter and tourist operations. Parking for unscheduled coaches should be provided at locations such as Westfield that will attract these services.

For scheduled services, there have been discussions with TfL for the provision of formal stops for the ‘Oxford Tube’ coach service at Shepherd’s Bush roundabout. A working design has been developed for both north and south-bound coach stops on the A3220. These stops could, in future, also be used by other scheduled coach operators.

**Figure 5.15: New Coach stop north of Holland Park Roundabout**

The introduction of taxi management services will maximise convenience and easy access for those needing to use taxi transport. The preferred location for this and nature of this will be identified through the DIF study (see below).

Required interventions
------------------------



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Taxi drop off and pick up

Scheduled coach service stop

### 5.5.3 Freight and Waste

Development of scenario B will generate high levels of demand for goods and services and waste collection. Additional demand is also being driven by changes in business behaviour, such as 'just-in-time' logistics and a growth in home deliveries. On-line shopping is rising and first-time delivery failure rates are high, leading to second and even third attempted trips. This leads to an even higher level of highway congestion, which the transport study has identified must be managed for the OA going forward.

For these reasons the OA will need a co-ordinated and comprehensive strategy to freight and waste collection. Developers will be required to collaborate to provide a well-sited, consolidated local delivery-servicing centre as part of the new development; the ideally location and nature of such a facility should be established through a feasibility study. Such facilities have been proven to reduce deliveries by up to 70%, with resulting savings in emissions and congestion. The centre should have 24-hour operation, thereby removing freight vehicles from the highways in peak periods. It would act as a central collection point for deliveries into the OA that could then be distributed to the local final delivery point by electric vehicle, bicycle or walking. It should also act as a holding point for deliveries for local businesses and residents who are not at home to receive the delivery, and would ideally include chilled and secure facilities provided to enable all commodities to be delivered outside of normal peak hours.

A collaborative approach to waste management will also be encouraged. This should consider consolidation, efficient mechanisms for collection of waste to reduce vehicle journeys and length. Landowners must collaborate and identify sustainable and energy effective ways to collect waste, including the potential for a waste collection system such as Envac (underground vacuum collection of waste) which can reduce local refuse vehicle miles by up to 90%. Combined collection of business waste can also reduce highway impact. This is set out in more detail in Chapter 8.

#### Photo of ENVAC

Required interventions
All delivery and servicing activity for new developments should be 'off street' and away from bus routes/cycle paths etc.
Future delivery and servicing needs of existing and new uses, must be addressed to cover out-of-hours deliveries, home deliveries etc.
Provision of a consolidated service and delivery facility
Development of a framework Delivery and Servicing Plan, with reference to the published guidance from Transport for London: <a href="https://www.tfl.gov.uk/microsites/freight/publications.aspx">https://www.tfl.gov.uk/microsites/freight/publications.aspx</a> .





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**Desirable interventions**

Measures to rationalise and minimise the impact of waste collection e.g. Envac system

**5.5.4 Buses**

Bus services will need to be enhanced to cope with the increased demand. This will involve both adding more buses to the network and extending some routes to serve the north of the OA. The specific nature of these improvements will be identified through the Development Infrastructure Funding study (see below).

The relocation of the bus garage from the DIMCO building to release this building for a more appropriate use would be considered by TfL. The new location would ideally be incorporated within/below new development south of the Hammersmith & City Line viaduct. However, any such move will have to be negotiated and agreed with TfL and be fully funded by the developer.

**Required interventions**

Capacity increases on bus routes serving the OA to meet demand increases.  
Infrastructure and services to be reviewed as more detailed work is undertaken.

**Desirable interventions**

Relocation of the bus garage from the DIMCO building within/below new development south of the Hammersmith & City Line viaduct.

**5.5.5 Underground and Rail**

The transport study identifies an increase in trips to White City Station (Central Line) from the development. In anticipation of the increased patronage of the station, and in line with meeting MTS objectives of improving access for all, it is important that step free improvements are considered as part of any development. The cost of provision of step-free access at Shepherd’s Bush Underground station (also the Central Line) is unlikely to be affordable by the proposed development scenario (and is therefore not included in the required interventions).

However, the provision of step-free access at White City Station (by introducing lifts to the platforms) can be delivered at a lower cost and is also likely to benefit a much greater number of passengers than step-free access at Shepherd’s Bush.

Consequently, development in the OA will be required to incorporate step free access to White City Station. The specific nature of these improvements will be identified through the Development Infrastructure Funding study (see below).

**Map 5.16: Public transport details in White City OA**



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<b>Required interventions</b>
Step free access to White City station
<b>Desirable intervention</b>
Eastern entrance to White City Station

### 5.5.6 Walking

In order to encourage more people not to drive and to meet the Mayor's and the boroughs' targets in relation to walking, a change in the quality of the pedestrian environment throughout the OA is required. The following recommendations should be read in conjunction with the public realm strategy for the OA.

To ensure that walking is a first choice, the walking environment must be well designed, as well as feeling safe and secure. Considered design of routes is required, ensuring that routes are logical, legible, well-lit, and convenient. High quality public realm will be expected, that connects walking routes through public squares, open space and recreational and play space. It is also important that the OA is properly integrated into the wider communities that surround it, so that all members of the community can enjoy the new facilities and be able to access the surrounding areas. In addition to good physical links and infrastructure, wayfinding is an important aspect of increasing walking. Extending TfL's *Legible London* scheme which is currently only in the town centre, will be required throughout the OA.

<b>Required interventions</b>
Pedestrian and cycle connection below West London Line north of Westway
Pedestrian and cycle connection over A3220 and West London Line south of Westway
Extension of TfL's Wayfinding strategy ( <i>Legible London</i> ) that is co-ordinated with other/existing signage
New and enhanced walking routes/ connections throughout the OA
Pedestrian Crossings enhanced on identified desire lines

### 5.5.7 Cycling

In order to encourage more people to choose more sustainable travel choice and to meet the Mayor's and the boroughs' targets in relation to cycling, there is a need to improve conditions and facilities for cycling throughout the OA. To facilitate commuter journeys by cycle and to make the new White City area easily accessible by bike, integration with the wider London Cycle Network and CS10 is expected. Should the Mayor's Cycle Hire be extended westwards in the future, which is supported by the borough, then the provision of cycle docking stations will be expected.

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New developments and public realm must be designed with easy cycle access to all buildings and locations, to incorporate excellent cycle infrastructure, including cycle ways, dedicated cycle crossings over heavily trafficked roads, high quality cycle parking at all employment and non-residential locations (including showers and lockers) and residential cycle parking (as per standards set out in the replacement London Plan).

Required interventions
Pedestrian and cycle connection below West London Line north of Westway
Pedestrian and cycle connection over A3220 and West London Line south of Westway
Extension of the Mayor’s cycle hire scheme to the OA
Integration of Cycle Superhighway 10 within the OA and improved links to and from it
Introduction of safe cycle priority at junctions and cycle crossing facilities on highly trafficked roads to ensure integration with the wider London Cycle Network
Provision of safe, secure and accessible cycle parking at all new developments, both for occupants and for visitors, including shower and locker facilities.

**Image 5.17: Soft interventions to improve pedestrian and cycling routes**

**5.6 Development phasing and infrastructure provision**

A Development Infrastructure Funding Study (DIFS) due to commence in Spring 2011 will deal with the issues around development phasing and infrastructure provision. The council, the Greater London Authority and Transport for London will be undertaking the DIFS, in close collaboration with all landowners.

The DIFS will consider the cost of all the proposed transport improvements, along with other infrastructure needed to support the growth. The study will establish the overall fund that is necessary for the transport enhancements and establish a viable relationship to the quantum of development proposed. It will also set out the improvements in order of priority, to ensure that the most important improvements are brought on stream early. It may also identify triggers for levels of development, to ensure that certain interventions are delivered at a particular time. The study will identify a mechanism for collecting contributions for all infrastructure (including the proportion for the transport improvements) from developers, to ensure that all development contributes equally and fairly to the infrastructure fund. It is anticipated that this will be based on a standard charge for different use classes, applied according to the number of residential units or on a per square metre basis for other uses. This could be delivered through planning obligations (section 106) or a Community Infrastructure Levy (CIL). This will be considered in line with emerging government legislation.

The opening of Crossrail in 2018 will provide the release of capacity on the Central line to support a large proportion of the demand created by development. The DIFS will quantify how development should be phased around this significant transport



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intervention and the risks involved, and the requirements of the emerging Mayor’s Crossrail CIL.

### 5.7 Planning applications and detailed transport analysis

The Strategic Transport Study has identified the required transport interventions needed for the Opportunity Area to support Scenario B. However, each development proposal will be required to provide a detailed Transport Assessment, in line with TfL’s Best Practice Guidance. The Transport Assessment will have to identify the impact of the individual proposal in detail, within the context of the challenges and impacts identified for the OA in this Strategic Transport Strategy. In particular it will have to assess the specific impacts to the highway network (including on locations beyond the immediate site boundary) and local bus capacity, to ensure trip restraint and mode shift. The Transport Assessment will need to provide details of the proposed mitigation measures, as well as travel demand management measures required to achieve a shift to sustainable modes and all the other requirements set out in the TfL guidance.

A micro-simulation model has been developed as part of the Strategic Transport Study. All further detailed transport assessments should use this model as a basis for their work to identify detailed junction improvement requires.

Required for planning applications
Full discussion with Transport for London and GLA from the earliest possible pre-application stage
Transport Assessments in line with PPG 13 (or replacement policy) and TfL’s TA Best Practice Guidance
To demonstrate how interventions will fully mitigate any transport impacts generated by the development proposals
Low levels of car parking (car free where possible) should be provided.
Measures that are designed to encourage mode shift to sustainable travel patterns .
Electric Vehicle charging points and car club bays provided in new developments
Rationalise/reduce the number of new accesses/signalised junctions from the TLRN to key development sites
TfL to be signatory to Section 106 Agreements

### 5.8 Conclusions

A key objective of the London Plan policy is to ensure integration between transport and development and to ensure that there are adequate levels of transport capacity and service to support high-density development throughout areas such as the WCOA.





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This chapter has summarised the findings of the WCOA Strategic Transport Study and has recommended that in-order to enable and support the development quantum set out for Scenario B, a package of strategic transport measures, supported by a series of more local transport improvements will be required to support growth and development of the OA.

These include:

- Junction improvements and increases to local highway capacity, in particular on north-south routes;
- An optimum package of bus service enhancements including the introduction or extension of bus routes and associated infrastructure, taking traffic conditions into account, so that road capacities are not compromised;
- Improved access at White City Underground Station, through provision step free lift access to platforms;
- A significant change in the walking and cycle environment both within and to/from the OA delivered by new pedestrian/cycle links and high quality wayfinding and public realm improvements;
- An approach to development which reduces the need to travel by car/reduces the number of private vehicle trips within the OA through using innovative approaches to car ownership such as car clubs and car parking restraint in line with the London Plan guidelines and public transport accessibility;
- Improving conditions for taxis, coaches, freight and waste collection within and to/from the OA;
- Private investment to enable these improvements to be secured and delivered in line with the future development of the area.



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## Chapter 6 – Housing Strategy

### New Housing in White City East

- Capacity for 4,500 houses and 1,260 student homes

### Potential Opportunities for the White City Estates

- More choice and opportunities for residents
- Potential to move to better housing environments in the East
- New social housing in the East with more large units to alleviate overcrowding
- New intermediate housing to provide more variety and choice in the same area

### Affordable housing, mix and tenure

- No net loss of social rented housing in the area
- New housing in White City East: subject to viability, 25% social rented, 15% intermediate
- A range of dwelling sizes across all tenures, including family accommodation

### Design Principles

- Safe, well connected, inclusive, permeable and liveable neighbourhoods
- Access to supporting facilities and adequate public and private open space
- Mansion blocks and townhouses/maisonettes.
- Student housing
- Housing for people who need care and support.
- Design standards as in DRLP and London Plan EiP draft Housing SPG
- Built to Lifetime Homes standards with 10% to be wheelchair accessible.
- Communal, semi private and private amenity space, in parks, gardens, and balconies



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### 6.1 Introduction and objectives for housing

The objectives for housing in the OA are an integral part of the broader socio-economic regeneration of the area. The LBHF Submission Core Strategy and Annex 1 of the DRLP set out an approach that envisages regeneration of the area which would include mixed density housing development. They both identify a potential capacity of 5,000 new homes (as a minimum in the case of the DRLP) on sites in the OA that are likely to be available for development within a period up to 15-20 years. The sites considered do not include the estates in White City West, as the OAPF does not make any assumptions on what may be agreed with Council estate residents on the future regeneration opportunities on the estates.

Development in the OA should help reduce social and economic polarisation and encourage social mobility. There should be new quality housing for sale and rent at a range of prices and affordability, that will provide a local ladder of affordable housing opportunity, as well as helping to meet the general need for more homes. New housing must also produce better homes or conditions for those in the existing community who are living in unsatisfactory accommodation.

As there are no plans for the White City housing estates, the OAPF does not set out detailed proposals for those areas. However, to ensure that estate residents benefit from the social and economic regeneration that can take place in the area, the OA has been defined to include a number of housing estates, and the framework shows how development on largely privately owned land provides a once in a lifetime opportunity for existing communities, in terms of provision of jobs, better housing, new facilities and the creation of a more mixed and balanced community. The existing White City estates community could be expanded over a wider area on both sides of Wood Lane in high quality residential areas. To fully capture the potential community benefits, the Council will work with estate residents to discuss how those opportunities might be taken.

The OAPF housing strategy seeks to provide new opportunities for living in a mixed community, that will help meet the need for more homes, benefit local people and future generations by:

- Ensuring provision of a wide range of household types and sizes, including family accommodation, in suitable good quality homes and neighbourhoods
- Achieving a broad offer of tenures and affordability
- Creating a wider variety of opportunities for choice of tenure within the estates to the west of Wood Lane, not necessarily through redevelopment, whilst continuing to accommodate existing residents and meeting their housing needs
- Ensuring satisfactory provision of new leisure, green space, schools and community facilities
- Achieving better connections between the estates and the surrounding area

It also seeks to enable existing estates residents to remain in the area and to provide them with the opportunity for new homes and living conditions that better meet their needs by:

- Increasing the opportunities for housing that is affordable to existing residents who aspire to home ownership



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- Securing replacement homes for residents who feel unhappy with living in housing that is physically unsatisfactory, has a poor environment or is unsuitable for their needs (e.g. because of overcrowding)
- Redeveloping or seeking major refurbishment where residents consider housing blocks in the estates are unsatisfactory.

### Map 6.1: Current and future zones for housing (Image)

#### 6.2 Opportunities for regeneration for the White City estates community

White City is the second most deprived neighbourhood in the borough according to the national Index of Multiple Deprivation, and is ranked within the top 5% most deprived nationally with regard to income levels. There are high proportions of social rented housing. In addition, 18% of residents are living in overcrowded conditions.

Tenure	London	H&F	White City Opportunity Area			
	2001 Census	2001 Censu s	2001 Census		Estimated current position (Jan 2009)	
	%	%	Number	%	Number	%
Owned	56.5%	43.9%	980	24.3%	1,328	31.5%
Rented from council	17.1%	19.2%	1,973	49.1%	1,674	39.7%
Other social rented (e.g. RSL)	9.1%	13.5%	408	10.1%	555	13.1%
<b>Total Social Rented Housing</b>	<b>26.2%</b>	<b>32.7%</b>	<b>2,381</b>	<b>59.2%</b>	<b>2,229</b>	<b>52.8%</b>
Private rented or living rent free	17.3%	23.4%	662	16.5%	662	15.7%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>4,023</b>	<b>100.0%</b>	<b>4,219</b>	<b>100.0%</b>

Source: Census 2001, LBH&F InfoView 2009

The housing on estates in the area includes a variety of housing types such as town houses, corridor access blocks and tower blocks. The White City Estate, the largest in the borough, was built in the 1930s and is characterised by 4-6 storey purpose-built blocks of flats, laid out around courtyards. The estate has poor physical connections with the surrounding area, and the northern blocks are adjacent to the A40 Westway which is a source of air and noise pollution. 27% of properties within the estates are leasehold, which is higher than figures recorded across a number of other estates in the Borough. The remaining 73% are social rented.

Batman Close is formed by a number of blocks laid out around a large underused area of land within the centre of the estate. The environment of the communal space contrasts poorly with the higher quality environment found within the adjacent Hammersmith Park open space. The Wood Lane estate is of a later construction to the other estates in the area, and comprises lower rise town houses. In the town centre, the Charecroft estate occupies four tower blocks.





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The development of land east of Wood Lane will include a substantial amount of new housing, and affordable housing, in particular. This will provide significant opportunities for estate residents to access better quality and more energy efficient accommodation, and for parts of the estates themselves to then be renewed, providing better linkages to the surrounding area, to the land east of Wood Lane and the facilities it will provide in the future:

- New social rented housing of the right sizes and types would provide opportunities for transfers to alleviate overcrowding or to obtain housing more suited to a tenant's needs.
- Intermediate housing (e.g. shared ownership and shared equity) at the right price levels would enable existing tenants who can afford to move into home ownership to do so while remaining in the same area. The opportunity to move into intermediate housing would be realised for many by the availability of many local jobs to help alleviate unemployment and low income levels.
- There would be opportunities for people who consider themselves to be living in less than ideal circumstances or environmental conditions in the existing estates to move to a home in the new development. For instance, the environment alongside a major dual-carriageway road (such as the A40) has a high level of air and noise pollution, and people living in such environments may feel they would prefer to move. If this were the case, then it may be possible for blocks to be replaced. Similar opportunities would exist for leaseholders living on the estates who could move if they consider that new homes are more suitable for their needs.
- Existing residents would need to be engaged in discussions about the provision of new housing to ensure it was agreed to be a better option, especially for families.

Development in White City East would take place over a period of up to 15-20 years. Depending on whether a significant number of estate residents chose to move into that area, there would be scope to consider a gradual renewal of the estates, through refurbishment, or redevelopment, or a combination of both. This could widen the benefits of new housing and better environmental conditions to all estate residents. It could transform Batman Close, White City and Wood Lane Estates, with a better range of housing types and sizes, into an even more mixed residential area, well connected with the surrounding area.

Hammersmith & Fulham Council will discuss the options with local residents to assess whether it is agreed that such an approach would bring real and tangible benefits while enabling the community to remain and thrive in the WCOA.

#### **Map 6.2 Existing housing areas with opportunities for regeneration (Image)**

#### **6.3 Affordable housing, housing mix and tenure**

Housing policies on the national, regional and local levels, as well as for affordable housing investment arrangements, are in a state of rapid change and uncertainty. Whilst the Council's affordable housing policy approach in the Submission Core



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Strategy, which is reflected and elaborated in this section, demonstrates consistency with the current direction of travel of national housing policy, it is not fully in general conformity with the 2008 London Plan or the draft replacement London Plan.

The Mayor expressed this opinion to the Council in his representation to the consultation on the Council's pre-submission Core Strategy (December 2010). Although the Mayor concluded (in his representations to the Core Strategy) that his policy objective to achieving mixed and balanced communities was supported by the Council's proposals for White City, general conformity is assessed against the London Plan as a whole. Since then the Government has published a revised consultation draft of PPS3 in respect of affordable housing. Therefore the matter of non-conformity will need to be resolved by the LBHF Core Strategy EIP in April 2011 and in light of emerging national guidance on affordable housing policy.

The GLA and the Council will be undertaking a second consultation on this framework following the inspector's Examination in Public report on the Council's submission Core Strategy, after the publication of the draft replacement London Plan. The Mayor will also consider how he takes account of the Government's new housing policies once they are finalised.

### 6.3.1 Affordable housing

LBHF Submission Core Strategy policy "Strategic Site 1 – WCOA – White City East" sets out that 40% of housing should be affordable, and approximately 25% of new housing should be social rented, in sizes and types that enable local estate regeneration. There should be more housing choice, in terms of cost, tenure, type and size; for people who live in the area already or who may live here in the future and to help overcome social polarisation. These proportions should be applied in the opportunity area, subject to viability.

All new social rented housing built in the OA will be wholly and exclusively to accommodate those tenants of the existing estates who wish to move into better or more suitable housing or who need to relocate in the event of any partial redevelopment in the longer term. Subject to residents' choices, there could then be the opportunity for higher proportions of intermediate and market housing in any regeneration proposals in the estate areas, and some existing dwellings could change tenure as existing tenants opt to move.

Up to approximately 25% of all new housing should be social rented housing as this would provide significant opportunities for existing estate tenants and, over 15-20 years, would enable there to be a more mixed and balanced tenure provision and socio-economic mix across the west and east of the area, with all existing residents being able to choose to remain in the area. The desirable proportion of social rented housing will be kept under review depending, in particular, on the extent of new housing that is provided, the extent to which estate residents choose to take the opportunity to move and the extent of any partial redevelopment of estate land in the longer term. There should be no net loss of social rented housing in the area.

The overall net increase of affordable housing should be intermediate housing which should be provided at all levels of affordability that enable households with incomes between £28,000 and 74,000 to obtain housing. The DRLP specifies that for new homes to be counted as intermediate, they must be affordable to households in the



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income range £18,100 to £61,400, with the aim that the average of all new intermediate housing should be at the midpoint of this range. However, for family-sized homes with three or more bedrooms, the top of the intermediate income range is £74,000. Substantial amounts of housing must be priced so as to enable young families to afford to stay and live in the borough, significantly increasing the amount of housing that is affordable to lower and middle income earners, key workers and all those households who are neither very wealthy nor able to qualify for access to social rented housing.

There should also be intermediate housing with opportunities for tenants to purchase part of the equity to encourage social mobility and aspirations for affordable home ownership. These opportunities may take several forms, such as shared equity - discounted market sale - and discounted or lower cost private rented as well as, or instead of, conventional shared ownership. Some of the intermediate housing should be made available at a cost that would be accessible to social rented tenants of local estates who are able and wish to move into that tenure.

### 6.3.2 Dwelling Size Mix

The GLA London Strategic Housing Market Assessment (SHMA) shows there is a considerable need to increase the stock of family intermediate homes. The Mayor's Housing Strategy (2010) seeks 16% of intermediate housing as 3 bedroom or more with a desire to exceed the proportion in the future, but does not set out a target for 3 bedroom market housing. The GLA SHMA indicates that market housing demand requires a higher proportion of smaller (1 and 2 bedroom) properties in the mix.

In the White City OA, the target amount of family housing is higher than the Mayor's Housing Strategy requirement. All development must ensure a full range of dwelling sizes, across all tenures, although the primary requirement is to provide for family accommodation (3 bedrooms or more) to alleviate overcrowding.

- Market housing: at least 20% in 3 bedroom dwellings or larger.
- Intermediate housing: at least 20-30% in 3 bedroom dwellings or larger.
- Social rented housing: Approximately 40% in 3 or 4 bed dwellings.

This mix will be subject to viability testing, initially through the Development Infrastructure Funding Study (see Chapter 9). The desirable mix of dwelling sizes will be kept under review during the development period, which is expected to last for up to 15-20 years, and will need to respond to demand and need.

New social rented housing should be provided in a range of sizes, which by providing opportunities for residents to re-house enables local estate regeneration (through redevelopment, refurbishment or rebalancing tenure). The precise mix of sizes will be subject to an assessment of housing need, most importantly, as well as the needs of estate tenants, who wish to move into new housing, closer to the time of any development that provides alternative accommodation.

The housing mix on the existing estates does not match the needs of residents as well as it could; overcrowding is a problem for many and there is a general need to improve the dwelling mix in favour of family dwellings. The social rented mix will



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be based on an assessment of the present dwelling size needs of White City estates residents in social rented accommodation, taking account of the desirability of alleviating overcrowding. This would optimise the scope for residents to re-house in more suitable accommodation. This would mean that the total number of habitable rooms in social rented accommodation could increase as, over time, there will be an increase in the proportion of larger family dwellings in the social rented sector.

#### **6.4 Design principles for new residential development**

The urban design strategy and indicative masterplan in Chapter 4 set out the preferred amount of development in White City East, including 4,500 new homes and 1,260 units of student accommodation. There are also smaller sites in the OA where new housing might be provided such as in the regeneration of Shepherds Bush market.

As noted in Chapter 4, the preferred development capacity figure is based on broad assumptions concerning the quantities of other land uses and the desirable mix of housing types and dwelling sizes, takes account of the urban design strategy described in Chapter 4 and has been tested in the transport study. The detailed design of developments must be shown to produce satisfactory residential areas with a good quality and mix of housing.

The broad urban design strategy and development capacity studies also have taken the Mayor's interim housing design guide and Housing SPG (EiP version) as their basis, ensuring satisfactory provision for a wide range of household types and sizes, especially for families, in quality homes and neighbourhoods.

##### **6.4.1 Neighbourhoods & placemaking**

Any new housing areas must be designed to provide safe, well connected, inclusive, permeable and liveable neighbourhoods capable of accommodating a range of households and assimilating different tenures, with access to supporting facilities and adequate public and private open space. Developments must provide a legible environment that relates to, and connects with, the setting and context of the surrounding urban grain and character. There must be a well worked out approach to the public and private realm and the relationship between building massing height and design, streets and open spaces

This principle is about creating human scale, sustainable residential areas where a wide range of people will want and be able to live; and take pride in the area. It requires consideration of a range of factors, including the mix of housing types and sizes, and building heights. This is fundamentally about what makes a place work as a living environment, such as the relationship between dwellings, streets, open spaces, local facilities and public transport; and the factors that are important in adults and children being and feeling safe in an area, and finding their way around, whether or not they are local residents. In addition, schemes must be designed in context, to link with surrounding areas and respect the surrounding character to provide further integration with the urban area.

In the wider surrounding area, in parts of Kensington & Chelsea especially, there are examples of longstanding residential areas that achieve this and which demonstrate





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that desirable neighbourhoods can be achieved at relatively high densities. These areas provide a template for a modern interpretation in White City.

#### 6.4.2 Housing typologies

In White City East, the predominant housing typology should be mansion blocks (normally between 6-9 storeys), with some town-houses comprising flats and/or stacked maisonettes (normally 4-6 storeys) arranged in street blocks, enclosing private gardens and shared amenity space (generally densities of 700-900 HRH). A small number of taller blocks of flats and maisonettes up to about 12 storeys may be possible in locations indicated in the urban design strategy.

The mix of housing types indicated above is considered to provide a suitable basis for achieving liveable neighbourhoods and a desirable mix of dwelling sizes, while having regard to local context and setting. It recognises that there is scope for more dense housing types and family accommodation throughout the area. Mansion blocks are a well known and sought after form of housing that can achieve relatively high densities but with good living standards. They are characterised, in particular, by core accesses serving a limited number of dwellings on each floor without lengthy corridors (providing dual aspect accommodation), and quality shared amenity space.

There is a need for student housing and the submission Core Strategy recognises the OA as a suitable location. Provision of some student accommodation is appropriate as part of an overall mix of housing, although provision of student housing should not preclude the provision of family housing across the area. Imperial College is proposing student accommodation in the north of the area as part of its intentions for the Woodlands site.

Housing for people who need care and support should be provided in appropriate locations and subject to local need. As the population ages there will be a continuing need for housing for people who need care and support. This should be considered in a potential residential area of this size. The level of need and means of provision will need to be kept under review to ensure appropriate provision is made.

#### 6.4.3 Space and Housing Design standards

##### All new housing

All new housing must meet the space and housing design standards set out in the DRLP and London Plan EiP draft Housing SPG. All new build dwellings should be built to “Lifetime Homes” standards with 10% to be wheelchair accessible, or easily adaptable for residents that are wheelchair users. Approximately 10% of the Council’s households have one or more people with a physical disability; young families and the elderly also benefit from accessible housing. There needs to be an increase in the amount of housing built to Lifetime Homes standards and that is wheelchair accessible in order to meet this need.

##### Table 6.2 Minimum space standards for new developments

Good design is essential to delivering sustainable residential quality in terms of internal and external layouts. The DRLP puts greater emphasis on the quality of new homes, including minimum space and other design standards for all new housing (Policy 3.5). This policy sets out the importance of ensuring that the



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design of all new dwellings take account of factors relating to 'arrival' at the building and the 'home as a place of retreat', at least meet the dwelling space standards set out in the DRLP, have adequately sized rooms and convenient and efficient room layouts, meet the changing needs of Londoners over their lifetimes, address climate change adaptation and mitigation and social inclusion objectives and be conceived and developed through an effective design process.

The EiP draft Housing Supplementary Planning Guidance (SPG) (August 2010) sets out further details on residential design quality, which are applicable to all housing development. Annex 2.1 of the SPG provides a summary of the quality and design standards.

#### Publicly funded housing

The standards in the interim London Housing Design Guide (August 2010) will be applicable to all publicly funded housing.

For HCA funded development, in addition to the DRLP and London Plan EiP draft Housing SPG, regard should be had to the interim London Housing Design Guide. The Guide is built around six key themes which range in focus from neighbourhood scale to the individual home. These are:

- Shaping Good Places: providing access to green and open space and ensuring new development enhances the character of an area;
- Housing for a Diverse City: providing a mix of housing type, tenure and sizes;
- From Street to Front Door: providing circulation areas for the entrance and approach to flats or houses, having regular front door entrances on streets.
- Dwelling Space Standards: providing minimum space standards for houses and guidance on the size and layout of different rooms, storage and outdoor space.
- Home as a Place of Retreat: providing houses with privacy, dual aspect dwellings, noise, floor-to-ceiling heights, daylight and sunlight.
- Climate Change Mitigation and Adaptation: providing homes that comply with the Code for Sustainable Homes in relation to London Plan policy.

#### **6.4.4 Amenity space**

The London Plan EiP draft Housing SPG sets out a requirement for a minimum of 5 square metres of private outdoor space that should be provided for 1-2 person dwellings and an additional (1) square metre should be provided for each additional occupant (standard 4.10).

As shown in the Urban Design Strategy, there should be a variety of small parks, squares and gardens, which provide communal, semi-private and private amenity space. Homes must be carefully designed and laid out to have satisfactory access to open space. Family dwellings at ground level should have gardens, and all other dwellings should have access to shared ground level amenity space. Balconies may be provided where appropriate subject to design, location and context (e.g. overlooking shared private space such as in garden squares).



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The development capacity study and urban design strategy assumes that each residential scheme could deliver the Mayor’s policy for children’s play space on site for all age groups. Where possible it is envisaged that the majority of this space will be provided externally and at ground level. Open spaces and play areas must be useable, well related to buildings and users, be safe, secure and capable of being well maintained. Accessible, shared, private space is generally preferred, with public space only provided where it is naturally supervised and likely to be well used.

**(4 photos)**



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## CHAPTER 7- Social, community and leisure infrastructure strategy

- All development must contribute to the provision of social infrastructure to support the expanded residential and worker population across the OA
- Social infrastructure needs will be reviewed as part of the development infrastructure funding study, but may include:
  - A two-form entry primary school
  - An early years nursery provision
  - A secondary school
  - New arts, cultural or entertainment facilities
  - White City Green, local public squares and public realm proposals
  - Physical connections to RBKC
  - A sports hall of 6-8 courts
  - A full size publicly accessible gym
  - Major public leisure facility such as a ten-pin bowling, ice-skating, indoor tennis.
  - Neighbourhood parade in White City East
  - Safer Neighbourhood Teams
- All development should maximise job opportunities for local people: Employment, training, apprenticeships, outreach programmes to local housing estates and schools to raise aspirations and awareness of job possibilities, including during construction phases.

### 7.1 Introduction

The provision of a range of social infrastructure is essential to maintaining a sense of community across the OA and supporting social and economic regeneration. The creation of a substantial number of new homes and jobs in the area will require a significant increase in facilities and local community services. New development will be expected to provide or contribute to the provision of education, health, recreation, local services, skills and training and open spaces, to support the future residential and working population. There is also a major opportunity to recognise the metropolitan role of Shepherds Bush town centre and its accessibility to a wider audience by expanding the range of arts, cultural and entertainment facilities in or close to the centre.

This chapter of the OAPF reviews the general provision and likely needs for community and social infrastructure. New social infrastructure and community facilities will have to be provided at accessible and convenient locations having regard to the location of development within the OA and linkages with the wider area. The co-location of community facilities and services will be encouraged to ensure maximum accessibility for potential users. Some services and facilities that attract people from a wider catchment should be located in or close to Shepherds Bush town centre, in recognition of its high level of accessibility. Other services will be required to in closer proximity to the communities that they will serve, in particular, in the proposed community services hub on the east side of Wood Lane (see section 3.4).





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A Development Infrastructure Funding study (DIFs) will examine the community and social infrastructure needs in more detail (Chapter 9, Delivery and Implementation). Financial contributions will be required to enable the provision of social and community infrastructure; the level of contribution required will also be investigated in more detail as part of the Development Infrastructure Funding Study.

## 7.2 Education

Schools are key to establishing communities. Residential development in White City East will substantially increase the number of school age children requiring local primary and secondary education. All development must contribute to the cost of increasing the capacity of local primary and secondary education. This must include (but is not limited to) the land and buildings for a new two-form entry primary school east of Wood Lane.

The potential number of children has been estimated on the basis of the current child yield formulas used by LBHF. Whilst the mix of dwelling sizes in different tenures will undoubtedly vary during the development period, current estimates suggest that Scenario B could result in a minimum increase of 600 school-age children in the OA, of which approximately 73%, or 440, would be primary age. This projected increase would require an at least two additional forms of primary entry to be provided locally.

Map 3.6 (see chapter 3) shows the locations of existing local primary, secondary and nursery schools. There is currently unmet childcare need in the north of the borough, which will become more severe with development in the OA. The only nursery school in the OA, located in White City Estate is at capacity. There will be a need for Early Years (nursery) provision as part of the development in the OA, with the preferred location to be in White City East, ideally co-provided with a range of community uses in the community hub.

All the primary schools in and close to the OA are full (Bentworth, Pope John, St. Stephen's) with the exception of Canberra School, which, since coming out of 'special measures,' is filling and is expected to be at capacity soon. In the short term, there may be an option to add one additional form of entry at a local school in White City West, or to secure physical connections to RBKC to enable nearby primary schools to be used, although the capacity of these was not known at the time of publication. Nevertheless, as the main location for residential development will be east of Wood Lane, the preferred option would be to provide a new two-form entry in White City East as part of the development in the OA. This would require development area of 7,000 sq.m, and a building of 4,500 sq.m. GIA.

There are no secondary schools within the OA boundary, although Phoenix High and Burlington Danes schools are just outside the OA, and are at capacity. The RBKC is currently investigating the scope and feasibility of constructing a new academy and sport centre on the existing Kensington Leisure Centre site, which is within 500 metres of the opportunity area but with very limited access from the area.

Development in the opportunity area is expected to require substantial additional secondary school places. This is expected to require a new secondary school within the opportunity area. The extent, nature, funding and phasing of additional



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secondary provision will be examined as part of the Development Infrastructure Funding Study.

Financial contributions will be sought from developers towards expansion of and improved access to primary and secondary education. More detailed work on child yield and the phasing of additional school provision will be carried out as part of the Development Infrastructure Funding study (DIFs), and further work will need to be carried out by the Council to ascertain which school(s) to expand.

### 7.3 Health and social care

In White City East, accommodation for primary healthcare facilities in the form of a practice of approximately 7-8 GPs will be required. Improved physical access to Hammersmith Hospital should also be delivered.

The NHS Hammersmith & Fulham has a five-year plan (2009-2014) for improving health services. However, this does not take into account potential development in the OA. The NHS plan considers that the north of the borough will be primarily served by the White City Health and Social Care Centre, which will be located on the western edge of the OA on Bloemfontein Road and is expected to open in 2012/13. Up to seven existing GP practices will be relocated to the centre. The building is anticipated to serve up to 25,000 registered patients and support the care of a further 25,000 patients registered with other practices in the surrounding area.

In the town centre, a new development at Shepherd's Bush (in the West 12 centre) will provide for GP services by relocating the Bush Doctor's practice and two other practices currently in unsuitable accommodation. Although the building is being designed to accommodate generic clinical space to support the transfer of care and services from hospital into the community, the proposal does not account for future population growth.

Hammersmith Hospital and Queen Charlotte's & Chelsea Hospital are located immediately to the north of the OA. The hospital is currently accessed from the White City estate via a signalled crossing across the Westway and a poor quality alley and bridge over the Central Line cutting. The OAPF seeks improved connections throughout the OA to the hospital.

Given the anticipated population growth in the OA, there will be a need for additional health related infrastructure and facilities in the OA, to which all development will be expected to contribute. The introduction of 5,000 new homes over a period of up to 15-20 years would equate to the need for a practice to house around 7-8 additional GPs and their associated healthcare teams (based on 15,000 additional patients and a ratio of 1 GP to 1,800 patients). These facilities should be located east of Wood Lane as part of the new community hub, although any new practice in this area would be likely to be developed as part of the 'hub and spoke' model based around the White City Health and Care Centre and would in this way have a knock-on effect on the capacity required across all health provision in the north of the borough. As proposals for the OA develop, NHS Hammersmith & Fulham will assess the likely impact upon capacity and investigate the expansion or provision of new facilities. The Council and Primary Care Trust will also assess the need to expand services.



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#### 7.4 Leisure, recreation and entertainment

This framework aims to both improve access to existing facilities and deliver new facilities that complement those already in the area. Development in White City East will be expected to accommodate and fund the capital costs of major leisure attractions that will complement the town centre including :

- A sports hall of 6-8 courts
- A full size publicly accessible gym (at least 100 stations)
- A public facility such as a ten-pin bowling, ice-skating, indoor tennis.

The area already benefits from many facilities for leisure, recreation and sport which all help to promote a healthy quality of life, including Linford Christie Stadium, the Phoenix Fitness Centre and Janet Adegoke swimming pool, the Westway Sports Centre and Stables, Wormwood Scrubs, Hammersmith Park and Shepherds Bush Common. There is also a broad range of community and religious facilities within the White City Estates and a variety of entertainment activities in the town centre.

Development in White City East will generate additional demand for a broad range of these facilities. There is a unique opportunity to address leisure, recreation and entertainment provision for the OA itself and the surrounding area in both LBHF and RBKC; and to widen the attraction of the town centre with new major facilities. Improving provision does not just mean constructing new facilities. It also means improving physical access to existing facilities (including in Kensington & Chelsea) and ensuring that new facilities are provided in accessible locations.

##### 7.4.1 Sports and fitness

There are two recreation centres just outside the OA boundary: the Phoenix Sports and Fitness Centre and Janet Adegoke Pools which are located at Phoenix school on Bloemfontein Road, and include a learners pool, gymnasium and crèche as well as a 25-metre pool. In RBKC, the Westway Sports Centre features football pitches, indoor tennis courts, a climbing centre and outdoor fives courts, whilst the Kensington Leisure Centre has a swimming pool, however and to both of these facilities from White City is restricted by physical infrastructure barriers.

The Hammersmith & Fulham Leisure Needs Study (PMP 2010) considered likely future needs in White City resulting from development. It concluded:

- there will be a need for an indoor sports hall;
- there is demand for additional health and fitness facilities across the opportunity area;
- a full size gym (in excess of 100 stations) could be justified, with appropriate 'pay and play' provisions;
- provision of a synthetic turf pitch would be a valuable addition to the leisure stock (LBHF is already investigating the scope for upgrading the astroturf pitches in South Africa Road adjacent to Hammersmith Park)
- there should be further investigation into the specific need for indoor tennis in the area: potentially this could be developed as part of a multi-use site and incorporate a seasonal airhall;



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- indoor climbing provision, given its commercial income potential, should be considered as an addition to any future leisure development;
- there is no need for additional swimming capacity but access to the Phoenix School pool which is available to the public should be prioritised.

On the basis of the above study findings, this OA seeks the provision of a new sports hall with climbing facilities or indoor tennis as part of development in White City East, in a way that is complementary to the Westway Sports Centre, but provides access to a wider audience. This provision might be related to major leisure and entertainment facilities (see 7.4.2).

Wormwood Scrubs and the Linford Christie Stadium have been designated by LBHF as school sports zones, so in the future it will provide for more intensive sports and recreation use. Improving links to the Scrubs and funding improvements to the facilities is therefore important to support an increased population. The provision of east-west links into RBKC will contribute to future leisure access for White City residents.

#### 7.4.2 Major leisure and entertainment facilities

Shepherds Bush town centre is now recognised as being of metropolitan importance and is highly accessible to central London. It is already well known for a number of large and small venues and modern cinemas, together with the BBC TV Centre for audience programmes.

The availability of development land north of Westfield provides a major opportunity to seek additional large scale leisure entertainment facilities that would attract customers from a wide area. The OAPF does not prescribe what sort of commercial facilities would be appropriate but they should be of wide public interest, such as ten-pin bowling or ice skating. Any developer of the area would be expected to conduct a thorough market assessment to establish the range of possibilities and to make provision for those in development proposals. A sports hall should be included within the overall provision (see 7.4.1).

#### 7.4.3 Public realm, public and private open spaces and play spaces

New open spaces must be provided in residential areas (as described in the urban design and housing strategies) and for people working in the area. Open spaces and the public realm should enable informal sports provision such as jogging and incorporate children's play spaces. Public and private parks will need to provide an appropriate range of amenities for quiet enjoyment and more active leisure, must be designed for inclusive safe access and provided with signage, appropriate lighting and access to public toilets.

The OAPF proposes several public spaces and squares, including a large public open space adjacent to the Hammersmith & City Line viaduct, the 'White City Green' to provide amenity for residents, workers and visitors. It will be a mixed area of hard landscaping and grassed areas to be used for a range of passive and active uses (including for children and teenagers) and be capable of hosting special events.

The Council will not take on funding of management of additional open spaces so arrangements should be put in place by developers, similar to the approach taken at





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Potters Field Park in Southwark, in which the space is managed by a trust. All landowners will be expected to take a co-ordinated and collaborative approach to designing and delivering the public spaces to a high standard. They will be maintained by the surrounding landowners/occupiers and managed through a body containing representatives of the Council, the local community and landowners. The delivery and implementation strategy (Chapter 9) discusses the management arrangements in further detail. All public open spaces must be laid out to be safe and capable of easy maintenance, and management arrangements must enable them to be used at all reasonable times by all members of the public.

### **7.5 Local shopping and services**

The future residential and working population will need to have access to local shops and services to provide for day to day needs that would not be provided by the town centre. At present, the LBHF Submission Core Strategy identifies a *Neighbourhood Parade* on Bloemfontein Road and *Satellite Parades* on Uxbridge Road, Goldhawk Road and Shepherds Bush Road close to the town centre, but also notes the need for a local centre or parade within the area east of Wood Lane. .

### **7.6 Community facilities**

There is significant existing provision of community facilities within the western part of the OA on the White City Estate, and immediately to the west of the OA on the Wormholt estate, including churches and faith facilities and community halls. These are important facilities, however there may be opportunities to co-locate community services where they could be provided in a more efficient and accessible way.

Future developers will be expected to work with the providers of existing facilities to ensure that the communities across the north of the opportunity area are well served. Community facilities and services need to be located so that they have maximum accessibility for their potential users.

There is a shortage of sites for voluntary or third sector hubs. Current facilities are not of a sufficient size to house a variety of third sector organisations. The opportunity area provides an opportunity for the location of a third sector hub.

### **7.7 Police and fire services**

The police and fire services will be consulted in detail on the need for facilities within the opportunity area. The Metropolitan Police Authority has indicated a potential need for accommodation for two Safer Neighbourhood Teams.

### **7.8 Employment training and support**

The OA needs to provide a range of business, office and retail premises to suit different budgets and sectors. The Council's Local Economic Assessment of the Borough will helpfully set out supply and demand for business space, whether start-up or established. Developers should consider provision of a wide and diverse supply of unit sizes and promotion of affordable retail units; and contribute



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financially to programmes to enhance business and area competitiveness as well as maximising opportunities for local entrepreneurship and enterprise.

A key aspect of the opportunity area's objective of social and economic regeneration is to enable a large number of existing local residents to obtain jobs or better jobs in the area. This could be in the construction stage or in businesses or services that locate in the area.

Out of work benefit claimant rate<sup>1</sup> in the area is very high at 22.1% (borough rate 13.3%, London rate 12.7%). Jobseekers Allowance claimant rate stands at 6.8% (borough rate 4.0%, London rate 3.9%); and 9.3% for young people of working age under 25 and 12.7% for Black males despite the borough enjoying significant economic prosperity in terms of the number of new jobs created, and relatively high number of job vacancies compared to other London boroughs.

Existing employment support facilities are piecemeal, often limited due to funding restrictions and not always responsive to local job vacancies or employer needs.

The Development Infrastructure Funding study will set out the business case for the level of infrastructure needed to support economic regeneration and local employment opportunities. Specifically developers and businesses will be expected to:

- contribute to an apprenticeship, training and employment Skills Shop which will serve as a highly visible focal point for residents looking to undertake vocational skills training relevant to local job vacancies and obtain work experience and apprenticeship opportunities; as well as assist employers to recruit to vacancies and co-ordinate outreach programmes to local housing estates, schools and partner agencies to raise aspirations and awareness of job possibilities.
- fund an apprenticeship/trainee programme which will place local people in key local industry sectors for example retail, hospitality, creative, business & finance admin. A funding ratio will set out the level of apprentice spend per £1m of development expenditure.

The Council will undertake in due course a comprehensive Local Labour – Skills & Employment Strategy in collaboration with developers and businesses. The strategy will set out a wide range of measures geared to raise employment aspirations: offer work experience, apprenticeships, vocational and other training; child support; advertise and recruit locally to current vacancies and ultimately better equip local people to compete for jobs and secure sustainable employment. Developers and businesses will be required to give early notification of vacancies and employment opportunities including clarity on the number of new jobs arising; the anticipated number of existing employee transfers (where relevant) and required skill levels.

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<sup>1</sup> Includes Jobseekers Allowance claimants, Employment and Support Allowance / Incapacity Benefit claimants, Lone Parents on Income Support, and others on income-related benefits (with the exception of carers).



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Local businesses should be able to benefit from the construction and successive use of developments. Specifically developers should sign up to a Working with Local Businesses Charter. This will set out the terms under which developers will be expected to promote and advertise tender opportunities. Developers should also brief subcontractors on the requirements of the agreement, ensure cooperation is agreed as a prerequisite to accepting sub-contract tenders; and include a written statement in contracts with sub-contractors encouraging them to work with local businesses.

### **7.9 Delivery of social infrastructure**

Social infrastructure needs to be provided in a coordinated way as development takes place. The GLA and H&F are commissioning a more detailed study, the Development Infrastructure Funding Study (DIFs) to assess the level of infrastructure, the way it should be phased, and the way it could be funded by tariffs related to development. This is outlined further in Chapter 9 (Delivery and Implementation).



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## Chapter 8 – Energy, waste and water strategy

Regeneration of the OA must take advantage of the opportunity to take a co-ordinated approach to addressing the imperatives of tackling climate change. All development must incorporate high levels of environmental performance and be exemplar in its sustainable design and construction:

### Energy

- Address energy demand through the Energy Hierarchy (Be Lean, Be Clean, Be Green).
- Create a decentralised energy network that serves new development within the OA with low carbon heat
- Design buildings to minimise energy use with energy efficient design
- Incorporate appropriate and complimentary renewable energy
- Move towards zero carbon development over the life of the plan
- Ensure design minimises potential for overheating and the need for cooling

### Waste

- efficient use of construction, demolition and excavation (CDE) waste during development
- development of small-scale, localised waste treatment infrastructure
- use of current waste management arrangements operated by existing OA occupiers
- use of nearby preferred locations for waste management
- make recycling as easy, if not easier, than waste disposal, for all development
- incorporate materials reclamation facilities, workshops and outlets for the re-use and recycling network
- use of automated waste collection systems to improve traffic congestion, air quality and local environmental quality
- identify opportunities for a waste to energy plant to create an energy centre for the decentralised energy network.
- 

### Water

- maximise sustainable urban drainage
- minimise the use of public sewers and drainage
- reduce consumption of water and energy resources





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## 8.1 Energy

The London Plan and DRLP both require all developments to make the fullest contribution to the mitigation of and adaptation to climate change and minimising carbon dioxide emissions. All development in the OA will be expected to be exemplar in its approach to energy use and supply, to ensure the greatest potential contribution to the national and local targets for carbon dioxide emission reduction.

All proposals should adhere to the energy hierarchy set out in the London Plan, which focuses on first ensuring development uses less energy, in particular by adopting sustainable design and construction measures (Policy 4A.3), then supplying energy efficiently in particular by prioritising decentralised energy generation (Policy 4A.6), and using renewable energy (Policy 4A.7).

Developments will be expected to move towards zero carbon development over the life of the plan, at least in line with the London Plan, and the design of buildings should ensure design minimises potential for overheating and the need for cooling. Where cooling will be required it should be specified to minimise energy demand in line with the GLA Cooling Guide.

Buildings proposed in the OA must be designed to minimise energy use through optimising energy efficient design. Developments should meet Building Regulations 2010 Part L through energy efficiency measures alone.

Development in the OA should also incorporate appropriate and complimentary renewable energy, including waste to energy, technologies to further reduce carbon dioxide emissions from buildings and the carbon intensity of the decentralised energy network.

These policies are reflected in the LBHF submission Core Strategy borough-wide policy CC1 on the reduction of Carbon Emissions, Resource Use and Climate Change adaptation, as well as in the strategic policy for White City, which specifies that “All development must incorporate high levels of environmental performance by the use of low and zero carbon technologies, including combined heat and power, the establishment of a decentralised energy network and the installation of renewable energy systems.”

### 8.1.1 Decentralised energy

The London Plan (policy 4A.6) expects all major new developments to either connect into Combined Cooling, Heat and Power (CCHP)/CHP distribution networks where these exist, or provide new site-wide CCHP/CHP schemes with communal heating to enable future connection into larger, low carbon district heating networks. The London Plan and Mayor’s Energy Strategy emphasise that major developments should explore the feasibility of area-wide heating and energy networks, as set out in the energy hierarchy in the London Plan.

ARUP and the LDA have undertaken an Energy Study for the OA, which is set out in the appendix of this document. The Energy Study and the Council’s Heat Mapping study have both found that the WCOA is, in principle, a suitable location for decentralised energy generation and distribution. Development of such a network would also be one of the most cost effective ways of delivering carbon emissions savings for the area.

Combined Heat and Power (CHP) units generate electricity close to the point of use and enable the heat released during the power generation process to be captured,



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distributed and used locally, often via a district heating network. This approach enables higher fuel conversion efficiencies and lower electricity distribution losses. District heating networks are fundamental to ensuring these efficiencies are achieved, and will enable low-carbon heat captured from dedicated CHP plants (or possibly waste to energy facilities) to be distributed and used for space heating and hot water production in both domestic and commercial buildings.

In the council's Submission Core Strategy, policy CC1 on climate change mitigation requires developments to minimise their energy use and maximise the provision of decentralised energy networks. The WCOA site policy for White City East also states that developments should take advantage of the opportunity for a decentralised energy network across a wide area.

#### **Map 8.1: Potential heat users and suppliers in the OA**

(image)

##### **8.1.2 White City Opportunity Area Decentralised Energy Network**

The White City energy study proposes a strategic framework and masterplan for the development of a site-wide, low carbon, decentralised energy (DE) network within the Opportunity Area (OA) to deliver environmental benefits above what might otherwise be achieved by individual developments on a plot-by-plot basis. The framework has focused on the main development sites in the east of the OA, which would feature high energy densities, short distances between heat customers and similar regeneration timescales. It also considers the potential for future redevelopment proposals in Kensington and Chelsea to connect to a wider scheme.

The energy masterplan connects key sites within the OA to a DE network based around gas-fired combined heat & power (CHP) which would serve all major new development with low carbon heat distributed to customers via a district heating network. Electricity generated by the CHP plant will be exported to the grid. Such a network could deliver carbon savings of around 15,000 tonnes/year, equating to a saving of 20% against current estimated baseline carbon emissions.

Three potential locations have been identified for the development of the energy supply infrastructure (i.e. energy centres) to power the proposed district heating network:

- the Land East of Wood Lane
- the existing BBC TV Centre site
- the White City Estate area

The study also proposed two potential network configuration options for the distribution of heat throughout the north of the OA, although these are indicative and would need to be developed further to take into account changes in anticipated development phasing. The phasing will also have a significant impact on the economic viability of the scheme and will determine the build out strategy for the heat supply equipment. Given the likely phased nature of development across the OA, the study concluded that a modular approach will have to be taken to network development.

**Image 8.1: Network configuration 1, energy centre in BBC TV Centre**

**Image 8.2: Network configuration 2, energy centre on east of Wood Lane**

(Image x 2)



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### 8.1.3 Guidance

A much more detailed, OAPF-wide DE study must be undertaken that identifies how a DE network can be developed. This would be partly funded by individual developments and they would then guarantee that their developments would connect into this network.

Key landowners and developers will be expected to work collectively with the GLA, LBHF and RBKC to engage in the WCOA District Heating Steering Group, which will be tasked with establishing a district heating network in the Opportunity Area. The steering group will determine the optimum ownership and contracting structure of the scheme, and agree the preferred delivery approach. All new development on the main development sites will be required to connect to the district heating network; the potential to include future developments in RBKC (including the North Kensington Academy and Leisure Centre) and on LBHF-owned sites should also be explored by the steering group as proposals are developed.

The steering group will agree the optimum location, scale and combination of energy generation technologies to provide a reliable and low carbon supply of heat for the district heating network, with the flexibility to adapt to future changes in relevant guidance and regulation and changes to development phasing. Provision will need to be made, east of Wood Lane, for an energy centre to support 5.6 (or 6.8MW) and 17MW of boilers, and proposals for the BBC Television Centre should also consider the feasibility of retaining the current combined heat and power system to support a wider distributed energy system. The steering group should also consider the potential for an oversized CHP plant that can act as a back up or even additional energy source within the network to support its operation and expansion.

Where a development is completed before the network is available, the development should be designed using technical standards established by the Steering Group to ensure it can connect to the network with the minimum delay and modifications. The Steering Group would develop and put in place technical standards and guidelines to ensure compatibility between developments and the Main Scheme district heating network and to ensure a consistent approach to metering and connection protocols. Planning obligations will need to be used to ensure connections occur and that standards and guidelines are acted upon.

The primary energy demand data for areas studied is shown below in the table below. This information shows the total potential demand which could be met by a DH system, and hence only includes those demands which have potential to connect to such a scheme.

The Development Infrastructure Funding study will investigate the potential for using Community Infrastructure Levy (or any similar tool) as a means of generating funds to support the delivery of a district energy scheme in the WCOA.

The primary energy demand data for areas studied is shown below in the table below. This information shows the total potential demand which could be met by a DH system, and hence only includes those demands which have potential to connect to such a scheme.



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	Annual Heat Consumption (GWh/year)	Peak Heat Demand (MW)	Annual Cooling Consumption (GWh/year)	Peak Cooling Demand (MW)	Annual Electricity Consumption (GWh/year)
Private/Developer-led developments	52.3	18.4	5.8	9.9	122.2
LBH&F Estates	17.2	6.2	0.2	0.2	8.9
RBK & C / future developments	7.2	2.2	0.1	0.1	7.1
Total	76.7	26.8	6.1	10.2	138.2

**Table 8.1 Annual heat and cooling consumption and demand per area**

**Map 8.2: Energy demand Overview (Image)**

## 8.2 Waste

### 8.2.1 Summary of Waste Strategy

London Plan policy 4A.21 ‘*Waste strategic policy and targets*’ establishes a target of 85% waste self-sufficiency for London by 2020. To manage the apportioned tonnages of municipal and commercial/ industrial waste, boroughs are required to identify sufficient land to provide new and enhanced treatment and recycling facilities. This framework and the DLRP propose the removal of the Strategic Industrial Land (SIL) designation for the land east of Wood Lane, and with it the expectation that the land be designated for waste uses.

Guidance relevant to waste management is found in LPC policies 4A.21 – 4A.29. The Council’s submission Core Strategy includes borough-wide policies CC3 on Waste Management, which promote sustainable waste behaviour, including sustainable demolition in new and existing development and seek to ensure that all developments provide suitable waste and recycling storage facilities. Borough-wide policy CC4 on protecting and enhancing environmental quality is also relevant, in seeking to reduce the amount of harmful emissions.

The eastern part of the OA is where most demolition and large-scale regeneration is likely to occur and the Council, GLA, LDA and key landowners in White City East must collaborate to identify how the OA can contribute to waste management. A comprehensive waste management strategy for the entire OA is proposed to minimise the amount of waste produced in the demolition, construction and operation of the development, in the context of the existing agreements and commitments in place for waste management in the borough.

The following priorities have been identified for resource and waste management with the key development sites in mind:

- efficient use of construction, demolition and excavation (CDE) waste during development
- development of small-scale, localised waste treatment infrastructure





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- use of current waste management arrangements operated by existing OA occupiers
- use of nearby preferred locations for waste management
- consideration and provision of sufficient waste storage and access for waste collection vehicles at early stages of the design process
- design and management to make recycling as easy, if not easier, than waste disposal, for all types of development, particularly households
- improvement of waste storage and access arrangements for existing housing and commercial stock
- use of automated waste collection systems to improve traffic congestion, air quality and local environmental quality

#### Shepherd's Bush Market

The Council's Submission Core Strategy sets out aspirations for the improvement of Shepherd's Bush Market in its policy *Strategic Site 3 – WCOA – Shepherd's Bush Market and adjacent land*. As facilities for servicing market stallholders are currently severely restricted, future improvement of the market should ensure the integration of facilities such as waste compactors, whilst access for waste and recycling collection vehicles should also be considered. Any regeneration or improvement proposals must ensure that waste is managed and containerised to maximise recycling and reduce the impact of waste on the public realm.

#### 8.2.2 Current situation

The Western Riverside Waste Authority (WRWA) was established in 1986 as an autonomous statutory local government body to undertake the waste disposal functions on behalf of four London boroughs, including LBHF. The borough councils have a duty to arrange for the collection of the waste and recyclables in the borough, and to deliver all collected waste for disposal to whomever the WRWA contracts with to dispose of the waste; this is currently Cory Environmental Ltd, whose contract for disposal for the WRWA will end in 2030.

Municipal solid waste, (MSW), including that from households, is collected by LBHF as the Waste Collection Authority for the area and managed by the WRWA. In 2008/09, LBHF generated 86,250 tonnes of municipal solid waste, which is projected to rise to 107,000 tonnes by 2031 based on an increase in population and number of households within the borough. Recycling and composting of this waste stream was just 20.56% (26.59% for household waste).

Co-mingled, dry recyclables (paper and card, glass, cans, tins, aerosols, plastic bottles and paper-based drinks cartons) are collected via household, bring-bank and commercial waste recycling services. These are sent by road to the Viridor Waste Management material reclamation facility (MRF) in Crayford in Kent. From 2010/11 dry recyclable materials will be dealt with by a new MRF nearing completion at the WRWA site in Wandsworth. Household within LBHF are entitled to take their waste and recyclables free of charge to one of two WRWA-operated Reuse and Recycling Centres (civic amenity sites) within the WRWA jurisdiction (at Smuggler's Way in Wandsworth and Cringle Street in Battersea).



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Non-recyclable residual waste is transported via river to landfill in Essex and, from 2011/12, to incineration at Belvedere in the London Borough of Bexley, where it will be used to generate electricity at a new river-based Energy from Waste (EfW) facility which is currently being constructed in Belvedere, Kent. The plant will produce about 66 megawatts of electrical power, which is sufficient to power an area the size of LBHF.

### 8.2.3 Achieving Resource Efficiency at the Development Stage

At the design and planning stage, development in the OA must consider how to meet the principles of sustainable design and construction with respect to use of materials and management of CDE waste.

These principles include:

- engaging developers, architects and designers to design out waste at source
- maximising use of reclaimed materials or construction components with recycled content
- managing CDE waste in line with the waste hierarchy and close as possible to the point of production.

Particular regard should also be given to the on-site re-use of demolition materials created, as required by Policy CC3 of the LBHF Proposed Submission Core Strategy and Policy EN19A (Recycling of Demolition Waste) of the LBHF UDP Saved Policies on Recycling and Environmental Protection. Use of modern methods of construction and on-site segregation of waste for recycling, as well as use of resource efficiency tools such as the ICE Demolition Protocol and WRAP Net Waste Tool should inform opportunities for on-site re-use of demolition and excavation material, reducing the need to export waste and import new construction materials. Use should be made of the nearest appropriate CDE waste treatment facility, construction logistics and/or sustainable modes of transportation (e.g. just-in-time delivery, consolidation centre, materials management strategy), where it is not possible to re-use waste on-site.

### 8.2.4 Potential Sources of Waste for Management within White City East

The mix of uses proposed for the OA (retail, market, office, academic, residential, hotel and leisure) will generate a range of mainly non-hazardous, potentially recyclable wastes that could be captured at the source for re-use and recycling, enabling diversion of these waste streams from landfill.

Opportunities for management of municipal solid waste (MSW) within the OA would require dialogue with WRWA to ensure issues arising from Authority's Powers of Direction over the Borough's MSW are fully considered and taken account of.

The main opportunities for integrated waste management within the OA are in relation to the commercial and industrial (C&I) waste streams that will be generated, i.e. for collection by a private waste contractor or by the local authority if requested by the occupier. It is not known how much C&I waste is currently generated but this waste stream is likely to be significant based on the future proposed commercial uses in the OA. Food and packaging waste (e.g. cardboard, plastic, glass) are likely to be



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the main waste streams generated by C&I waste producers within the WCOA. Westfield Shopping Centre and the Shepherd's Bush Market, for example, both give rise to a high proportion of dry recyclable packaging waste and food waste, although Westfield currently has specific Waste Management and Recycling arrangements in place with a private service provider. Large quantities of food waste are likely to be generated by the Imperial College site, HMP Wormwood Scrubs Prison and Hammersmith Hospital.

#### 8.2.5 Waste Infrastructure Development

LBHF has identified in its LDF Background Paper on Waste that additional waste management facilities are required to deal with locally produced waste streams through to 2031 and beyond, and to provide for greater range of waste processing facilities within the borough, including further capacity for recycling and composting and dealing with food waste. Although the WCOA is not a preferred location for waste infrastructure development, there are opportunities to integrate small-scale, localised waste facilities as part of the masterplan development proposals.

The two key opportunities for waste infrastructure development, both of which would contribute to creation of local employment opportunities, are the development of a re-use and repair network to extend the life-cycle of unwanted products and the provision of a mini-materials recycling facility (MRF) to sort and bulk up dry-recyclables for reprocessing. Opportunities for anaerobic digestion are not seen as appropriate in the White City OA, but should be explored in relation to the Park Royal opportunity area. Small-scale, individual site opportunities should also be optimised.

The spaces under the Westway and space created under decking introduced by Westfield as part of future development, should all be considered as preferred locations for these uses. Any uses located under the Westway will have to be balanced and give consideration to the aspirations for improved connectivity and high quality public realm.

These opportunities would need to be considered in the context of Policy EN19 (Waste Management Facilities) of the LBHF UDP Saved Policies on Energy, Recycling and Environmental Protection, which states that proposals for waste management will be considered in relation to the principles of best practicable environmental option, the waste hierarchy, self-sufficiency and the proximity principle.

##### **a) Re-Use and Repair Network**

The OA is of sufficient size to allow implementation of an on-site re-use strategy, subject to suitability of the material for re-use. The London Re-Use Network, operated by the London Community Resource Network (LCRN) provides an integrated and strategic approach to the collection, processing and distribution of unwanted good for re-use and repair throughout London.<sup>2</sup>

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<sup>2</sup> Further details available from: <http://www.lcrn.org.uk/projects/london-reuse-network>



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The Western Riverside Waste Authority has set up a re-use network across four boroughs (including LBHF), which will be going live in LBHF in April 2011. It will include a re-use workshop operating as a training centre for the refurbishment of white goods and furniture training over 40 young people in its first year.

Additional re-use outlets should be integrated into the main retail and commercial areas to be sited on the development sites east of Wood Lane. Opportunities should be investigated to use spaces below the Hammersmith & City Line viaduct and the Westway for a range of repair and refurbishment operations, particularly for office / domestic furniture and waste electrical and electronic equipment. Such spaces may be suitable as depots, hubs and outlets that provide the physical infrastructure necessary (including storage, sorting, training, repair and retailing activities). These operations should also provide employment opportunities for local residents.

#### **b) Materials Recycling Facility (MRF)**

The commercial and retail uses in the main development area will give rise to waste generated by retail and hospitality activities, comprising primarily of clean packaging materials, such as cardboard and plastic. These waste streams should be segregated and bulked up locally within the WCOA prior to reprocessing elsewhere. To that end, a small materials reclamation facility (MRF) should be located within the commercial developments, ideally within the land south of the Hammersmith & City Line viaduct.

The landowners and tenants should consider co-ordinating the delivery of an MRF through a local scheme or collective contracting arrangements.

#### **c) Park Royal Opportunity Area and Anaerobic Digestion**

The use of anaerobic digestion (AD) technology has been identified by the WCOA Energy Study as one of three potential technology options for the area providing the potential for CHP, particularly given the number of potential food waste producers, both within and adjacent to the WCOA, that would provide feedstock to any such facility. However, the use of AD technology would not be ideal for the WCOA given its proposed land use (e.g. proximity of residential dwellings) and the fact that the WCOA is not a preferred location for waste management.

The Park Royal Opportunity Area (PROA) is situated in close proximity to the north of the WCOA. Principally industrial in nature and identified as a preferred location for waste infrastructure, it contains strategic waste management sites providing specialist waste processing of construction and demolition waste, scrap metal, end-of-life vehicles and white goods.<sup>3</sup> These sites are well located to use sustainable means of transport including rail and canal.

Given these characteristics, Park Royal is a more suitable location for the development of an AD facility (although, the implications of potential regeneration

<sup>3</sup> Old Oak Sidings is a 3.9ha Safeguarded Waste Site with potential to handle up to 1.6 million tonnes of waste when fully operational; this is primarily construction and demolition waste but also a smaller proportion of MSW and C&I waste. The site has the benefit of canal access and a rail head. The EMR site adjoining Hythe Road is a 4.4ha Safeguarded Waste Site that has been in long-standing use of metals reclamation, mainly scrap cars and refrigerators. Around 70% of processed metals are transported out of the site via a railhead.





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resulting from the proposed High Speed 2 rail hub at the Old Oak Common sidings area will need to be taken into account).<sup>4</sup> An AD facility at Park Royal could be used to treat food waste generated within the OA, including at Shepherd's Bush Market, North End Road Market, HMP Wormwood Scrubs, Westfield Shopping Centre, Imperial College, Hammersmith Hospital and the BBC Media Village. Park Royal itself, and its surrounding industrial location, also has a high proportion of food waste manufacturers and distributors that could provide potential feedstock. This may also provide a cost effective and sustainable route for treatment of domestic food waste from the WCOA, although this would be subject to discussion with the LBHF and the Western Riverside Waste Authority.

#### d) Other Opportunities

Space beneath the Westway may also provide an opportunity for local businesses to house equipment such as compactors, balers and shredders. Use of these facilities and collection of waste and recyclable material could be co-ordinated by a local Business Improvement District or Local Enterprise Partnerships as part of collective contracting arrangements for smaller businesses.

The WCOA should also capitalise on other opportunities for development of small-scale, localised waste infrastructure that may be realised through the activities of existing and proposed waste producers in and near to the WCOA.

- HMP Wormwood Scrubs undertakes its own sorting and baling operation, sorting plastics and cardboard for recycling. It also has a medium-term plan to separate food waste for on-site composting and is looking to collaborate with Hammersmith Hospital on waste management. These proposals could be developed further with other waste producers in the WCOA to achieve efficiencies of scale in waste management through collective contracting initiatives or working with other organisations such as local Business Improvement Districts.
- Imperial College, which will develop and occupy an area to the north of the WCOA, has installed an in-vessel composting unit at its main South Kensington campus. It has also started to explore the potential of installing an anaerobic digestion facility to generate energy at Hammersmith Hospital. However, this would require development of land adjacent to the proposed hospital site, which is currently insufficient in size to accommodate such a facility.
- Developers should seek out opportunities to capitalise on arrangements already in place, build on existing best practices, and require current occupiers to take a more co-ordinated approach to waste management going forward (Westfield and its four retail anchors, Marks & Spencer, BBC).

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<sup>4</sup> The use of anaerobic digestion for treating organic waste is supported in both the Waste Strategy for England 2007 and the Mayor's strategies for the management of waste as a key way of managing waste in London, achieving greenhouse gas emissions reductions, maximising energy efficiency, and generating renewable energy. Anaerobic digestion can be used to produce energy locally and efficiently thereby reducing London's reliance on large-scale power stations and the national grid (called decentralised energy).



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### 8.2.6 Storage, Collection and Transportation of Waste

#### a) Overcoming Issues of Poor Storage and Collection Access

The design and planning stage of development should be used to ensure that all refurbished premises and new developments are designed with sufficient storage capacity and collection access arrangements in mind. This is to facilitate the separation of wastes for re-use, recycling and composting during the operational stage of development. For example, if refuse chutes are installed in flats, they should be accompanied by recycling chutes.

LBHF Submission Core Strategy policy CC3 and Policy EN17 (Waste Collection and Disposal) of the LBHF UDP Saved Policies on Energy, Recycling and Environmental Protection state that development will not be permitted unless suitable facilities are incorporated for the storage and collection of segregated waste. Standards for storage of waste and recyclables are contained with LBHF UDP Supplementary Planning Guidance on Storage of Refuse and Recyclables.

The opportunity should be taken to develop exemplar waste storage and access arrangements for redeveloped areas, incorporating the standards set out in the LBHF UDP Supplementary Planning Guidance on Storage of Refuse and Recyclables. Internal and external waste storage areas should be suitably designed in all types of property so as to ensure:

- Sufficient space is available to facilitate separation of residual waste and recyclables at source, i.e. in kitchens.
- Facilities to encourage and improve the ease of recycling are incorporated in all types of premise, particularly households, i.e. recycling chutes alongside refuse chutes in flats.
- Space is provided for storage and collection of bulky waste.
- Storage of waste can occur in a manner that will not endanger human health, the environment or cause detriment to amenity through poor waste management practices.
- Access is permitted for use by older persons and those with disabilities.
- Suitable access by waste collection vehicles.

#### b) Automated Waste Collection Systems

The Council's core strategy sets out that separate development proposals for the OA must contribute to provision of physical infrastructure necessary to support development of whole area. Regeneration of the OA provides an ideal opportunity to incorporate a sustainable and energy-efficient system for the collection of residual waste, food waste and dry recyclables. This should consider consolidation of efficient mechanisms for collection of waste to reduce vehicle journeys and length, and potentially an automated waste collection system such as Envac (underground vacuum collection of waste) and combined collection of business waste. Such a system will improve the efficiency of on-site collection, transportation of waste and local environmental quality in new development areas within the WCOA. The first automated waste collection system to be installed in the UK is at Wembley in the London Borough of Brent and is being considered for installation at Earl's Court in LBHF.



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Advantages of an automated waste collection system include improvements to traffic congestion and air quality, local environmental quality (street scene), and efficient use of internal space. The transport strategy seeks to reduce traffic congestion in the OA, which includes reducing freight movements and transport of waste. The use of an automated waste collection system will reduce the likelihood of waste vehicles blocking local roads, the number of vehicle movements required to remove local waste, and in turn, reduce the impact of waste collection vehicles on air quality in the LBHF, which has been declared an Air Quality Management Area for the pollutants nitrogen dioxide (NO<sub>2</sub>) and particulate matter PM<sub>10</sub>. Use of an automated waste collection system reduces the amount of space required for wheeled bins and the number of bin changes required, particularly for large commercial premises. Use of inlet points into a vacuum system also prevents build-up of waste on the streets, which can lead to the creation of fly-tipping hotspots.

Multiple landownership of this development area would require a co-ordinated approach to capital investment and installation of AWCS infrastructure, including a pipeline network and collection station(s). The phasing of this development area would also need to be considered to ensure that infrastructure requirements can be accommodated from the outset. Development design would also still need to cater for collection of bulky waste, bulky cardboard and glass, which are unsuitable for collection via an AWCS.

A much more detailed, OAPF-wide study must be undertaken that identifies how an automated waste network can be developed. This would be partly funded by individual developments and they would then guarantee that their developments would connect into this network.

Key landowners and developers will be expected to work collectively with the GLA, LBHF and RBKC to engage in the WCOA Waste Steering Group, which will be tasked with establishing a Waste Disposal network in the Opportunity Area. The steering group will determine the optimum ownership and contracting structure of the scheme, and agree the preferred delivery approach. All new development on the main development sites will be required to connect to the network; the potential for future developments on LBHF-owned sites to connect should also be explored as part of the steering group and proposal development.

The steering group will agree the optimum location, scale and combination of automated waste disposal technologies, with the flexibility to adapt to future changes in relevant guidance and regulation and changes to development phasing. Where a development is completed before the network is available, the development should be designed using technical standards established by the Steering Group to ensure it can connect to the network with the minimum delay and modifications. Planning obligations will need to be used to ensure connections occur and that standards and guidelines are acted upon.



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### 8.3 Water

LPC policies 4A.14 ‘Sustainable drainage’, 4A.15 ‘Rising groundwater’ and 4A.16 ‘Water supplies and resources’ seek to promote sustainable urban drainage systems, the abstraction and use of groundwater and to protect and conserve water supplies and resources.

Surface water flooding can occur almost anywhere in London but currently there are limited records and understanding of the risk. The GLA is co-ordinating the Drain London to investigate surface water flood risk. The project will identify key risk areas and potential risk management options by March 2011, following that the OAPF will examine whether any particular provision is required to mitigate or manage these risks. Thames Water is implementing a short term programme and investigating long term solutions to storm relief to address flooding issues in the Counters Creek sewer catchment. In line with the London Plan, new development will need to incorporate Sustainable Drainage Systems in line with London Plan Policy 4A.14 (DRLP Policy 5.13). The proposed White City Green, along with local open spaces will also provide an opportunity to deliver SUDS on a strategic scale in the OA.

The most significant flood risk to the Opportunity Area is associated with the combined sewer network (owned and operated by Thames Water), and in particular the Counters Creek Sewer. Given the sizeable nature of the sewer’s catchment, it backs up during extreme rainfall events as a result of limited capacity in deeper storm relief sewers, causing localised basement flooding.

Thames Water is currently preparing a bid to Ofwat seeking funding for improvements to the capacity of the Counters Creek combined sewer infrastructure. This project is called the Counters Creek Sewer Alleviation Scheme and if successful the agreement would allow construction to commence in 2014 with completion likely in 2018.

It should be noted that at present this scheme is not confirmed. Thames Water would therefore still require proposed combined flows into a combined new sewer to be either matched or reduced in comparison with existing flows. Therefore, if foul flows are proposed to be increased, additional storm water attenuation would be required to lower the risk of the Counters Creek sewer flooding.

New developments should also ensure that:

- Surface water run off is managed as close to its source as possible in line with drainage hierarchy set out in Policy 4A.14 ‘Sustainable drainage’ in the London Plan.
- Water supplies are protected and conserved by supporting the Water Action Framework, minimising use of treated water and encouraging where appropriate the installation of dual water systems that can make greater use of grey water (London Plan policy 4A.16 Water supplies).
- Subject to discussions with Thames Water, development in the Opportunity Area must not result in an increase in stormwater or sewer entering the Counters Creek sewer





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- Green roofs are installed wherever possible to minimise heat gain and rainwater runoff (London Plan policy 4A.10 Overheating)



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## CHAPTER 9- Delivery and Implementation Strategy

A consistent approach for Planning Obligations will be established through a Development Infrastructure Funding Study (DIFs).

The DIFs will consider and establish:

- Appropriate standard charges/tariffs
- Development viability
- Phasing of development
- Availability of other funding sources

The DIFs aims to pool development contributions that may include provision of:

- New or improved social infrastructure;
- Strategic open space that benefits the area as a whole;
- Transport infrastructure and improvements;
- Physical links and connections;
- Training, local apprenticeships and targeted recruitment for local people;
- Refurbishment of affordable and other housing to enable estate residents to obtain better accommodation;
- Increased sewer capacity;
- Enable estates residents to move to into affordable home ownership;
- New housing opportunities across the wider area; and
- Environmental improvement such as distributed energy and power.

### Summary

The framework has set out an indicative masterplan, which relates to an overall development capacity for White City East. It is fortunate that the main development opportunity in White City East is in the hands of only a small number of landowners. Nevertheless, to ensure that separate planning applications will cumulatively result in the delivery of the vision for regeneration set out in this framework, it is likely that there will need to be further masterplanning of individual land holdings. Each individual masterplan should ensure they adhere to the key principles set out in this framework, and do not compromise the delivery of the overall vision or viability of other sites in the OA.

The preceding strategies have highlighted that many of the regeneration and development aspirations in the OA will need to be supported by a comprehensive package of physical, social and economic infrastructure investments. This framework outlines some of the more significant infrastructure investments that will be needed over the expected 15-20 year development period. Individual development proposals will be expected to contribute to general infrastructure delivery across the OA, with contributions to be in proportion to the scale and uses of each scheme, and with regards to scheme viability.

A development infrastructure funding study (DIFs) is being prepared to inform the preferred approach to funding of infrastructure required to support the levels of



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development proposed in the OA. The DIFs will explore how a tariff-based approach to funding infrastructure can be implemented, and will consider viability, phasing, and prioritisation of infrastructure delivery in establishing the preferred approach to ensuring delivery.

## **9.1 Background legislation and policy**

### **9.1.1 Government context**

#### Planning obligations

The Department for Communities and Local Government (DCLG) Circular 05/05 provides advice on how to negotiate, proceed and utilise Section 106 planning obligations. Planning obligations should only be sought where they meet certain policy tests:

1. Necessary.
2. Relevant to planning.
3. Directly related to the proposed development.
4. Fairly and reasonably related in scale and kind to the proposed development.
5. Reasonable in all other respects.

From 6 April 2010, 1, 3 and 4 have become legal requirements. The Government intends to continue with the proposed Community Infrastructure Levy (with some amendments) which will replace S106 Obligations for most infrastructure provision.

#### Pooled contributions

The DCLG Circular 05/05 indicates that pooled contributions are appropriate when the combined effects of several proposals create the need for new infrastructure. In the White City OA, planning obligations monies received by the borough are expected to be pooled to achieve the implementation of agreed projects, where appropriate and feasible.

#### Standard charges

The DCLG Circular 05/05 supports the use of standard charges. These should be calculated using a clear formula and should only be applied to reflect the actual impacts of that development. Standard charges can be based on the projected growth in jobs and housing numbers for the life of the OAPF and the projected costs of community infrastructure including training.

Paragraph 5.7 of the Circular states:

“Standard charge is a shorthand way of expressing and calculating developer contributions, and can be particularly useful where a number of similar units are being developed, with similar impacts.”

The standard charge will be index-linked to inflation. However, a balance needs to be struck between making reasonable contributions to the likely wider public costs of development, as set out in government guidance, and the need not to restrain development by making it unviable. The application of a standard charge would



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introduce some certainty and transparency into the negotiation process for all parties.

### 9.1.2 Strategic context

LPC policy 6A.4 'Priorities in planning obligations' indicates the Mayor's preference for pooling planning obligations: "The Mayor will, and boroughs should, reflect the policies of this plan and include appropriate strategic as well as local needs in their policies for planning obligations. The Mayor wishes to develop with boroughs a voluntary system of pooling for the provision of facilities related to proposed developments. Affordable housing and public transport improvements should generally be given the highest importance with priority also given to learning and skills and health facilities and services and childcare provision."

Policy 6A.5 'Planning obligations' states:

"Boroughs should set out a clear framework for negotiations on planning obligations in UDPs having regard to central government policy and guidance and local and strategic considerations to the effect that: it will be a material consideration whether a development makes appropriate provision for, or contribution towards requirements that are made necessary by and are related to the proposed development; negotiations should seek a contribution towards the full cost of all such provision that is fairly and reasonably related in scale and in kind to the proposed development and its impact on the wider area; boroughs should refer to planning obligations that will be sought in relevant parts of the UDP (such as transport and housing policies)."

#### Mayoral CIL

In early 2011 the Mayor published proposals for consultation on a new Londonwide Community Infrastructure Levy (CIL). The levy is intended to raise £300 million towards the delivery of Crossrail, which is a strategic priority to support the growth and development of Greater London. The consultation document proposes a draft charging schedule which introduces 3 "charging zones," which reflect the different levels of development viability within the Greater London charging area. LBH&F is proposed to be in zone 1, where the charge would be £50 per square metre of new development. The development infrastructure funding study (see Chapter 9) will take into account any Mayoral CIL.

The Mayor does not intend to relieve developments of the obligation to contribute to his CIL in exceptional circumstances, but will seek to address problems of viability caused by the combined demands of CIL and section 106 agreements by making any necessary adjustments to the latter, in accordance with well-understood and applied planning principles. This approach would also apply to any tariff or standard charge.

### 9.1.3 LDF context

The LBHF Submission Core Strategy policy for Strategic Site 1 – WCOA: White City East, specifies that planning applications for individual sites in the OA should illustrate how proposals sit within the context of a detailed masterplan for each major landholding or group of closely related landholdings (in particular, the group of major landholdings between the Hammersmith & City Line viaduct and the A40), and within the context of the indicative masterplan and transport study for the OAPF.





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It sets out that all development must contribute to achieving the strategic policy for the OA, especially in terms of directly contributing to the regeneration of the north of the OA, the provision of social and physical infrastructure, affordable housing, and improvements to the transport infrastructure to enable the area to be developed to its potential.

The Core Strategy also seeks to ensure that the any quantum of development proposed on individual sites is in proportion with a site's area in relation to the whole of White City East, as well as with the rest of the OA. Similarly, the expectation is that no one development introduces demand on the transport network that is disproportionate to the site area and capacity when considered against the OA as a whole and the principles set out in the planning framework.

## 9.2 Contributing to regeneration

To ensure the process is transparent and equitable to developers, a consistent approach for determining planning obligations is encouraged across the OA. The development of all privately owned land will be required to contribute directly to local regeneration (including on the Council and RSL housing estates), to the delivery of strategic open space and public realm projects, district energy schemes, and to achieving a more mixed and balanced community across the whole area.

A Development Infrastructure Funding Study (DIFs) is being undertaken to establish how a tariff-based approach to financial contributions can be implemented in the White City OA. It should result in an approach to development infrastructure funding which will be agreed between the GLA, TfL and LBHF, with the participation of key landowners.

The DIFs will explore what the appropriate standard charge should be, taking into account estimated cost of transport, public realm, open space, and social infrastructure provision including the delivery of key east-west connections across the West London Line and the Central Line cutting. The study will consider development viability, phasing, and availability of other funding sources. The intention is to allow for pooling of development contributions across the OA, based on a standard charge per square metre of commercial floorspace and per residential unit.

This may include provision of or contributions to:

- land, buildings and funding for new or improved publicly available social infrastructure;
- strategic open space that benefits the area as a whole;
- transport infrastructure or improvements necessary to secure the regeneration of the whole area;
- physical links across the Westway, West London line, and the Central line;
- increased sewer capacity;
- programmes that enable local people to access new job opportunities through training, local apprenticeships or targeted recruitment;
- refurbishment of affordable and other housing to:
  - enable estate residents living in unsuitable or inadequate housing to obtain better accommodation;



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- enable estate residents to move into affordable home ownership;
- facilitate new housing opportunities across the wider area;
- facilitate refurbishment or replacement of existing homes on the estates.
- environmental improvement and measures to enhance environmental sustainability, such as distributed energy and power and waste collection;

The contribution of individual developments may be linked to infrastructure that is located on a different site in the OA, but that is deemed essential for the successful regeneration of the entire OA. This will include infrastructure that results from the microsimulation stage of the strategic transport study and ongoing discussions with the Council and other stakeholders regarding educational, health and community service needs.

The DIF study will consider how developments may contribute directly by providing land and/or buildings, rather than by financial contributions, and how the tariff could be implemented through existing S106 obligations legislation (there may be opportunities for S106 pooling) or the forthcoming Community Infrastructure Levy. It will also take into account the potential introduction of a Mayoral CIL for Crossrail or any other borough-wide CIL, and the relationship and impact of these on the potential for infrastructure delivery in the OA. The results of the study will be incorporated in the OAPF as part of a more detailed delivery and implementation strategy, and consulted on at the second stage of consultation (anticipated in Autumn 2011).

### **9.3 Public consultation and engagement**

Public engagement in the preparation of the OAPF is an essential part of the process and this needs to continue as proposals to implement it are brought forward. The framework aims to set out the basis on which it would be possible to consider how to capture regeneration benefits for people who live on the White City estates. This must involve economic benefits linked to new employment in the area, improvement of local facilities, and opportunities for people to transfer to new housing in the area that better meets their needs. It could involve physical regeneration of the estates through development and /or regeneration. Estates residents must be involved in discussions about the options, to establish the best way forward, and a long term programme of engagement with residents is being established.



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**General appendices**

**GA1 – Acronyms & Glossary**

**GA2 - Bibliography**



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### GA1 Acronyms & Glossary

°C	Degrees Celsius
3D	Three-dimensional
A	Appendix
AD	Anaerobic Digestion
AECB	Sustainable Building Association
AOD	Above Ordnance Datum
BBC	British Broadcasting Corporation
BERR	Department for Business, Enterprise and Regulatory Reform
BME	Black and minority ethnic
BMW	Biodegradable Municipal Solid Waste
BREEAM	BRE Environmental Assessment Method
CABE	Commission for Architecture and Built Environment
CAD	Conservation Area Directory
CAMS	Catchment Abstraction Management Strategies
CAZ	Central Activities Zone
CCHP	Combined Cooling and Heat Power (distribution networks)
CDE	Construction, Demolition and Excavation
CHP	Combined Heating and Power (distribution networks)
CCZ	Congestion Charging Zone
CHP	Combined Heat and Power
C/I	Commercial and Industrial waste
CIRIA	Construction Industry Research and Information Association
CLG	Department of Communities and Local Government
CO <sup>2</sup>	Carbon Dioxide
CSH	Code for Sustainable Homes
DCLG	Department of Communities & Local Government
DE	Decentralised Energy
DECC	Department of Energy and Climate Change
DCFS	Department for Children, Families and Schools
DEFRA	Department of Environment Food and Rural Affairs
dfl	Design for London
DHN	District Heating Network
DHW	Domestic Hot Water
DIFs	Development Infrastructure Funding Study
DIY	Do-it-yourself
DNO	Distribution Network Operator
DPD	Development Plan Document
DRLP	Draft Replacement London Plan
EfW	Energy from Waste
EH	English Heritage
EiP	Examination in Public
ESCO	Energy Service Company
ETF	Environmental Transformation Fund
EU	European Union
FRA	Flood Risk Assessment
GB	Great Britain





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<b>GLA</b>	Greater London Authority
<b>GP</b>	General Practitioner
<b>HA</b>	Hectares
<b>HRH</b>	Habitable Rooms per Hectare
<b>HWS</b>	Hot Water Service
<b>ICE</b>	Institution of Civil Engineers
<b>ICL</b>	Imperial College London
<b>IDNO</b>	Independent Distribution Network Operator
<b>IMD</b>	Index of Multiple of Deprivation
<b>KV</b>	Kilovolts
<b>LB</b>	London Borough
<b>LBHF</b>	London Borough of Hammersmith & Fulham
<b>LCN</b>	London Cycle Network
<b>LDA</b>	London Development Agency
<b>LDF</b>	Local Development Framework
<b>LTS</b>	London Transportation Studies
<b>LU</b>	London Underground
<b>LUL</b>	London Underground Limited
<b>LV</b>	Low Voltage
<b>LVMF</b>	London View Management Framework
<b>LWaRB</b>	London Waste & Recycling Board
<b>M</b>	Metre
<b>M<sup>2</sup></b>	Metres squared
<b>M<sup>3</sup></b>	Metres cubed
<b>MJ</b>	Mega joule
<b>MRF</b>	Materials Recycling Facility
<b>mm</b>	Millimetres
<b>M&amp;S</b>	Marks and Spencer
<b>MW</b>	Megawatt
<b>MWe</b>	Megawatt Electric
<b>MWH</b>	Megawatt Hour
<b>MSW</b>	Municipal Solid Waste
<b>NHS</b>	National Health Service
<b>NVQ</b>	National Vocational Qualification
<b>OA</b>	Opportunity Area
<b>OAPF</b>	Opportunity Area Planning Framework
<b>OAWAT</b>	Office of Water Services
<b>p.a.</b>	Per Annum
<b>PROA</b>	Park Royal Opportunity Area
<b>PPS</b>	Planning Policy Statement
<b>PRS</b>	Pressure Reducing Station
<b>PTAL</b>	Public Transport Accessibility Level
<b>QPR</b>	Queens Park Rangers Football Club
<b>QVA</b>	Qualitative Visual Assessment
<b>RBKC</b>	Royal Borough of Kensington and Chelsea
<b>RCV</b>	Refuse Collection Vehicles
<b>RIBA</b>	Royal Institute of British Architects
<b>ROC</b>	Renewable Obligation Certificate
<b>RPB</b>	Regional Planning Body



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<b>RSS</b>	Regional Spatial Strategy
<b>S106</b>	Section 106
<b>SDS</b>	Sustainable Drainage System
<b>SEL</b>	Strategic Employment Land
<b>SFRA</b>	Strategic Flood Risk Assessment
<b>SHMA</b>	Strategic Housing Market Assessment
<b>SIL</b>	Strategic Industrial Location
<b>SMP</b>	Shoreline Management Plan
<b>SPD</b>	Supplementary Planning Document
<b>SPG</b>	Supplementary Planning Guidance
<b>SPV</b>	Special Purpose Vehicle
<b>SME</b>	Small and Medium Enterprises
<b>SRDF</b>	Sub Regional Development Framework
<b>SRN</b>	Strategic Road Network
<b>SUDS</b>	Sustainable Urban Drainage System
<b>TA</b>	Territorial Army
<b>TA</b>	Transport Assessment
<b>TER</b>	Target Emissions Rate
<b>TfL</b>	Transport for London
<b>TH</b>	Treasury Holdings
<b>TLRN</b>	Transport for London Road Network
<b>tpa</b>	Tonnes per annum
<b>tph</b>	Trains per hour
<b>TRCCG</b>	Three Regions Climate Change Group
<b>UDP</b>	Unitary Development Plan
<b>UHI</b>	Urban Heat Island
<b>UK</b>	United Kingdom
<b>UDP</b>	Unitary Development Plan
<b>USG</b>	United States Government
<b>WCOA</b>	White City Opportunity Area
<b>WCOAPF</b>	White City Opportunity Area Planning Framework
<b>WEZ</b>	Western Extension Zone
<b>WLL</b>	West London Line
<b>WHS</b>	World Heritage Site
<b>WRAP</b>	Waste and Resource Action Programme
<b>WRWA</b>	Western Riverside Waste Authority



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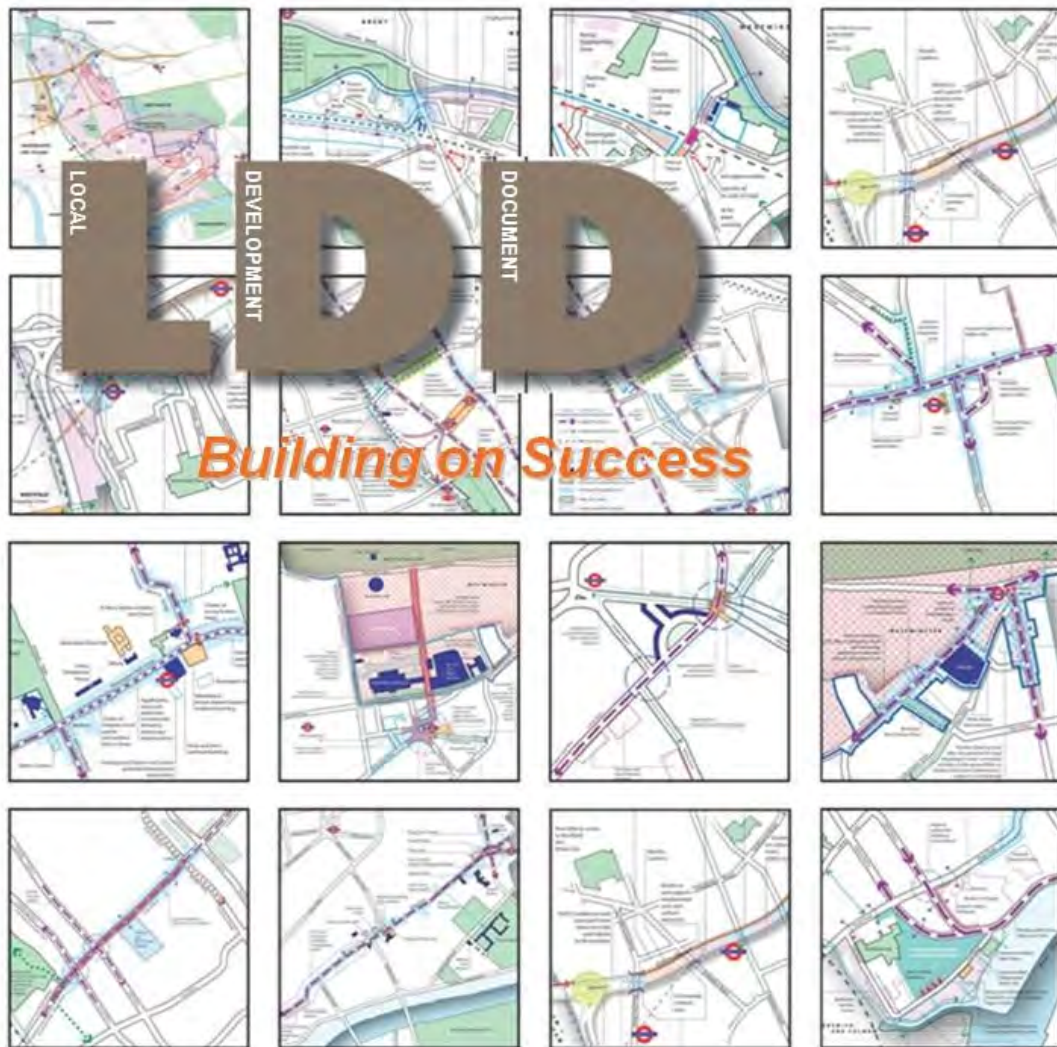
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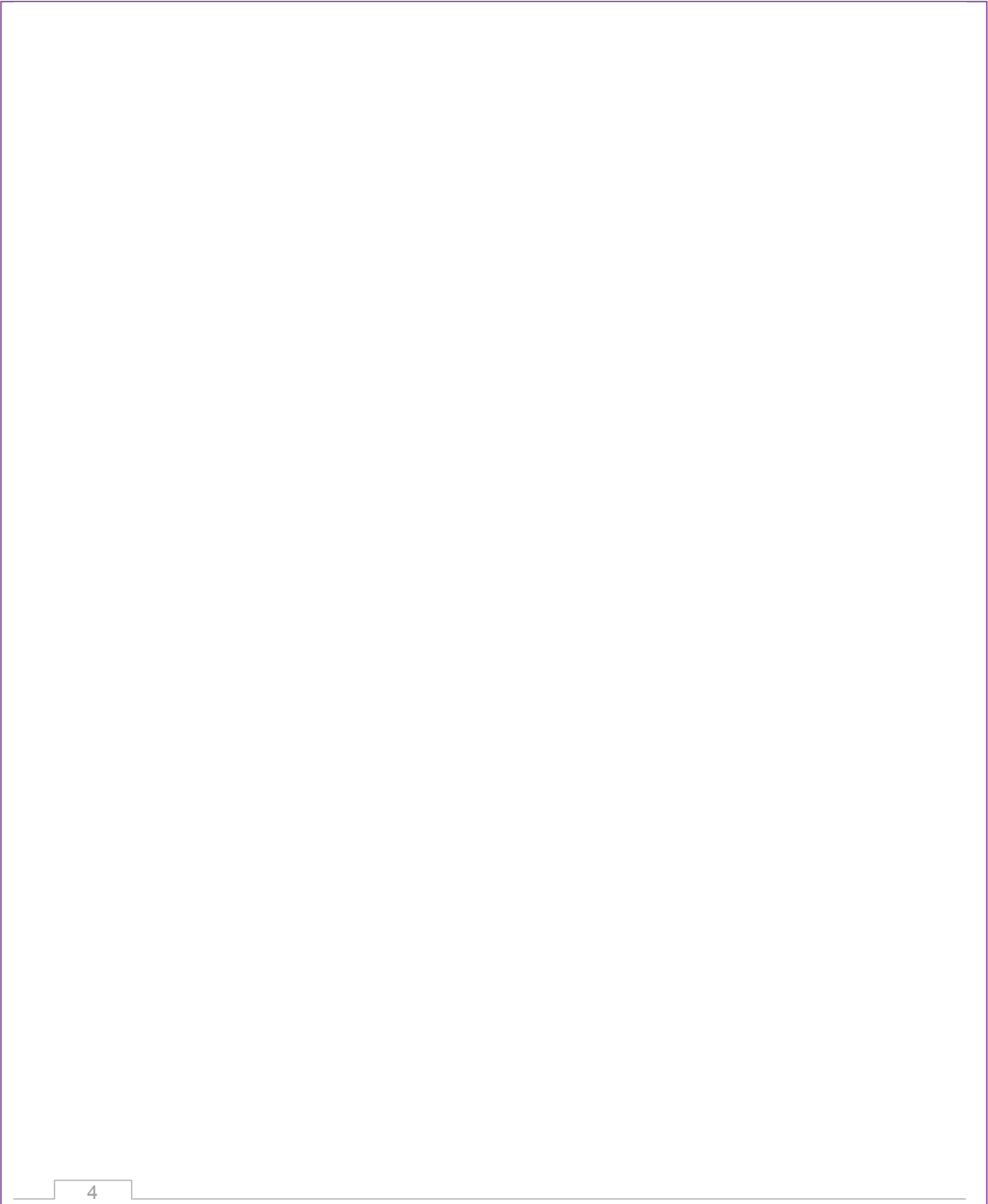
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## 1.0 Introduction and Background

### 1.1 The Purpose of this document

- 1.1.1** The purpose of this Planning Brief is to provide site specific planning guidance for the future development of the land under and adjacent to the Westway Flyover. This land has the potential to deliver significant social and economic benefit and to bring about improvements to the physical environment.
- 1.1.2** The realisation of these benefits requires several issues to be addressed. The Brief provides a long term, comprehensive approach for the future development of the area over the next 20 years.
- 1.1.3** The Brief builds upon the policy requirements within the Core Strategy and provides a detailed framework to focus and co-ordinate future investment in the area. It also provides an opportunity to improve the physical environment by addressing issues of safety, security and connectivity as well as overcoming the ongoing negative impacts of the Flyover. The underlying aim is to utilise the space beneath the Westway and land adjacent to it for a more sustainable mix of uses and activities, which will benefit surrounding residents and the wider community.
- 1.1.4** This document supplements the policies of the Royal Borough of Kensington and Chelsea (RBKC) Core Strategy, which was adopted in December 2010, it will be adopted as a Supplementary Planning Document (SPD). Further information on the planning context is included in section 2, later in this document.



## 1.2 Background

- 1.2.1** The Core Strategy identifies the Westway as a key component for the future programme of regeneration in North Kensington. This Brief provides additional guidance to that provided in the Westway ‘Place’ of the Core Strategy to help secure the delivery of the objectives as set out in that document.
- 1.2.2** The Westway Flyover was constructed between 1964 and 1970 to relieve traffic congestion at Shepherd’s Bush. The development was controversial as it cut a large swath through the urban fabric and resulted in the demolition of many properties and the severance of a number of roads. Despite the passage of time, the scars of this development have still not completely healed - it is hoped that this SPD will aid in creating a better environment and improve connectivity between communities to the north and the south of the flyover.
- 1.2.3** In 1971 the Westway Development Trust (then known as the North Kensington Amenity Trust), was established to help find some positive solutions to the use of the vacant land created by the road link. It was responsible for managing the strip of land underneath the Westway for the benefit of the local community as compensation for the damage and destruction caused by the road; and to hold the land in a trust so that local people would be actively involved in determining its use.
- 1.2.4** The Trust is a community-based organisation, which owns and manages an extensive portfolio of commercial properties and workspace for local charities. The Trust has produced a Business Plan for 2008-2013 and a Regeneration and Property Plan to 2020 that is underpinned by a strategy, which seeks to make better commercial use of some of its property in order to raise



funds to help pay for the community activities it supports on land under the Westway used by borough residents.

**1.2.5** The broad aspirations of the Trust's property plans were incorporated into the adopted Core Strategy, in the form of a 'Place' chapter (Chapter 8) which was subject to public consultation as part of the Core Strategy process. Principally, the plan focuses on the consolidation of sport facilities at the western end, community activities, business and retail in the central stretch, and small units for business start-ups towards the east.

**1.2.6** The Council's vision, as set out in the Core Strategy, is "for the Westway to no longer be an oppressive negative influence, but one which celebrates public art and creativity, using this and the land assets beneath the Flyover. The problems of community safety will be overcome, and improved pedestrian linkages will make the area under the Flyover into something wonderful."

**1.2.7** The need for commercial development of land underneath the Westway Flyover has partly come about as a result of the constraints being placed upon public sector funding and the need to provide a secure future for existing community services. For the Trust to continue to generate the necessary funding to support local community based activities and facilities, it is recognised that there is a need to optimise the existing landholdings, to reduce the negative environmental effects associated with the motorway and enhance safety and security.



### 1.3 The Site

**1.3.1** The land underneath the Flyover occupies around 9 ha (23 acres) of land and stretches across the Borough from the boundary with London Borough of Hammersmith and Fulham (LBHF) marked by the West London Line to the west, to the footbridge that leads to Westbourne Park underground station in the east.

**1.3.2** The Westway runs across Golborne and Notting Barns Wards, and is close to neighbouring Colville Ward.

**1.3.3** All of the land underneath the flyover is owned by Transport for London (TfL). However, the majority of the land is leased by the Trust together with a few distinct sites managed by the Royal Borough of Kensington and Chelsea. TfL retains covenants on all the land to enable access to the Westway Flyover for repairs and emergencies.

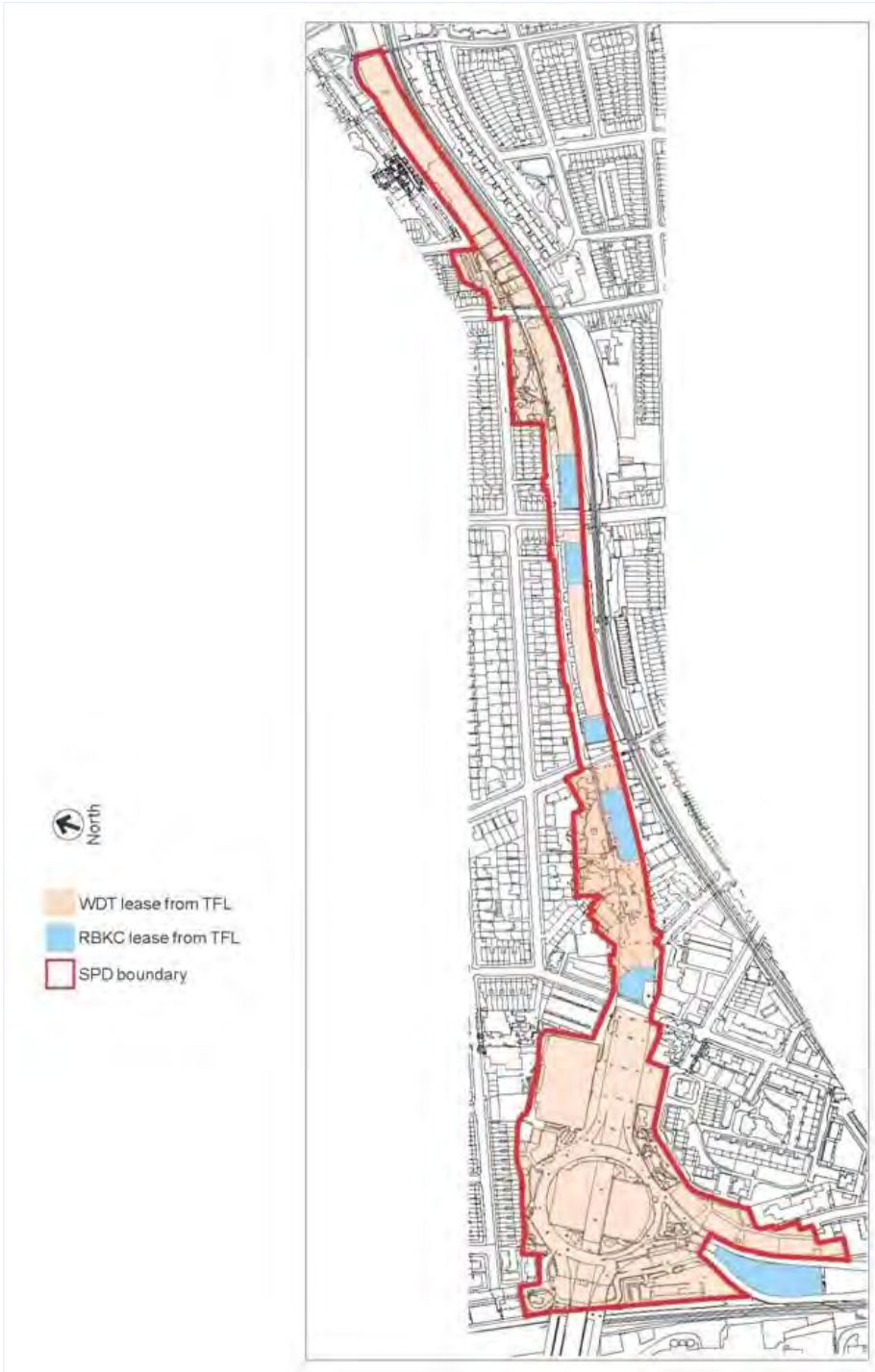


Figure 1 Land ownership and SPD Boundary





## 2.0 Planning Policy Context

### 2.1 Introduction

**2.1.1** When planning applications are submitted for the area covered in this SPD, they will be assessed against the Development Plan for the Borough (comprising of the London Plan and the Core Strategy and saved policies within the Unitary Development Plan) and other relevant planning matters, which are known as material considerations.

**2.1.2** In terms of material considerations, these include:

- National planning policy as contained within the National Planning Policy Framework;
- Other Supplementary Planning Documents as adopted by the Royal Borough.
- Other matters which may be regarded as relevant to the development. These matters do not need to be recorded in a policy document.

### 2.2 Regional Policy

**2.2.1** The London Plan (adopted July 2011) provides the regional planning policy context for Kensington and Chelsea and together with the Core Strategy forms the Development Plan for the Royal Borough. As part of the London Plan an Opportunity Area has been designated by the Mayor at White City in the London Borough of Hammersmith and Fulham (LBHF) to the west of the SPD site area.



## 2.3 Local Policy

**2.3.1** The Core Strategy was adopted on 8th December 2010. It underwent several stages of public consultation during its preparation, which began in 2004. It provides a high level suite of strategic policies and forms the principal document of the Borough's Local Development Framework.

**2.3.2** Within the Core Strategy, the Westway has been identified as being an integral part of the wider North Kensington regeneration area. Policy CP3 ensures that opportunities for change in North Kensington deliver the widest possible regeneration benefits commensurate to the scale of development.

**2.3.3** In view of the special challenges that are posed by the Westway Flyover it has been identified as a 'Place' in its own right in the Core Strategy. The Core Strategy aims to protect and promote the local distinctiveness of the 'Places' and improve their character, quality and the way they function.

**2.3.4** Core Strategy 'Place' Policy CP8, which specifically relates to the Westway, states:

"The Council will ensure the negative impacts of the Westway are ameliorated by requiring development to include appropriate measures to improve the quality of the environment. "

**2.3.5** The guidance contained within this SPD will be a material consideration when future planning applications are determined. The SPD is also supplementary to Core Strategy Policies CP2: Places; CP3: North Kensington; CP8 Westway and CV8: Vision for Westway. The vision for the Westway should be borne in mind when any planning application is submitted for the area covered by this brief:



“To transform the Westway Flyover from an oppressive negative influence into one which celebrates public art and creativity, using this and the land-assets beneath the Flyover to overcome problems of community safety and improve pedestrian linkages to make the area under the Flyover into something wonderful.”

## 2.4 Summary of consultation to date

**2.4.1** Before drafting this Brief, consultation with residents and other interested parties took place. This was primarily in the form of a ‘Westway Planning Brief – Issues and Principles’ leaflet which was published in November 2010. This established the issues and principles for four areas underneath and close to the Westway – Stable Way and the Sports Centre; Maxilla Walk and Malton Road; Thorpe Close/Portobello Road, and Acklam Road. Three drop in sessions and an evening workshop took place.

**2.4.2** The initial consultation process gave rise to a number of key principles that have been incorporated in this SPD, including:

- An ongoing requirement to provide office space and facilities for existing and new community based charities/ services that are focussed upon the delivery of services/ support to local people.
- Providing for the particular needs and demands of young adults, including the retention/ re-provision of the existing Skate Park facilities;
- Maintaining a trading environment for the Portobello Market, which is important to local economic vitality, and providing improved market facilities;
- Providing new and replacement accommodation capable of meeting the needs of a wide range of small scale business users;



- Sustaining existing creative industries and providing new opportunities to cater for potential future demand;
- Consolidating and enhancing existing sports facilities;
- Improving the quality of the environment, safety and access; and
- Enhancing connections, particularly to White City and to the London Borough of Hammersmith and Fulham in general.

### **3.0 The Westway today**

#### **3.1 Issues and opportunities**

**3.1.1** In parallel with the public consultation exercise, the area was examined in terms of the issues it faces and the opportunities that exist to expand existing and introduce new uses and activities and encourage new investment and growth.

**3.1.2** As a result of the initial consultation and further work, a number of area wide issues and opportunities have been identified, which may be summarised as follows:

##### **3.1.3 Land use and buildings**

- The area supports a diverse mix of existing land uses and facilities that perform an important role in terms of serving the social and community needs of the area. Opportunities exist through the introduction of new and the enhancement/ rationalisation of existing uses and facilities to better serve the needs of Borough residents.





- The area supports a number of existing land uses and functions that due to their location and proximity to other uses are not fulfilling their potential. There is an opportunity to improve the long-term sustainability of the area both through the relocation of certain land uses to more appropriate locations and/or through the redevelopment of existing sites and buildings to allow for the introduction of more appropriate and complimentary uses and functions.
- The established retail areas around Portobello Road and Ladbroke Road are identified as providing an opportunity to focus new retail and leisure activity.
- Demand for office space has historically been focussed on land associated with the more primary routes such as Portobello Road and Kensal Road. In terms of the future, demand is identified for low/ medium specification accommodation at affordable rents for local businesses.
- The area is perceived by potential business users as being unsafe, suffering from problems of access and availability of convenient parking.
- A number of existing buildings are reaching the end of their economic and design lives. There is an opportunity to improve the quality of the built environment through the replacement of poor quality, redundant buildings with new, robust and adaptable buildings of a higher architectural quality that respond to the opportunities and constraints presented by the location.
- The Council will also seek to improve the quality of the built environment by continuing to resist all forms of advertising clutter in the area, including advertisement towers - this is in line with the vision of the Westway as contained within the Core Strategy.





#### 3.1.4 Open spaces and places

- The Westway runs east/west across the Borough connecting White City to Westbourne Grove and it has the potential to provide a far more significant role in terms of pedestrian and cycle movement. The environment under and adjacent to the Westway is, however of a poor quality. Whilst crime levels are relatively low the environment is not one that instils confidence, especially during the hours of darkness. There is an opportunity to straighten the route and to significantly enhance the quality, safety and legibility of the environment for pedestrian and cyclist moving into and through the area. A contribution towards funding for these works may be available through the forthcoming Community Infrastructure Levy (CIL). This is through a process of competitive bidding - CIL funding would not be available until 2014/15 at the earliest.
- The severance problems created at the time of the Westway's construction are ongoing. North/ south movement under the Westway is complicated and a number of the uses and activities under the Westway are not as well integrated into their surroundings as they might be. The opportunity exists to enhance these north/ south connections, create an environment which is easier to move through and to better integrate the uses and activities under the Westway into their surroundings.
- The area under the Westway and the adjacent land support a number of spaces, which serve the needs of a wide range of people. Whilst these spaces are well maintained they look tired, unexciting and are of a poor quality. The opportunity exists to upgrade the existing and create new spaces and routes for people to use and enjoy, whether they are moving into, through and around the area or because they wish to spend time there. In addition the nature of the environment under the Westway also provides an opportunity to



introduce bold designs using colour, lighting, planting and public art in order to make the area a more comfortable and inviting place to be and to move through.

### 3.1.5 Access

- The area has a Public Transport Accessibility Level (PTAL) of between 3 (Moderate) and 4 (Good). For a definition of PTAL see the glossary at the end. The area is served by a number of buses together with Stations on the Circle Line and Hammersmith and City Line. The legibility of routes to these stations is, however not straightforward and wayfinding is currently difficult. The opportunity exists to clarify the key access routes, introduce signage and improved lighting to and from existing stations and bus stops.
- Vehicular access to the various uses and activities that occupy land and buildings under the Westway is also problematic due to the lack of routes adjacent to the Westway. This places constraints on existing servicing and refuse collection. This document sets out how existing land uses can be reorganised to improve access and servicing arrangements into and through the area and overcome some problems of vehicular/ pedestrian conflict.
- Delivery  
These improvements will be achieved in part through value released by facilitating land use changes. However, it is unlikely that this will release funding for all the improvements identified. Improvements will be sought from opportunities arising at White City, and will be included in the Infrastructure Development Plan (IDP) for potential funding through CIL, although this is dependent on a competitive bidding process. Such funding would not be available until 2014/15 at the earliest.



Figure 2 Issues and Opportunities





## 4.0 A Development Framework

- 4.0.1** Based on comments received from the initial consultation and the various issues and opportunities identified in the previous section, an area wide framework has been developed for the land under the Westway. It is intended that the framework will be used by the Council to address specific issues affecting the area and as a means to guide and coordinate future public and private investment in the regeneration of the area.
- 4.0.2** The Council estimates that, based on the component parts of the framework the area has the potential to deliver in excess of 13,000sqm of new mixed retail, community, sport and employment floorspace and that this new floorspace has the potential to generate up to 335 additional new jobs.
- 4.0.3** The delivery of this new floorspace will involve both the redevelopment of land and buildings that are currently vacant and those that are currently occupied by a number of existing uses and activities. A number of these existing uses and activities serve the needs of the existing community. As part of the framework the Council wish to ensure that some of these existing uses are retained either on site or, where appropriate are relocated. In addition the Council wish to ensure that the opportunity is taken as part of any redevelopment/ relocation strategy to ensure the activities meet a specific community requirement.
- 4.0.4** In view of this situation the framework, as set out below, identifies those existing uses and activities the Council will want to see either retained in situ or relocated to an alternative site either within the site brief area or where appropriate to an alternative location in the vicinity.



4.0.5 The proposed framework covers all of the land under the Westway. However, in order to explain the component parts of the strategy it has been broken down into five distinct zones or character areas, namely:

- The Westway Sports Centre and Stable Way
- Maxilla Walk
- Malton Road
- Thorpe Close and Portobello Road
- Acklam Road

4.0.6 Figure 3 defines each of these zones or areas. For each the framework describes the Council's vision for the future development of the area. Each vision is supported by an urban design framework plan and a series of land use, movement and public realm principles to help guide the future development of each area.



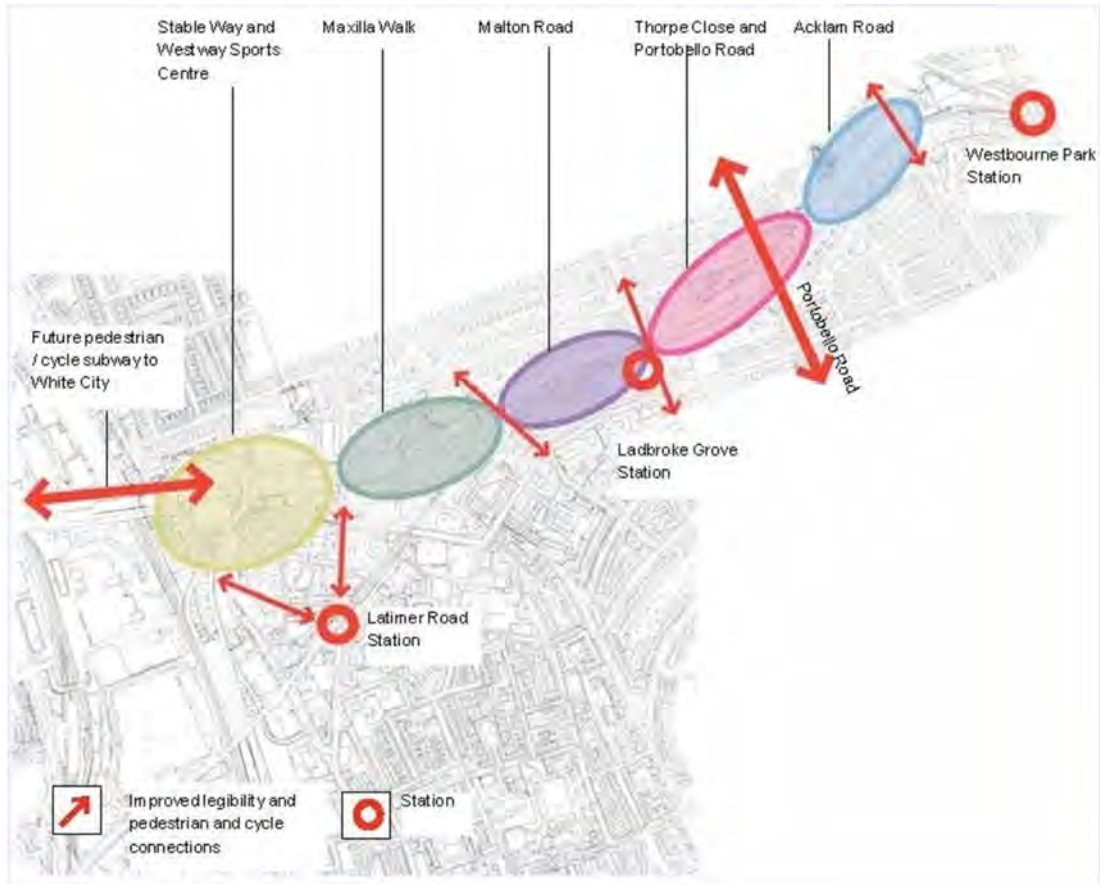


Figure 3 Character Areas

#### 4.1 Westway Sports Centre and Stable Way

**4.1.1 The existing situation:** This is the most western part of the Westway corridor. An area that supports a number of sport and leisure uses, including:

- A Lawn Tennis Association (LTA) accredited by the High Performance Tennis Centre. It provides 8 indoor acrylic courts, 2 outdoor floodlit Canadian clay courts and 2 synthetic grass courts.
- Six x 3G football pitches, one 11-a-side pitch, 3 x 5-a-side, 1 x 6-a-side, 1 x 8-a-side and 2 x multi-use games areas (MUGAs).



- A climbing centre comprising climbing walls up to 14.5 metres high.
- Stables and an associated riding arena.

4.1.2 The Westway Sports Centre (WSC) is run and maintained by the Westway Development Trust.

4.1.3 The area also supports some 3,000sqm of light industrial floorspace (Class B1c<sup>1</sup>) that has largely reached the end of its economic and design life and represents a poor environment. This light industrial floorspace is accessed via Stable Way. The route also provides access to an existing Traveller's site situated to the south of the area.

4.1.4 Issues and influences: In terms of the future of the area the following issues and influences have been identified:

- The White City Opportunity Area is located to the west in the London Borough of Hammersmith and Fulham. An opportunity exists to create a new pedestrian and cycle connection to the proposed new shopping, employment and recreational facilities to the west. It will also allow the residents of Hammersmith and Fulham to access the Westway Sports Centre and make use of the facilities.
- The existing light industrial units have reached the end of their useful design and economic life and the sites would benefit from redevelopment for additional sport and leisure uses that are more compatible with the existing sports centre function of the area.

<sup>1</sup>The Town and Country Planning (Use Classes) Order 1987 (as amended) puts uses of land and buildings into various categories known as 'Use Classes'. Class B1 includes- (a) Offices (other than those that fall within A2), (b) research and development of products and processes, (c) light industry appropriate in a residential area.



- The arrangement of the existing stables and arena on separate sides of Stable Way is far from ideal as this gives rise to pedestrian/ vehicle conflict and safety.
- The sports centre, whilst being a major facility currently has poor overall accessibility. In addition north-south movement is difficult and way finding through the area is not clearly defined.
- Access into and through the area via Stable Way could be significantly enhanced, together with pedestrian and vehicular access to the Traveller's site.
- Conflicts currently exist between the sporting activities and motorway safety. The opportunity exists to introduce netting and fencing as part of a comprehensive strategy to improve the public realm associated with the Sports Centre.

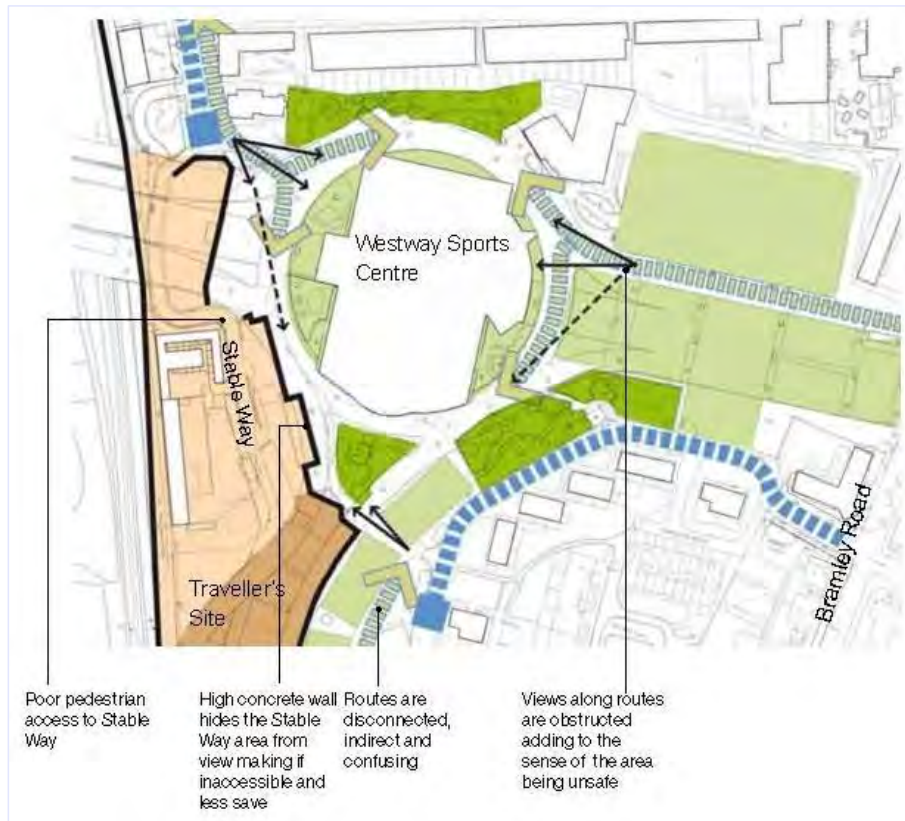


Figure 4 Stable Way and Westway Sports Centre - Issues

**4.1.5** The vision: The Westway Sports Centre will remain the focus for sport and recreation activities in the area. These will be accessible to residents of both Kensington and Chelsea and





Hammersmith and Fulham. The existing light industrial units will be redeveloped and replaced with new sports facilities. To compensate for the loss of this employment space on Stable Way, the Brief proposes the creation of higher quality employment space (Class B1<sup>2</sup>) at Acklam Road and Malton Road and possibly under the Westway to the east of Bramley Road.

**4.1.6** A new pedestrian and cycle underpass under the West London Rail Line will create a new access to the west. Stable Way will be upgraded and will provide improved access into and through the area and to the Traveller's site, in particular.

**4.1.7** The public realm will be enhanced. Pedestrian routes will be improved and new signage will be introduced, together with new lighting and planting.

**4.1.8** Figure 5 sets down the spatial framework for the area. The strategy includes for:

**4.1.9** Land use:

- Provision for new sports facilities in place of the existing industrial uses.
- The consolidation of the stables and pony track would create a better and more convenient riding facility within Stable Way. If an alternative location for the stables/ arena is found in the area, then the land would be able to be used for other sport facilities. However, funding opportunities to retain the stables should be

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<sup>2 2\*</sup>The Town and Country Planning (Use Classes) Order 1987 (as amended) puts uses of land and buildings into various categories known as 'Use Classes'. Class B1 includes- (a) Offices (other than those that fall within A2), (b) research and development of products and processes, (c) light industry appropriate in a residential area.





explored as it is preferable that they are retained in their current location. It may be possible that some of the land could serve as an alternative location for the skateboarding facilities currently located at Acklam Road.

- Introduction of ancillary sports facilities such as changing rooms, a café and a new sports pavilion.

#### 4.1.10 Public realm and movement:

- Creation of a sense of arrival at the Sports Centre by making better use of the space underneath the Westway fronting Bramley Road, or this could be achieved through new buildings such as a new reception area or retail facilities. Alternatively if it is retained as sport facilities, investment in new signage, lighting and painting of the underside of the Westway Flyover would help to change the perception of the area.
- Provision of a new underpass under the West London Rail line. This will create a new pedestrian/cycle route connecting to shopping, employment and recreational facilities in the White City Opportunity Area in London Borough of Hammersmith and Fulham and will provide the Westway Sports Centre with a new source of customers. The London Borough of Hammersmith and Fulham and the Greater London Authority (GLA) support the proposal. The draft GLA Opportunity Area Planning Framework for White City reflects the requirement for a new east-west link as proposed in this document. This link is to be secured through the redevelopment of the White City sites through the section 106 process<sup>3</sup>.

<sup>3</sup> These agreements confer planning obligations on persons with an interest in land in order to achieve the implementation of relevant planning policies as authorised by Section 106 of the Town and Country Planning Act 1990. Such obligations can (i) restrict the development or use of land in any specified way; (ii) require specified operations or activities to be carried out in, on, under or over the land; (iii) require the land to be used in any specified way; or (iv) require a sum or sums to be paid to the Council (or the Greater London Authority) on a specified date or dates or periodically. References to s106 "agreements" in this SPD equally refer to "unilateral undertakings" provided under s106 of the Town & Country Planning Act 1990.



- Improved vehicular access to the Travellers' site by straightening the existing road to remove the current 'dog leg'. The environment either side of the road link could also be improved with a safer pedestrian environment and appropriate lighting. Whilst the Traveller's site itself is not included within the scope of this Brief, improving accessibility to the site and the surrounding environment is a key aim of the Council.
- Introduction of a dedicated pedestrian and cycle link to improve north-south connectivity. This route could be part of the existing vehicular link to the Travellers' site, but would then continue as a dedicated pedestrian/cycle link to Freston Road.

All areas of the underside of the structure of the Westway that are open to the public view could be painted as part of a public art project, for example, a Giant Fresco. Funding for this may be available from the Council's public art budget, depending on priorities at the time of application, but some funding may also be possible through the Community Infrastructure Levy (CIL) through a process of competitive bidding.

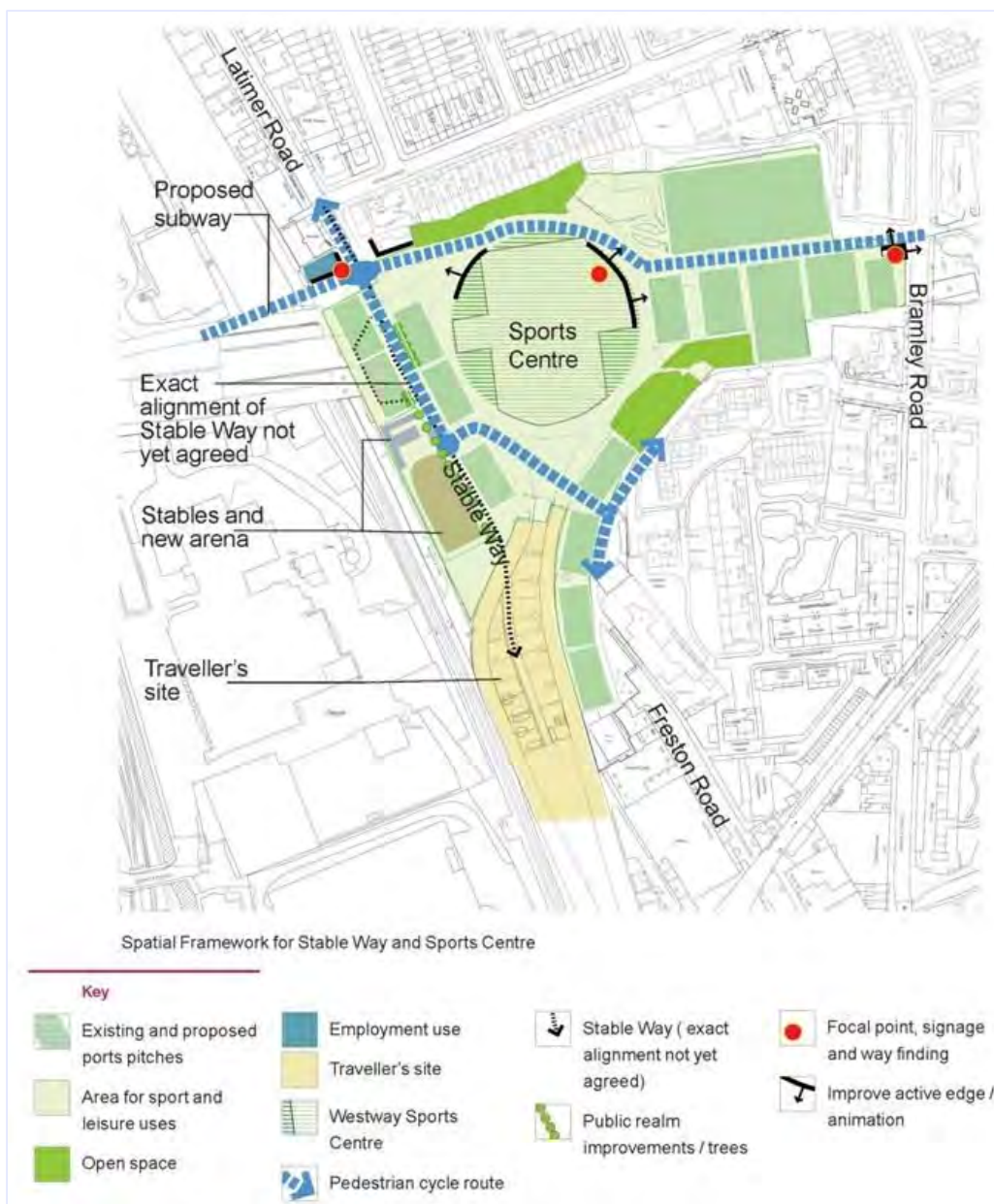


Figure 5 Stable Way and Westway Sports Centre - Development Framework



## 4.2 Maxilla Walk

**4.2.1** The existing situation: This stretches from Bramley Road to St Mark's Road. The area supports a series of existing community related facilities, including an existing nursery school and Maxilla Gardens, one of two parks in the area.

**4.2.2** The area also contains a number of small retail units, situated adjacent to Bramley Road; Bramley's Big Adventure Playground Centre, a commercial bikeworks tenancy; the Maxilla Social Club; a building occupied by Kensington and Chelsea College and other vacant land.

**4.2.3** Issues and influences: In terms of the future of the area, the following issues and influences have been identified:

- A number of the existing buildings are of a poor quality and are reaching the end of their design life. The siting of these buildings also block the pedestrian and cycle route that otherwise runs to the north of the Westway forcing the route to 'dogleg' to the south side, creating poor site lines and a perception of reduced safety.
- The existing façade of Kensington and Chelsea College building, which overlooks part of the Maxilla Park, presents an opportunity for improvement so that it becomes more animated and can interact, to a greater degree, with the public open space opposite.
- There are number of parking and congestion problems associated with the existing nursery drop-off/ pick-up.
- The existing office building situated to the north of Maxilla Social Club could be better integrated into the land underneath Westway and access to the building could be significantly enhanced.



- The existing Bramley Road shops are poorly located and suffer from problems of poor access. The temporary nature of the buildings and the harsh nature of the environment in this location further undermine the desirability of this location.
- There is a poor and uninviting pedestrian link between Kingsdown Close and Bramley Road which does not contribute to the connectivity of the area.
- The east/ west pedestrian route running along the south side of Maxilla Walk before passing underneath the Westway through to Maxilla Gardens is indirect, is not overlooked and gives rise to potential safety issues.
- Maxilla Gardens is an important open space. The opportunity exists to better integrate it into the area, improve its quality and the levels of surveillance.





Figure 6 Maxilla Walk - Issues

**4.2.4** The vision: Maxilla will be a focus for social and community uses and activities. Access and movement for pedestrians and cyclists into and through the area will be significantly enhanced. The existing public realm, including the existing greenspaces will be improved and will be better integrated into the area.

**4.2.5** Figure 7 sets down the spatial framework for the area. The framework includes for:



#### 4.2.6 Land use:

- Redevelopment and relocation of the former nursery school building, Maxilla Social Club and Bramley's Big Adventure Playground centre to allow for the introduction of a new pedestrian and cycle route along the north of the Westway and to allow the replacement building to better engage with the existing open green spaces. Make much more efficient use of the land by constructing units under the Westway with access from the north. These new units could accommodate the Maxilla Social Club and Bramleys Big Adventure which would be removed to allow for the continuation of the pedestrian and cycle route along the north side of the Westway, along with some or all of the existing uses and other community uses, giving rise to the potential for additional floorspace. There may also be scope for additional employment floorspace at first floor level if this is feasible.
- The possible relocation of the existing retail units and redevelopment for retail or alternative uses. As part of any redevelopment the opportunity would also be taken to enhance the existing public realm in the vicinity of any new buildings ensuring a positive pedestrian and cycle link from Kingsdown Close to Bramley Road.
- Introduction of new social, community and education facilities beneath the Westway, including a possible extension to the existing college. All new development will have active frontages onto the new pedestrian and cycle route to the north of the Westway in order to maximise overlooking.
- Improvements to the facade of the existing College building, overlooking Maxilla Gardens, to provide a more active frontage



overlooking the public open space, as part of any planning application that may come forward on the property in the future.

- The introduction of a viable new use into the empty bay fronting St. Mark's Road. This might include new employment and/or a community use.
- The promotion of a potential new entrance into the existing office building from Maxilla Walk.
- All new units created under the Westway at this location should be carefully designed to ensure that there is an acceptable relationship with adjoining residential properties in terms of amenity.

#### 2.7 Public realm and movement:

- The realignment to the north of the Westway of the existing pedestrian route to create a safer and more direct route that is animated and overlooked by new uses.
- The re-establishment of a pedestrian and cycle connection between Kingsdown Close and Bramley Road. This would improve the layout of the area, as well as access, safety and surveillance.
- Improvements to the existing gardens with the retention of existing mature trees to create a more integrated and vibrant open space, which may be used by college staff and students as well as local residents.
- The introduction of improvements to the junction of Maxilla Walk with St Mark's Road and the provision of new lighting and public art to add interest to the street.



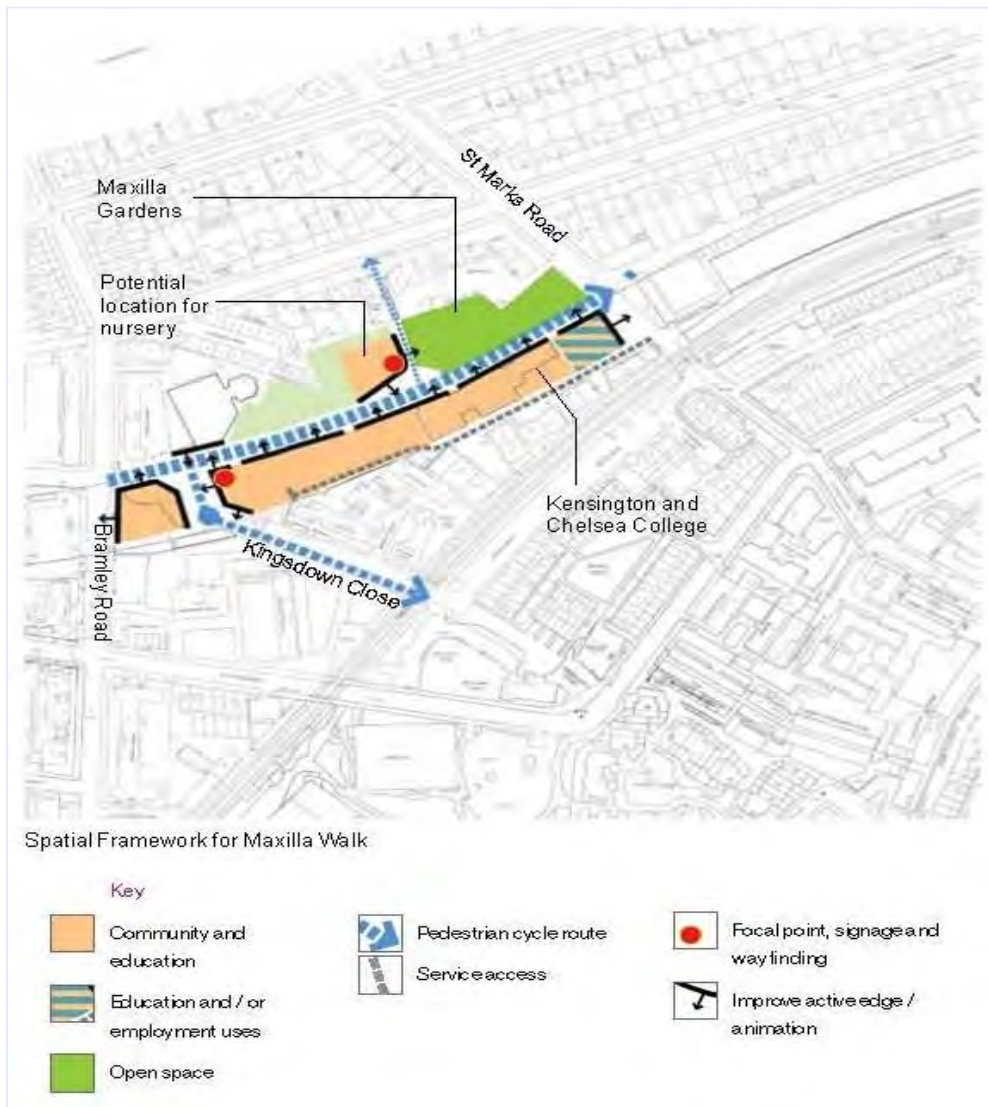


Figure 7 Maxilla Walk - Development Framework



### 4.3 Malton Road

**4.3.1** The existing situation: Malton Road comprises a number of light industrial employment uses located between St Mark's Road and Ladbroke Grove. At the eastern end there is a vacant unit (2-4 Malton Road) previously occupied by Elderly Persons Integrated Care Services (EPICS). In addition, the land fronting onto Ladbroke Grove (163-165 Ladbroke Grove), which was previously occupied by a bar has been replaced with a small supermarket, which serves the needs of the local population.

**4.3.2** The area provides an important pedestrian connection to Ladbroke Grove and the underground station.

**4.3.3** Issues and influences: In terms of the future of the area the following issues and influences have been identified:

- Conflicts exist between pedestrians and cyclists moving east-west through the area and the activities and vehicles associated with operation of the existing employment uses. However, given the constraints in terms of industrial activity, parking and the number of vehicle crossovers there is no easy solution to the problem.
- Malton Road is not overlooked, which gives rise to issues of safety and security for pedestrians particularly after dark.
- The junction with St Mark's Road at the western end of Malton Road is characterised by blank walls and a poor quality environment, including problems of fly-tipping.
- Pedestrian access through to Ladbroke Grove is currently constrained by the presence of a flank extension on 163- 165



Ladbroke Grove. This makes the entrance to Malton Road uninviting.



Figure 8 Malton Road - Issues

**4.3.4** The Vision: Malton Road will continue to be a successful location for a range of light industrial and office uses. Where opportunities exist, the environment will be improved.

**4.3.5** The existing EPICs centre at 2-4 Malton Road will be refurbished and the consolidated for social and community functions with



Council administrative office space and the link to Ladbroke Grove will be strengthened.

4.3.6 The improvement of the pedestrian environment in Malton Road with the possibility of a better defined pedestrian route.

4.3.7 The link to Ladbroke Grove will be enhanced and made more accessible for pedestrians and cyclists.

4.3.8 Figure 9 sets down the spatial framework for the area. The strategy includes for:

4.3.9 Land use:

- Retention and consolidation of existing business activity.
- Refurbishment of the former EPICS centre at 2-4 Malton Road to provide for social and community use and Council administrative office space. However, in the longer term, if facilities can be re-provided elsewhere in the vicinity, to allow for the provision of modern office or light industrial space (Class B1), should planning permission for change of use be sought.

4.3.10 Public realm and movement:

- The opportunity to designate Malton Road as a shared surface will be explored. This will remove the need for pavements and pedestrians, cyclists and vehicles will share the road space. Vehicle numbers are low and speeds are generally slow. If this proves to be unrealistic for financial reasons then the possibility of providing a better defined pedestrian route will be investigated together with the funding opportunities that may be available.



- There is scope in Malton Road itself to provide new lighting and when opportunities arise, other public realm enhancements.
- The creation of a defined entrance to Malton Road at the junction with Ladbroke Grove which is more pedestrian friendly and the removal of the flank extension to 163-165 Ladbroke Grove through negotiation with Sainsbury's linked to any refurbishment of the EPICS building.

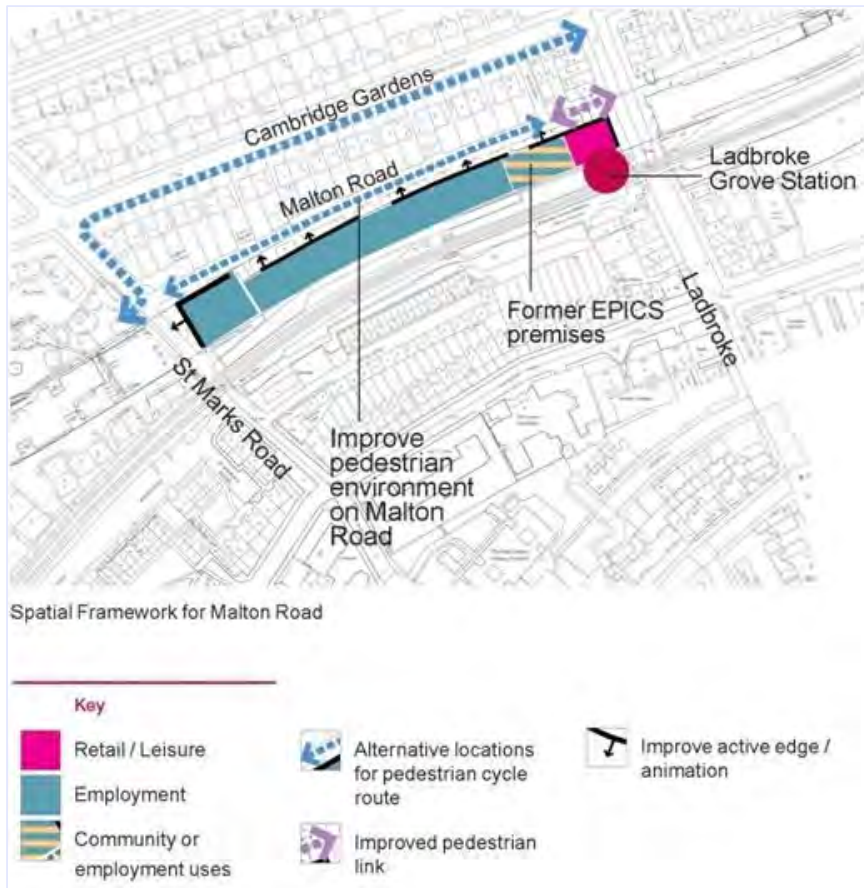


Figure 9 Malton Road - Development Framework

#### 4.4 Thorpe Close

**4.4.1** The existing situation: This is the most active of the five character areas. It stretches from Ladbroke Grove to Portobello Road. Due to the prominence of Portobello Market, it is particularly busy at weekends. The area attracts 80,000 visitors a week from all around the world. During the week, the area is quieter and is used mainly by local people.

**4.4.2** Issues and influences: In terms of the future of the area, the following issues and influences have been identified:





- A number of the existing buildings under the Westway are of a poor quality, are not sufficiently flexible to accommodate alternative uses and are in need of replacement.
- Portobello Market is not visible and there is a lack of signposting from the station.
- The existing arcade, located at the junction of Portobello Road is inward looking and not prominent or inviting to visitors.
- At the corner of Portobello Road, there are a number of issues associated with the operation of the market. These issues include lack of market storage, poor way finding and car parking.
- The open space situated at the western end of Thorpe Close is dominated by parked cars. This gives rise to conflicts with pedestrians and cyclists.
- The open spaces and places that comprise the public realm are looking tired and do not reflect the vibrancy of the location. In addition, there are problems of congestion on Market days and there is an opportunity to better integrate and utilise the existing spaces that are currently underused in the vicinity of the main east-west pedestrian thoroughfare.



Figure 10 Thorpe Close and Portobello Road - Issues

**4.4.3 The Vision:** Portobello Green will continue to be a focus for the arts, cultural, administrative office and retail activity. Existing poor quality buildings will be replaced with new high quality floorspace that is capable of accommodating a wide range of new uses and activities.



- 4.4.4 Opportunities to populate underused sites with a range of temporary uses and activities such as art installations, pop-up cinemas and exhibitions will be encouraged.
- 4.4.5 The enhancement of the Market will be promoted opportunities will be taken within the street environment to support outdoor life, inclusive to all, adding to their attractiveness and vitality, by improving wayfinding and ensuring the long term success of Portobello Market.
- 4.4.6 The introduction of bold and innovative design solutions for the built form and public realm will be actively encouraged in response to the vibrancy and history of the area. It could be part of a larger fresco which could run the length of the Westway.
- 4.4.7 Figure 11 sets down the spatial framework for the area. The framework includes for:
  - 4.4.8 Land use:
    - The replacement of the existing buildings on Thorpe Close with new high quality, flexible buildings that make the best use of the space available and which introduce an active frontage to the public realm. The provision of retail uses at ground floor and office uses at first floor level will be supported. It is, however recognised that there might be some physical constraints to delivering a two-storey development in this location. Whilst the existing buildings are two storeys tall, any redevelopment may not be able to achieve this as a result of stricter guidelines by Transport for London in relation to the flyover's maintenance and current building regulation requirements.



- Support retail use on the ground floor fronting Ladbroke Grove. Should the Westway Information Centre no longer require the frontage, encouraging a change to the form of the building, would be strongly supported with the introduction of a chamfered corner to strengthen the east-west pedestrian route.
- The retention of social and community floorspace which provides a direct service to the public as opposed to administrative offices. Relocation of this floorspace in the vicinity, including the Maxilla Walk area, will be considered on its own merits.
- Provision of a greater street presence to the existing arcade by introducing improved access from Thorpe Close and through creation of shop openings fronting onto Thorpe Close.

#### 4.3.9 Public realm and movement:

- Enhancement of the pedestrian environment to ensure it remains an attractive and dynamic area whilst at the same time enhancing activity around Portobello Market. This is an area that attracts a substantial amount of visitors, with the market extending into Thorpe Close at the weekends. There is a need to improve pedestrian movement in Thorpe Close. The amount of on-street car parking could be reduced, with the exception of disabled car parking.
- Introduction of measures to improve way finding.



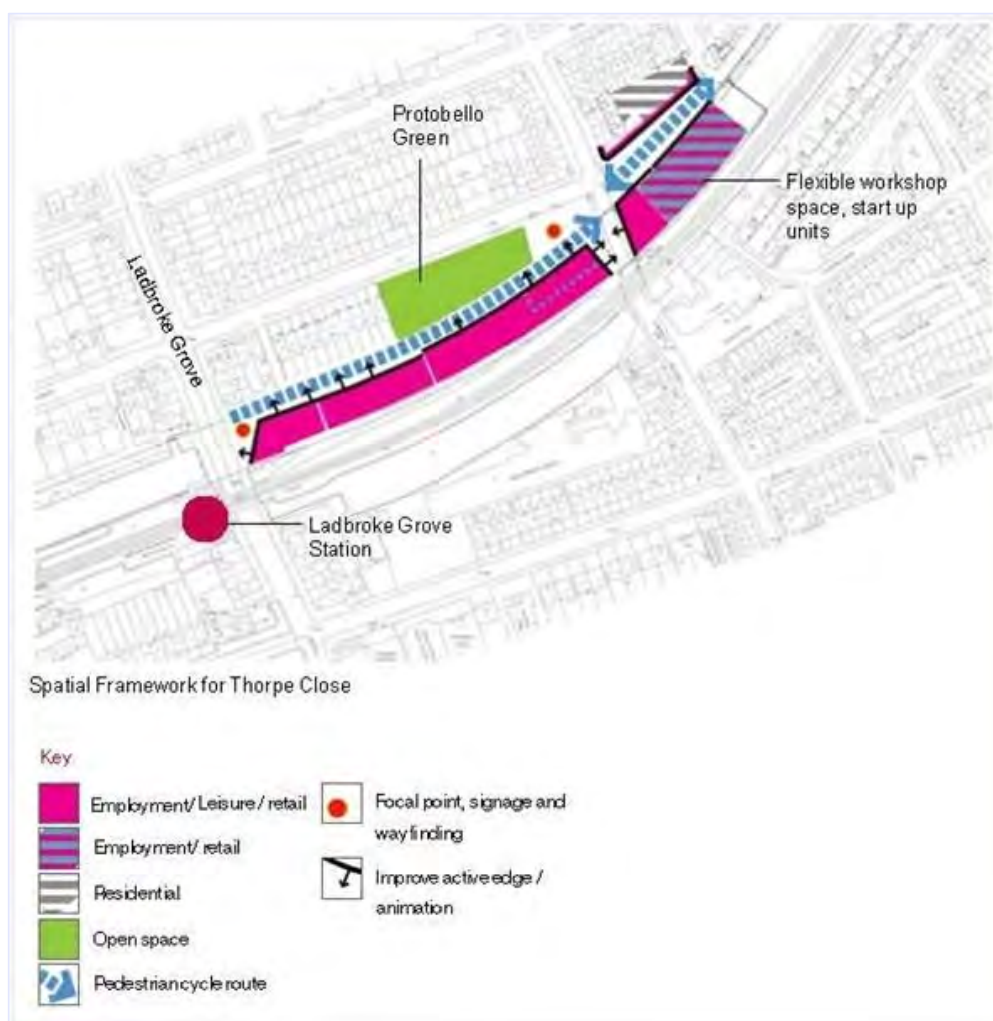


Figure 11 Thorpe Close and Portobello Road - Development Framework

#### 4.5 Acklam Road

**4.5.1** The existing situation: This area is to the east of Portobello Road at the eastern end of the Westway corridor. The area supports an existing commercial, fee-paying skate park (Bay66); two vehicle depots used by the Council and the Westway Development Trust; a nightclub and a small amount of workspace.



**4.5.2** Access is afforded from Acklam Road via foot/cycle/road along the northern edge, and a footbridge link provides access to Westbourne Park Station.

**4.5.3** Other uses in the vicinity of the site include existing residential fronting onto Acklam Road, Westbourne Studios and the Acklam Road employment area.

**4.5.4** Issues and influences: In terms of the future of the area the following issues and influences have been identified:

- The existing depots and skate-park present blank frontages to the public realm and do not contribute to quality and experience of the public realm in this location.
- The skatepark has attracted recent investment from Nike.
- The increased height of the elevated Westway in this area and its orientation means that it is possible to accommodate two-storey commercial workspaces and hence create an opportunity to generate new employment activity.
- The initial consultation indicated strong support for the skateboarding facility which serves the needs of young people. If moved from the current location, alternative provision would have to be agreed.
- There are a number of other vacant and underused sites, which provide additional opportunities to introduce new workshop, retail and residential land uses.

- The pedestrian environment and public realm, including the existing Acklam Bridge link and the links to the existing Muslim Cultural Heritage Centre are poorly defined and not overlooked.
- The vehicle depots are visually unattractive and represent an opportunity for redevelopment if an alternative location can be found.

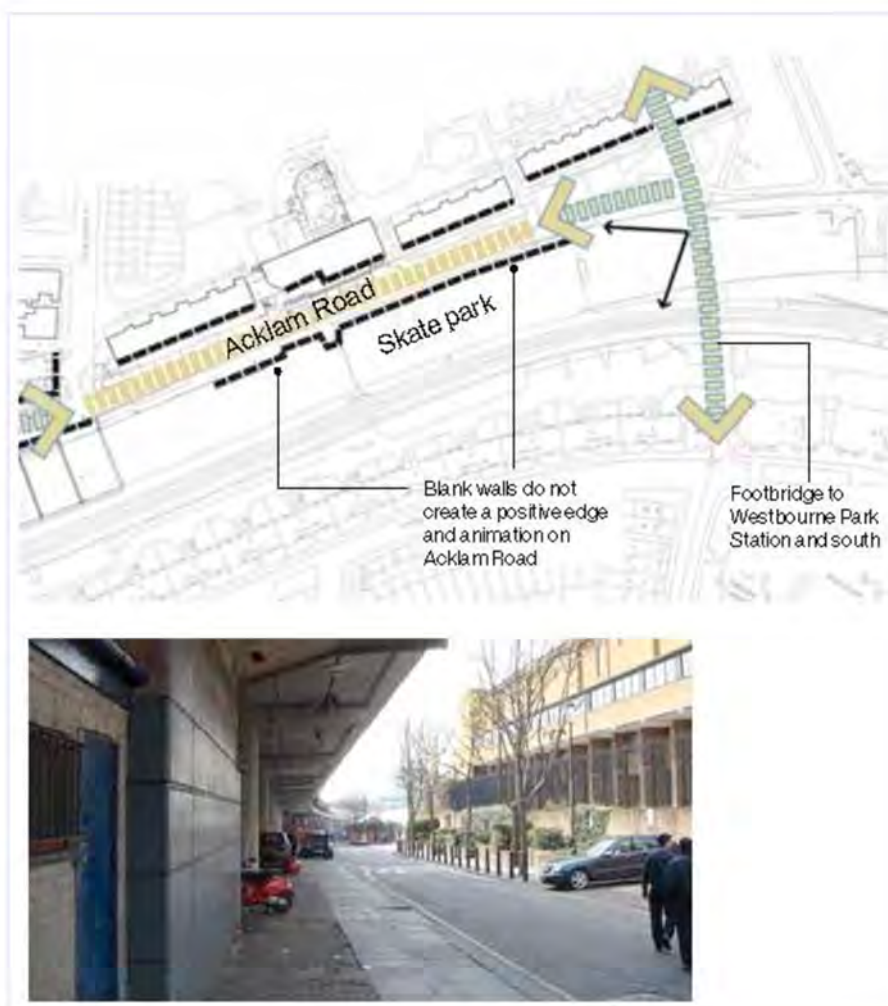


Figure 12 Acklam Road - Issues





**4.5.5** The Vision: Artists, local businesses and existing market traders will have the opportunity to move into a range of existing and new studio, workshop and employment units. The provision will allow for small start-up businesses and creative industries to stay in the area and continue to generate employment activity.

**4.5.6** The environment associated with Acklam Road itself and the existing footbridge across the railway will be enhanced through the introduction of new active uses and through the use of lighting.

**4.5.7** New signage and environmental improvements will be introduced in order to improve pedestrian routes, particularly from Westbourne Station. Pedestrian crossing points will be clearly defined and conflicts between the car and the pedestrian will be managed through the use of hard and soft landscaping. Funding for some of these works may be eligible through the Community Infrastructure Levy (CIL) through a competitive bidding process.

**4.5.8** Figure 13 sets down the spatial framework for the area. The strategy includes for:

**4.5.9** Land use:

- The existing skate park (Bay 66) is a valued land use for many people in London and beyond. Alternative provision must be agreed before a change of use of its premises would be permitted. If alternative provision is agreed within the Borough it is anticipated that this would be of at least an equivalent standard to the current facility.
- New and higher quality employment space could be provided at Acklam Road in the space vacated by the existing skate-park, or





the depot. This is likely to be office / light industrial use (Class B1) that will be in keeping with the character of the existing employment uses and studios located further east in Acklam Road. The height of the Westway in this location provides an opportunity to consider larger, naturally lit employment spaces that would broaden the range of units on offer in the area and would provide the opportunity for existing smaller business to grow and become more established within the area. This will offset the loss of B1(c) at the Sports Centre Area.

- In design terms these units will reflect the strong creative identity of the area and will provide an opportunity for existing market traders to transform their businesses into a permanent position, should they wish to do so.
- Introduction of small kiosk units to animate the northern frontage of Acklam Walk. The design and the extent of new commercial activities in this area would need to be carefully considered so that the market area is not reduced in size and its operation is not compromised.
- The redevelopment Norfolk Mews car park site. Residential or office uses would be welcomed in this location providing ground floor retail units are included as part of any redevelopment.
- Provision of additional secure and convenient storage space for market stalls as shown on figure 13.

#### 4.5.10 Public realm and movement:

- Creation of a safe and animated pedestrian/cycle link between Portobello Road and Westbourne Park Underground station. This could be achieved through additional tree planting; increasing the

pavement width; amenity lighting to illuminate the footbridge and the pedestrian crossing being clearly defined. All these improvements may be eligible for CIL funding subject to a process of competitive bidding.

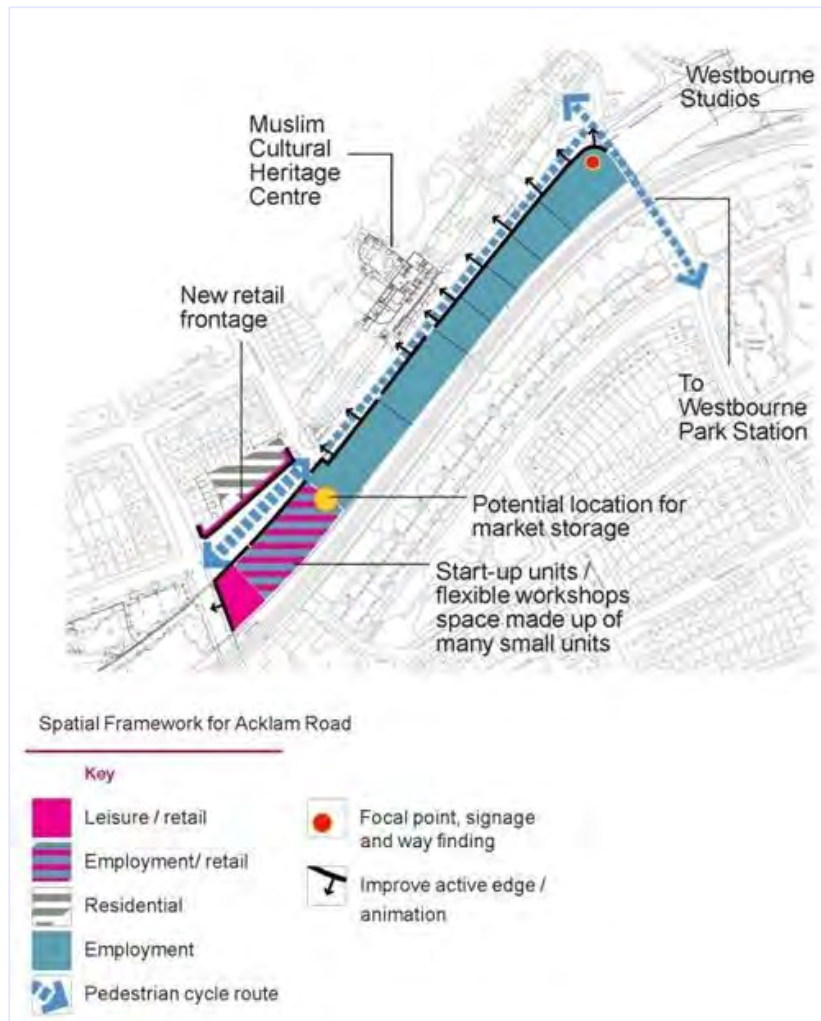


Figure 13 Acklam Road - Development Framework

## 5.0 Implementation and delivery

**5.1** The framework advanced in this Planning Brief provides an opportunity to deliver significant amounts of new development



that has the potential to generate new jobs, diversity and expand existing retail provision and enhance existing and provide new uses and facilities that will serve the needs of the local community.

5.2 The component parts of the strategy will be delivered on land controlled by both the Westway Development Trust and the Royal Borough of Kensington and Chelsea. It is envisaged that both parties will work together to encourage the private sector to deliver these more commercial elements of the strategy. It is envisaged that funding generated from the more commercial elements of the strategy could be used to cross subsidise the delivery of the non- income generating elements of the strategy.

5.3 In addition there are a number of large developments coming forward north and south of the Westway and within Hammersmith and Fulham. These will generate funding that under the Council's Planning Obligations SPD (2010) allows for contributions towards:

- Improved leisure and recreation facilities;
- Improved open and play space;
- Streetscape, street lighting improvements including lighting the underside of bridges;
- Environmental improvements to the pedestrian route and the Westway structure adjacent to it, including public art;
- Affordable employment, commercial and retail space;
- Contributions towards public art and supporting creative industries;
- Provision of youth facilities; and
- Other contributions as required.





5.4 The SPD provides the framework to direct funds as appropriate towards the delivery of a number of the component parts of this strategy, including:

- The provision of improved leisure and recreational facilities at the Westway Sports Centre;
- The provision of improved play facilities and open space enhancements at Maxilla Gardens;
- Streetscape, street lighting improvements at Stable Way and where streets pass under the Westway Flyover;
- Environmental improvements including public art along the whole of the length of the Westway, in particular the pedestrian/ cycle route along the northern edge.
- Affordable employment, commercial and retail space at Thorpe Close, Portobello Road and Acklam;
- A contribution towards regeneration initiatives and employment/ training schemes at Maxilla, Acklam and Portobello Road;
- Provision of Youth facilities at Maxilla and Acklam Road; and
- Other contributions in the form of a new pedestrian/ cycle underpass linking to the LB Hammersmith and Fulham.

5.5 The above list is not exhaustive and there may be other requirements that arise as the regeneration process continues. In 2014 the current system of s106 planning contributions will be largely superseded by the introduction of the Community Infrastructure Levy (CIL). Funding for many of the improvements mentioned in this SPD may be eligible through CIL. However, the process is subject to competitive bidding and any contributions secured through this process would not be available until 2014/15 at the earliest. Projects should ideally be included on the Infrastructure Delivery Plan which is being produced in conjunction with the CIL process.





**5.6** The Council will request that the Westway Trust explores the possibility of obtaining a financial contribution from national funding bodies responsible for equestrian sport as part of providing a better equestrian facility in Stable Way, or if this is not possible that external funding is used to provide a better alternative facility in the locality. It is also requested that the Westway Trust continues to work positively with Nike on the skate park.

**5.6** The Council will work with the Westway Development Trust and their developer partners to help secure the comprehensive and co-ordinated delivery of the various social, economic and environmental benefits proposed by this Planning Brief.



## Appendix

### Planning Documents

The Council's Core Strategy can be found on the Planning Policy website by using the following link:

<http://www.rbkc.gov.uk/planningandconservation/planningpolicy/corestrategy.aspx>

The London Plan (Spatial Development Strategy for Greater London 2011) can be found on the GLA website by using the following link:

<http://www.london.gov.uk/priorities/planning/londonplan>

Other Supplementary Planning Documents (SPDs) which may have relevance to this Planning and Design Brief include the following:

- Designing Out Crime SPD (2008)
- Transport SPD (2008)
- Noise SPD (2009)
- Air Quality SPD (2009)
- S106 Planning Obligations SPD (2010)
- Trees and Development SPD (2010)
- Access Design Guide SPD (2010)
- Shopfront Design Guide SPD (2011)

### Glossary

The Public Transport Accessibility Level (PTAL) provides a methodology for assessing the relative ease of access of a location to the public transport network. It is published in the form of a map by the GLA. PTAL 1 is 'very poor' with PTAL 6 being 'excellent.'



# Westway Trust

## Progressing the Regeneration Plan including a Site Index



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(1/16)

### The Major Development Sites

There are 11 individual sites earmarked for redevelopment  
On top of this there are various public space/infrastructure works to connect the sites up. To progress the space as a destination the infrastructure works must be phased in line with the major development works

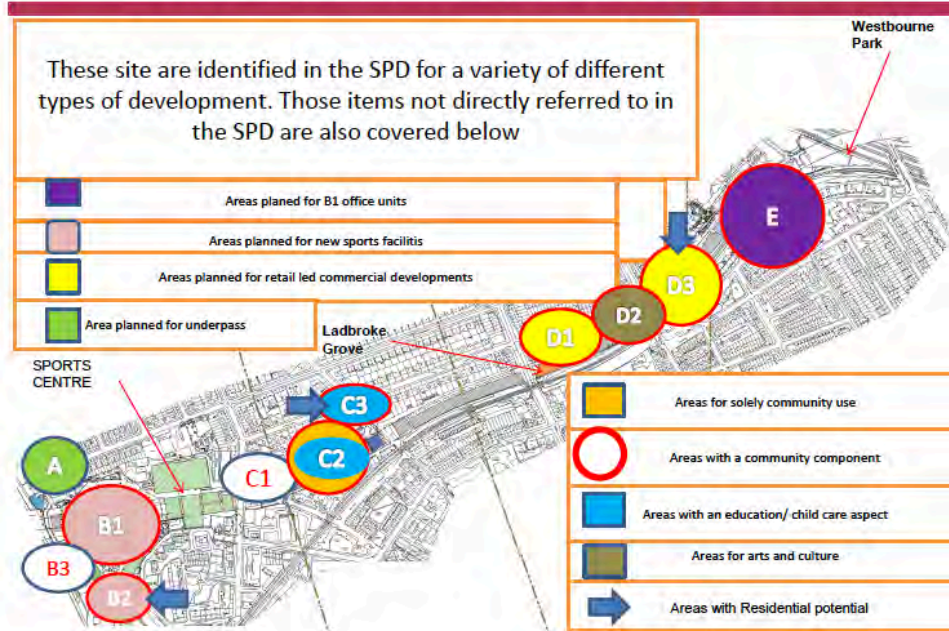
A the undeveloped plot of land at Latimer Rd, next to the entrance to Stable Way
B1 The Westway Sports Centre redevelopment
B2 The Sports Hall on Freston Road
B3 The Stable Way industrial site and Riding Centre, behind the Sports Centre
C1 The council-owned shopping parade at Bramley Rd
C2 The Maxilla site currently occupied by Bramleys, the Nursery School and the social club
C3 The new Maxilla Nursery Complex
D1 Thorpe Close Retail Scheme, the adjacent RBKC Westway information centre and the redevelopment of Portobello Arcade
D2 The Cloud Canopy
D3 The Hoarded site at Acklam/Portobello inc the Acklam paved area and Acklam Car Park for a box Park style scheme
E Acklam Business Park Bays 65-67, currently the Skate Park and parking compound.

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(2/16)



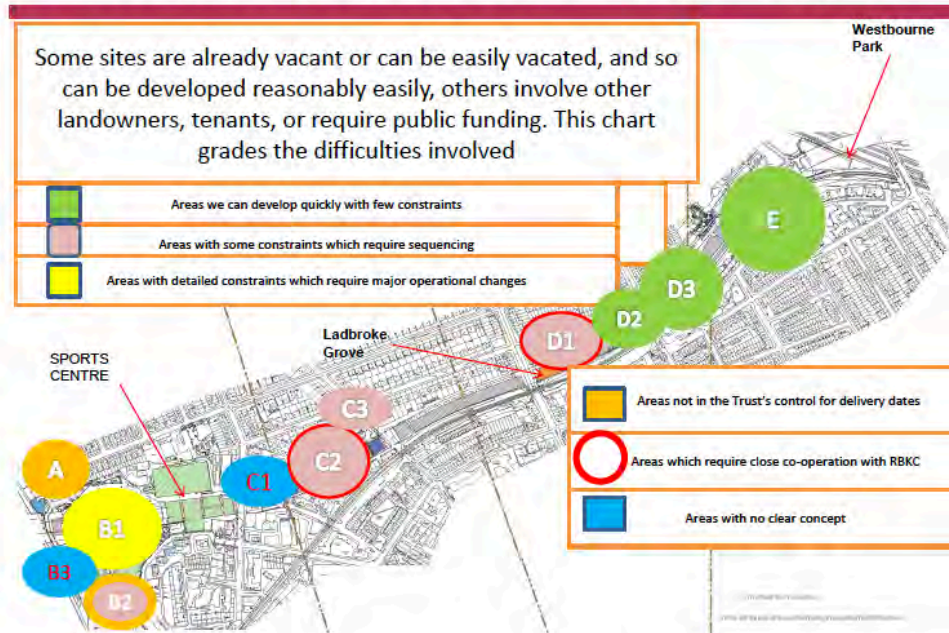
## What is planned for these sites



Westway Trust Progressing the Regeneration Plan including a Site Index April 2014

(3/16)

## How difficult will it be to make it happen



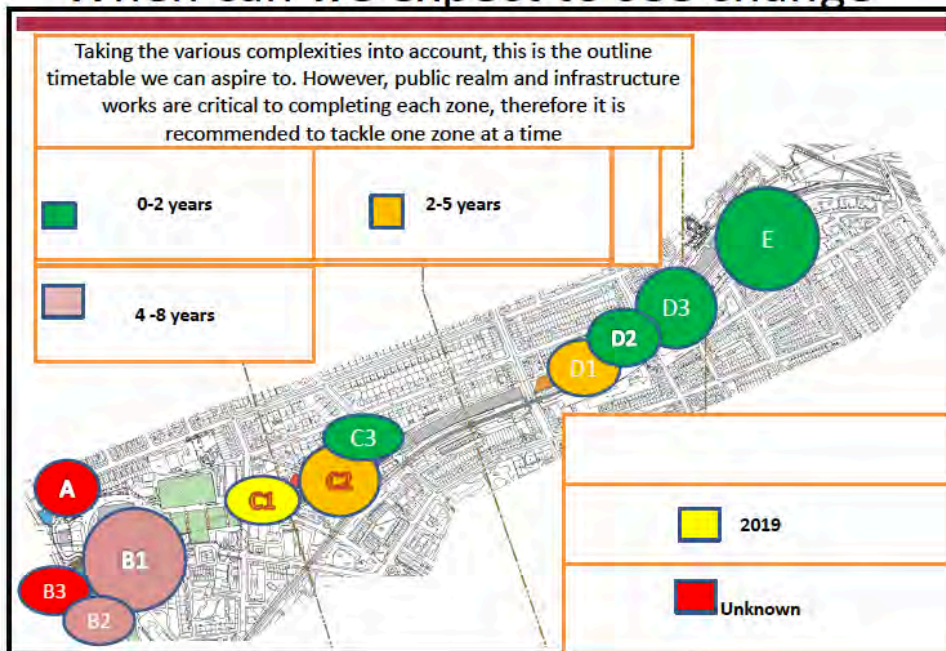
Westway Trust Progressing the Regeneration Plan including a Site Index April 2014

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## When can we expect to see change



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(5/16)

### A Latimer Rd site – planned location for new subway

- The proposal for this site is to utilise it as the eastern end of an underpass link under the railway line, so as to connect up the Imperial West campus, planned for the White City site opposite.
- This is strategically significant as it opens up the Westway Sports facilities to a whole new market.
- It is expected that 11 residential apartments will be able to be erected alongside the ramped entrance to the subway.
- The sale of these 2 sites should earn the Trust in the region of £3m.
- The tunnel element is currently planned to complete in 2016.
- The development plan is in the hands of others. If the tunnel is delivered it is expected to complete in Q2 2016.
- We are in discussions with Imperial (through their project management team, Meedhurst).
- We have had both elements (the tunnel land and the residential site) of this project valued by GVA.
- The tunnel is part of Imperial's Section 106 requirement for their developments. There is a cap on the value of the tunnel of £4m at which point Imperial can pay H&F a £4m penalty and not deliver the tunnel. Therefore there is a price consideration on the value of the tunnel land which the Trust would have to sell to Imperial.
- Talks with Imperial indicate their determination to deliver this link. And in turn their preparedness to underwrite some of the costs in making it happen.

Westway Trust Progressing the Regeneration Plan including a Site Index April 2014

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## B1 Westway Sports Centre

- Massing studies on the Sports Centre show plenty of potential for expansion including 3 exercise studios, a 210 station gym, a crèche and a large new bouldering centre
- This massing was informed by Sport England facilities builder model (based on market demand). There is significant unmet sports demand in the area and with the White City developments on the doorstep even without the Imperial opportunity there is potential expansion to the centre to be realised
- The massing study enables us to meet some of the required facilities for the Imperial College 'wish list'; the Trust could tender/partner to provide such facilities should the economic opportunity present
- The indicative cost of these proposals is over £14 m.
- Indicative delivery programme length: 24 months

- Sport England has indicated a potential £3m in capital to support any proposed expansion. This leaves a significant funding gap which must be central to any proposed future plan.
- The current Sports Centre operation would have to work around the construction works and be subject to a large number of closures. This will have serious effect not only on the staff at Westway but the Trust's short term income targets.
- This project is the single most expensive element for the Trust to finance directly in the regeneration scheme. Full viability modelling and further discussion with Imperial are required before any decisions are taken.
- Due to the size of the project construction works would take at least 18 months including a building commissioning period.
- Improving and redeveloping the Sports Centre could enable the Trust to deliver more on its 'Destination Westway 2030' strategy however the opportunity cost of this development and the potential for incremental improvements, also needs to be assessed.

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## B2 The Sports Hall

- Massing studies on the Sports Hall show that the site has the potential to deliver an 6 badminton court sports hall with associated changing facilities and potentially up to 8 floors of residential units above
- The planning advice we have had on this project is that there is the potential for the site to deliver residential
- A Sports Hall is one of the 'wish list' requirements of Imperial College. More importantly, a Sports Hall is the biggest unmet demand in terms of sports facilities in our local area (Sport England, facilities model)
- The cost of developing this amount of residential is considered to be in the region of £35m. Due to the cost of this development the Trust would most likely sell its interest in the site for approximately £10 - 12m, part of which would have to be shared with TfL.
- The Sports Hall will be delivered by others and can complete in 2018. The long term operation of the facility could be undertaken by the Trust, as part of its SC management.
- A £40,000 budget is needed for consultants and legal to be able to offer this project to the market.

- The legal advice we have received on the project is that this development would require TfL to give up certain stipulations of the lease in this area. Therefore the Trust must work with TfL on this project. These discussions have started in outline, and with positive effect.
- There is the potential on this site for the building to increase in size from the expected 9 storey building. Therefore the Trust must ensure a strong overage agreement on any sale.
- Due to the size of the project, construction works would take at least 18 months including a building commissioning period.
- With this level of residential the Trust would lobby for any CIL monies or S106 to fund the development of new community facilities at Maxilla.
- CIL income would be expected to be £1.3m on this site.
- The Sports Hall build does take out 2 outdoor tennis courts and 2 five aside football pitches, which would have an impact on current levels of income (c £150K/annum).
- Provision of a flexible multi-purpose indoor sports/events space could play an important part in the Trust's strategic Health and Wellbeing aims.

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### B3 Stable Way Industrial Site & the Riding Stables

- This area does not currently have a complete concept. In practice it is the least developed site in terms of our development plans.
- We have ruled out, following discussion with the BEF, the potential for riding arena here.
- The land is marked for sports use in the SPD. But with the massing studies for the future of the SC indicating that it would be more efficient to build up rather than out the current facility, we need to look again at potential sports uses for this site. Clearly a quick win would be the creation of additional football pitches on this site.
- There is likely to be a short term and long term solution here. There are a range of potential longer term uses for this space.
  - Sports
  - Social Housing
  - Mixed use developments
  - Migration the gardens compound to enable the redevelopment of the Pavilion area
- Any short term proposals we expect to pay back within 12 months.
- We require a £40,000 budget to cover compensation payments to the Stables operator.
- With the traveller located at the end of stable way many types of redevelopment are unsuitable for this space.
- A development notice will now be served on the current stables operator with a view to having the site unencumbered by May 2015.
- We plan to immediately occupy the site and are considering a number of short-medium term usages e.g. additional sports pitches
- The riding arena could provide an option for the relocation of the skate park from Acklam
- There is a possibility of offering this site as a relocation/expansion for the operation of Swim Farm, subject to feasibility

Westway Trust Progressing the Regeneration Plan including a Site Index April 2014

(9/16)

### C1 Bay 12 – where the council-owned shops are at Bramley Rd

- This area is key to the Maxilla destination and forms the join between our sports and our proposed community operations – allowing a strong interplay between the 2 areas.
- This is a valuable site; it is highly suitable for retail as it is close to Latimer Road tube station and has good street frontage.
- Should the site return to the Trust a project could not commence on site before mid 2018.
- We are in active negotiations with the Borough to swap Bay 20 for Bay 12. Strategically this site (12) is important to the Trust as it has a high marriage value and makes a more coherent development site at Maxilla.
- The current buildings on the site are of poor quality and the use of the site should be considered with the overall Maxilla developments that will be located directly behind.
- This area is central to the vision for the Maxilla area and should be designed in concept at the same time (even if there is a phasing of the development).
- Delivery of this project can not be confirmed until we have completed a deal with RBKC on the swap. This is still progressing.
- The bay swap delivers a one off capital receipt c £60K and c £60K/annum in rental income until 2018.
- The SPD designates Bay 12 as a community use.

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(10/16)



## C2 Maxilla Community Developments

- The proposals here are to develop the 3 bays under the motorway into a new community "hub" and the new offices of the Westway Trust. Comprising approx. 24,000 sq ft of space this would be a major new centre for the local community.
- The uses of these buildings have yet to be determined, but we have prioritised the site for community focussed activities, in line with the SPD. Options include childcare facilities, community conferencing/workshop space, a third sector office hub and a skills and training facility.
- There are benefits to be gained from concentrating the community provision close to the sports operations.
- The outline costing for a full build on this site is c £5m.
- Indicative build timeframe = 20 months.
- We expect to need a £21,000 budget to undertake a massing study on the site. We expect this to be a 15/16 spend item.

- We have already secured the ability to obtain vacant possession of the various buildings on this site within a year.
- How we best use this space, in serving community needs has still to be determined. Detailed plans and our proposed impact are now critical to developing the concept. Both the social and financial returns on this development have to be determined in more detail and soon.
- It is proposed that some of our charity tenants at Thorpe Close will migrate to Maxilla. This will provide much better, more innovative quality of accommodation for the sector. Reviewing the Trust's charity rental policy will form part of the viability of this project.
- In principle we want the operations provided from this development to be self-sustaining, however the Trust will need to inject capital from other areas to finance the project.
- We have a range of options as to how we finance this development. It could be partly funded by CIL monies from the sport's hall project (£1.3m) with another lump sum from the RBKC based on a long term lease of office space for some of their charity / social providers. The rest of the funds could come from the sale of the sports hall site. Alternatively the Trust could mobilise a capital fundraising campaign to build out the site. Other innovative social funding instruments are possible.

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(11/16)

## C3 Maxilla Nursery

- Maxilla Nursery is an OFSTED outstanding rated school whose mission and reach align well with the Trust's future strategy. The current building is now beyond its useful life and is very expensive to maintain. They have asked the Trust about the possibility of re-providing the nursery as part of our development plans.
- There are questions about the nursery's medium term economic viability as a stand alone operation. That said, the prospect of a new state of the art nursery school could be instrumental in safeguarding their future.
- Re-providing a nursery building could be financially viable through the development of 4 floors of residential above the nursery.
- The total cost for this building is expected to be approx. £4.8m.
- Indicative delivery programme length: 20 months.
- We expect to need an enabling budget of £160,000 to take this scheme through planning. This is likely to be a 15/16 spend item.

- Re-providing the nursery, at below market rents, the project is not economically viable as a stand alone project.
- There is an inevitable compromise as the nursery highly value the garden space which would be lost in the development we are proposing. But a new garden could be provided in the current garden space of the Maxilla Social Club.
- Maxilla Nursery are federating with Golborne Nursery and will vacate the site July 2015.
- The planning advice received suggests that re-providing the nursery school, with residential above, is a viable option, with the residential element accessed off Maxilla Park.
- Due to the high residential value in this area there is the potential for the Trust to develop this residential element itself and let the apartments at a commercial rent to cover the required loans to fund the build. This approach would allow the Trust to retain its interest in and control of the land. It also affords a high degree of flexibility on the Maxilla site, allowing the school to potentially expand in the long term future.

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(12/16)





## D1 Thorpe Close - our building & the council building

- Plans here are to create a retail scheme along Thorpe Close, joining Ladbroke Grove and Portobello Road.
- Regenerating TC is fundamental to the transformation of the area and to delivering on our goals re public realm, open space and supporting local employment.
- The ground floor of Thorpe Close would see smaller retail units made up of independent restaurants and retailers with a degree of local start up firms mixed into the scheme to fit with the Trust's economic improvement goals.
- Car parking would be removed from Thorpe Close, and proper space provided for the street market, with some lighting and canopy provision to encourage more 7 day trading.
- The Arcade will be redeveloped as part of this project. The best performing tenants will be integrated in the new retail operation.
- The Portobello Green gardens would be better integrated into the streetscape
- The first floor of Thorpe Close would be a mix of high quality offices, accessed from 2 Thorpe Close
- Potentially a new fitness club could be configured as part of the overall development
- The projected cost is around £9m
- ¼ of the development land is owned by RBKC, and we hope to collaborate with them in order to carry out this redevelopment, in particular to ensure high quality design.
- Indicative delivery programme length: 16 months

- We believe that there is real value in creating an overall concept for Acklam, PG/Canopy and Thorpe Close as a collective space/place.
- This site will take some logistical planning. The council will need to relocate their users and tenants, and so will we. RBKC are planning to relocate in July 2014 therefore they are likely to start work before the Trust.
- With RBKC working faster than the Trust it is now critical that design work is started on this section to provide a single concept that RBKC and the Trust could work to.
- If we prioritise Thorpe Close over Maxilla (as we are proposing) we are left with the question of where we decant the majority of our charity partners to, even if temporarily.
- The
- RBKC's current proposals do not tackle the future of Pepperpot in the area, and they intend, for now, to develop around them. This creates questions of our collective ability to realise the vision for TC.
- The method of development has yet to be fully determined. The Trust has the option to bring in a developer to take on this space e.g. Camden Lock operated by The Urban Market Company. Or the Trust can use a variety of loan and capital funds to redevelop the site and manage it directly. Both options have merits. Direct management would offer greater opportunity to curate and shape the space for social and local economic impact.

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(13/16)

## D2 The Cloud Canopy & Portobello Green

- The Canopy has the potential to be the first landmark scheme of the Trust and will be the centre for a host of cultural and arts programmes planned as 'Westway Presents'.
- Our canopied market is already a landmark and the potential to replace it with an iconic structure quite literally will put Westway on the London map.
- The space beneath the Canopy will be used for the current vintage market at weekends and a range of arts and social events for the community.
- This is a place making project. We want this to mark a shift in the Trust's interest in design-led development.
- Portobello Green is considered to be part of the event area for the canopy and therefore should be re-landscaped at the same time to allow level access between the canopy and park areas.
- The projected cost is c. £750,000 and the minimum income we expect to realise is £300,000 annually.
- We want to deliver this project in 2015 as part of the 150 year Portobello Market anniversary. The PR upside of this timing is huge.

- The Canopy has several critical elements to it but 2 key ones are: sponsorship and planning permission.
- We need to engage specialists to ensure we maximise the sponsorship income from this scheme. The scale and scope of the different sponsorship packages mean the Trust ought to use experts to achieve the full economic value of the project.
- Planning is an issue but on advice from several planning experts and initial discussions with RBKC planning team Westway have had a positive response.
- We have been advised that with the right approach, partner and structure design, the income from the project could be 4-fold greater.

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(14/16)



### D3 Acklam Square & Acklam Village

- Acklam Village is one of our prime commercial development sites, given its proximity to Portobello Rd and the available public space.
- Delivering a development at Acklam Village will be one of the most visible and transformative projects Westway can deliver. We need to get this right. Design is key.
- To maximise the impact we would want to deliver it at the same time as the canopy scheme.
- The public realm will improve in the short term which is a very important quick win and we can draw more shoppers north on Portobello Rd.
- We expect that Acklam Village has both a short term and a medium term development proposal i.e. we expect the development here to be iterative. This might look like a short term market/pop up retail use and a longer term mixed use development which builds on the cultural offer.
- Given the strategic position of this site, it will take time and resource to develop the final solution in the medium term, therefore we need a short term usage. We need to evaluate the relative merits of how this site can be exploited for social and economic value.
- This project should be delivered in 2015 as part of the 150 years of Portobello Market celebrations at the same time as the Cloud Canopy.
- The funding to evaluate our options for this site (marketing, design and planning) we expect to be in the region of £150,000.
- This area of land has a complex title affected by various covenants (formal and informal). The Trust owns the majority of the village site and has a license to operate a market on the square. The square is public highway which has been stopped up, which we can use for a range of purposes but we cannot build on it or own it. We do not own all of the land which forms the Square.
- The Acklam Village area is currently in very poor condition. The hoarding is falling down, the ground behind is still partly a playground.
- Although the space is underutilised there are some innovative uses e.g. Pop Up Cinema which we would want to reprovide on the estate.
- The Trust currently earns around £22,000 per annum from the village, one of the worst performing areas on the estate economically.
- Using a modular construction system such as shipping containers or Tetra shed the Trust could create around 40 retail units at relatively low cost
- There are few constraints to this project with the Trust able to quickly start work on the site

### E The Acklam Enterprise Hub, Bays 65-67

- The proposal is for the development of offices with mezzanines comprising roughly 55,000 sq ft of new B1 space.
- Westbourne Studios book ends the area, and the SPD designates it as enterprise.
- The Trust has thus far been approached by Imperial College, Work Space and RBKC requesting pre-lets on any enterprise space developed.
- The Trust has the opportunity to sign a pre-let and raise funding (bank or RBKC) to build shell and core of the offices creating an increased income stream at minimal risk.
- The cost of building shell and core is around £5.5m. We require a £100,000 budget to take this project through planning.
- The Trust income from the Hub would be approx. £850,000 per annum net of loan financing costs.
- Indicative delivery programme length: 12 months
- There is political support for this project within RBKC.
- This land is currently undeveloped, housing some secure parking, a skate park, and a decrepit garage style building which we lease out.
- The one constraint on the project is the relocation of the skate park. The SPD necessitates that we endeavour to find an alternative location for the skate park. With a site identified at the sports centre (riding arena) it could take up to 1 year to free up the site.
- One approach would be to submit a planning application for a new skate park area, at the same time as we submit planning for the Enterprise Hub.
- There will be a S106/CIL requirement on this development.





## Concerns

Over the past year, there have been approaches from staff who are unhappy in their jobs. Two have put their concerns in writing – [REDACTED] and [REDACTED]. Two others have approached us but were not willing to do so formally. One approach was through a third party.

[REDACTED] She had been given a job of [REDACTED] [REDACTED] for Westway following the loss [REDACTED]. ([REDACTED] attributed the loss of the bid to [REDACTED] arrogance in sidelining her and [REDACTED]. This was confirmed to me by one of the commissioners who scored the bids. WT lost it at the interview.) Having done the research, she made proposals to [REDACTED] (her line manager) who [REDACTED] described as uninterested at best. It was clear to her that there was no future for [REDACTED] at WT and [REDACTED] decided to leave. However, [REDACTED] is working under [REDACTED] and does not want to risk losing that work.

[REDACTED] has had on-going problems with [REDACTED] and [REDACTED] particularly. [REDACTED] feels undermined and thwarted. [REDACTED] negotiates in good faith with local individuals and groups and then has [REDACTED] plans rejected. The latest example was her work with [REDACTED] whose offer [REDACTED] described as strong. [REDACTED] is experiencing stress and feels a lack of control over her work.

[REDACTED] has never approached either [REDACTED]. However, [REDACTED] took a few weeks off due to stress and one ingredient was being made by [REDACTED] to sack [REDACTED] for gross misconduct following a mistake [REDACTED] had made. [REDACTED] was later reinstated, having got legal advice. [REDACTED] did not agree with [REDACTED] but did not feel able to go against her.

[REDACTED] – more to come on this.

[REDACTED] – Constant criticism.

[REDACTED] – there may be more from them.

[REDACTED] – Fear; not thriving; worried; undermined. Staff leave because they're not happy and do not feel that their experiences at WT helped them to thrive or develop their careers. Many are 'escaping'. A number of resignations under whispers of 'not happy at Westway'.

[REDACTED] has been described by more than one member of staff as a bully. Some see her as [REDACTED] hench[REDACTED], given carte blanche to rid the organisation of people [REDACTED] believes are not sufficiently



supporting her 'Destination Westway' vision. The [REDACTED] has advised more than one employee on their employment rights. [REDACTED] reminded the CEO there that they were renting Westway premises (at commercial rates) and asked [REDACTED] if he thought it was appropriate for the [REDACTED] to represent Westway staff against the organisation. The [REDACTED] explained the [REDACTED] remit.

I suspect that there have been a number of pay-offs made over the past 18 months. I'd like to ask for a breakdown of these compromise agreements.

[REDACTED] – This is not transparent. [REDACTED] and [REDACTED] are links of [REDACTED] with [REDACTED]. Two [REDACTED] left after very brief tenures. [REDACTED] told [REDACTED] that he had been talking to [REDACTED] about the post for some time, indicating that [REDACTED] had been encouraged to apply. It later seems that [REDACTED] was headhunted for a [REDACTED] post, but the jd was broadened when [REDACTED] announced [REDACTED] resignation, and that enlarged post was then advertised through the usual channels. [REDACTED] would have been in a very advantageous position however, and the selection panel comprised [REDACTED] and [REDACTED]

People do not leave and look back fondly or appreciatively at their time at Westway.

[REDACTED] – The organisation's understanding of working for diversity is pitiful and the policies are abysmal. There is underrepresentation on the Board and in the senior exec team (none on the latter). The most senior black staff [REDACTED] and [REDACTED] – appear to be undermined, put on the back foot and made to look either weak or incompetent. Prospective black trustees under the NGC selection procedure are described as 'not ready'.

Arts and Culture – [REDACTED] assessment is that no one is clear about who owns the process. Little understanding of the issues around diversity.

HR processes including contracts; disciplinary and grievance procedures; equal opps. – Paperwork is poor.

Lack of transparency in recruitment. Default position is [REDACTED]

Culture of fear and bullying

Lack of attention to diversity – window dressing only

Divide and rule when things go wrong – arts and culture meeting





<b>Q12</b> Are you male or female? <b>PLEASE TICK ONE BOX ONLY</b>		<b>Q13</b> Do you consider yourself to have a long term disability or learning difficulty that affects your day to day activity? <b>PLEASE TICK ONE BOX ONLY</b>	
Male	<input type="checkbox"/> 1	Yes	<input type="checkbox"/> 1
Female	<input type="checkbox"/> 2	No	<input type="checkbox"/> 2
Prefer not to say	<input type="checkbox"/> 87	Prefer not to say	<input type="checkbox"/> 87

<b>Q14</b> What is your ethnic group? <b>PLEASE TICK ONE BOX ONLY</b>	
White - English/Welsh/Scottish/Northern Irish/British	<input type="checkbox"/> 1
White - Irish	<input type="checkbox"/> 2
White - Gypsy/Irish Traveller	<input type="checkbox"/> 3
White, other - please specify	<input type="checkbox"/> 4
Mixed Multiple Ethnic - White and Black Caribbean	<input type="checkbox"/> 5
Mixed/Multiple Ethnic- White and Black African	<input type="checkbox"/> 6
Mixed Multiple Ethnic - White and Asian	<input type="checkbox"/> 7
Mixed/Multiple Ethnic, other - please specify	<input type="checkbox"/> 8
Asian/Asian British - Indian	<input type="checkbox"/> 9
Asian/Asian British - Pakistani	<input type="checkbox"/> 10
Asian/Asian British - Bangladeshi	<input type="checkbox"/> 11
Asian/Asian British - Chinese	<input type="checkbox"/> 12
Asian background, other	<input type="checkbox"/> 13
Any other	<input type="checkbox"/> 80
Prefer not to say	<input type="checkbox"/> 87

<b>Q15</b> <b>All respondents</b> Please indicate which of the following best describes your current working status: <b>PLEASE TICK ONE BOX ONLY</b>	
Full time (35 hours a week or more)	<input type="checkbox"/> 1
Part time (less than 35 hours a week)	<input type="checkbox"/> 2
I am not currently employed / I am retired	<input type="checkbox"/> 3

Thank you for taking the time to fill in this survey. The answers which you have given in this survey will help inform the review of horse riding and other sports, which has been commissioned by Westway Trust. Westway Trust will keep the community informed of the progress and outcome of the review on their website [www.westway.org](http://www.westway.org) and through their social media. **PLEASE DON'T FORGET TO HAND IT BACK IN BY 1<sup>ST</sup> JUNE 2015.**



## Westway Trust

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Minutes of the 8<sup>th</sup> Annual General Meeting of Westway Trust (a company limited by guarantee) held at St. Helen's Church, St. Helen's Gardens, London W10 6LP on Monday 23 November 2015 at 7.00 p.m.

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### Present:

#### Trustees

Alan Brown (Chair), Karen Bendell, Anne Cyron, James Caplin, Cynthia Dize, Joanna Farquharson, Mike Jones, Pat Mason, Malcolm Spalding and Chris Williamson.

In attendance (Executive Team): Angela McConville, Estelle Burns, Phil Dibsdale, Mark Lockhart and Stephen Wren. Alex Russell (incoming Director of Communications as observer), Fiona Ramsay (incoming trustee as observer).

#### Representatives of Member Organisations:

Jan Halliday – Age UK  
Tom Fitch – Community Accountancy Self Help and Swinbrook Estate Residents Association  
Nicolas Holliman – Corner Nine Arts Project  
Eddie Adams – Echoes of Spain 1936-39  
Maggie Tyler - Gloucester Court Reminiscence Group  
Dee Dainton -Lancaster West Children's Community Network  
Ruth Morrison - Pepper Pot Day Centre  
Steve Divall – St Helen's Church  
Henry Peterson - St. Helen's Residents' Association  
Roger Roberts - The Golborne Forum  
Naami Padi - Venture Community Association  
Ruth Hillary - West London Bowling Club  
Andrew Kelly - Westway Community Transport.

### 1. CHAIR'S OPENING REMARKS

The Chair welcomed everyone to the meeting. He thanked the Rev. Steve Divall, the Vicar of St Helen's for allowing the meeting to be held in the Church. He requested that the meeting should respect the fact that the meeting was being held in a church. The meeting was being filmed, and anyone who did not wish to be filmed was asked to sit at the side.

### 2. APOLOGIES FOR ABSENCE

An apology for absence was received on behalf of Chris Ward and the following member organisations: Abundance Arts.

### 3. JOIN US: INSPIRING STORIES FROM UNDER THE WESTWAY

Val Patterson, the Trust's Head of Learning and Skills introduced several performers and panelists who highlighted various aspects of the Trust's work.

### 4. MINUTES OF THE 7TH ANNUAL GENERAL MEETING HELD ON 24 NOVEMBER 2014

Eddie Adams said that the minute covering item 6 relating to the new Articles of Association appeared to be incorrect as he expected the proposal would need to have been formally proposed and seconded. Other speakers said that these changes were important and some of them diluted the original intention of the Trust such as extending the area of benefit.





The Company Secretary advised the meeting that this resolution had been proposed as a Special Resolution. The wording together with information about it had been sent to the Members with proper notice (more than 14 days) in advance of last year's meeting and had set out the wording of the resolution. There was no specific requirement in the Trust's Articles that a motion should have a proposer and seconder.

The Chief Executive explained that the change to the area of benefit had first been made in respect of sports activities on 2001 in order to satisfy the requirements of the Sport England Lottery Fund; the area of benefit had been simplified last year to cover the Royal Borough of Kensington & Chelsea and adjoining boroughs; it remained the policy of the Trust that community grants were awarded to organisations active in RBKC.

Tom Fitch said he had expressed concern about the amendments to the length of the term for which trustees could serve and he thought he had voted against the proposal rather than abstained as was reflected in the minutes. He also felt that the minute on item 10 had been watered down. What had been referred to was specifically the need for an arts space that reflected the culture, diversity and heritage of the area. He had raised the question of air pollution, but this had not been minuted clearly. The point he had been making was that he thought that the Trust should be eligible to receive financial assistance from the GLA because of the high level of pollutants in the vicinity of the motorway which are above the London average. He also questioned whether the auditors should have proposed that the funds derived from the assets given to the Trust by the Council of RBKC should be set-aside as restricted funds in the accounts of the Trust.

It was proposed by Eddie Adams, seconded by Maggie Tyler, that the minutes be referred back for further consideration. The Chair said that it was clearly not going to be possible to agree the queries on the minutes and he withdrew them for consideration at a later time.

Niles Hailstones, Chair of Westway 23 and not a Member of the Trust interjected; he said that a large number of people were in attendance at the meeting as there was dissatisfaction in the community on the way the Trust was governed and managed and on a number of key issues such as proposals for development around the Portobello area of the estate.

The Chair said that in order that these points could be considered the approval of the minutes and all the rest of the formal business on the agenda would not be considered. The business of the AGM was therefore put to one side. The Members would be notified of any rescheduling of the meeting.

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Many Members and other members of the community raised a number of points. Limited opportunity was given for the Chair to invite a response from other trustees or the Executive. A summary of the matters raised from the floor is given below.

1. Niles Hailstones said that an underlying theme to the concerns of Westway 23 was that, throughout its existence, the Trust had been perceived as being institutionally racist.
2. The current Board is not representative of the local community, particularly in terms of ethnic diversity.
3. A speaker read from minutes of the Cabinet of the Borough Council that stated that the Trust would carry out consultation with the wider public over the changes to its constitution. As far as she was aware no consultation had been undertaken prior to last year's AGM.
4. The Trust should have honoured its intention to attend a recent Westway 23 meeting at the Tabernacle.



5. Concerns were raised that insufficient benefit was being directed to the communities that were disadvantaged by the building of the motorway. The Afro-Caribbean community was well established in the area before the flyover was built. Questions were raised as to what the Trust had done, or what it was planning, to provide facilities for that community. There were also concerns that insufficient facilities were being provided to the Carnival community.
6. Speakers had been given no explanation as to why community facilities that were housed on Trust land at Maxilla had been taken away.
7. Concerns were raised over the closure of Westway Stables. Speakers wanted to know why the tenant had been given notice to leave at the end of January 2016 although she was not in arrears at the time. At the time she had been seeking advice on how the business could be made more viable.
8. Flyover Café. Speakers wanted to know why the Flyover operator's lease had not been renewed and why their proposal to operate the space in the future had not been accepted.
9. The community wants to be more involved in plans for the redevelopment of the area around the Westway.
10. Questions were raised on the services the Trust provides in the areas of education and sport, especially those for young people.
11. One speaker had heard there are plans to demolish the flyover and build a road tunnel instead.

Alan Brown invited Fiona Ramsay to introduce herself. She briefly addressed the group and said she was looking forward to working with the community as a member of the Trust's board.

Rev Steve Divall offered to facilitate a meeting between Westway 23 and Westway Trust.

The Chair said that the Trust was keen to have a dialogue with Westway 23. He was open to ideas for the venue for the meeting and would be happy for Westway 23 to suggest a facilitator. He suggested that Westway 23 provide the Trust with an agenda setting out the matters to be discussed.

The proceedings ended at 10.05 p.m.





Portobello drawings (2015)

(1/2)



Portobello drawings (2015)

(2/2)



## Notes from the Arts and Culture Conversation

Tuesday 29<sup>th</sup> September 2015, at The Tabernacle

Theme	Issues raised and suggestions made	Proposed next steps
<p><b>1. Consultation with Community / Reflecting local diversity/</b></p> <p><b>Sensitivities of community - Images, Language eg pictures used for consultation and invites.</b></p>	<p><b>1.1.</b> A lot of discussion around the lack of meaningful consultation over decades and the ensuing lack of trust from some sections of the community relating to past history and the community's relationship with WT. Noted that first Trust Director Anthony Perry was extremely supportive but Roger Matland's term was characterised by lack of support and not engaging with community.</p> <p><b>1.2</b> Proposal that this should be the beginning of an ongoing process where cultural and arts community experts/leaders will contribute their ideas.</p> <p>Suggestion going forward that this meeting will select a smaller advisory board</p> <p><b>1.3</b> Commitment that today's meeting would be part of a series of 'conversations' to capture views of cultural community.</p> <p><b>1.4</b> Proposal that beneficiaries (the wider community) should be involved in the design.</p> <p><b>1.5</b> Point made about Roger Matland's 'toxic legacy' and need for more community</p>	<p>Explore smaller culture and arts advisory group</p> <p>Investigate use of technology to poll i.e. online forums/social media as effective communication.</p> <p>WT to ensure that beneficiaries are involved in the design.</p>

1



	<p>engagement.</p> <p>1.6 Issue of the image used for the invitation to this event not reflecting diversity, particularly following the first Portobello Village images.</p>	<p>WT to make sure images reflect community.</p>
<p>2. Historic Grievances</p>	<p>2.1 Grievances that have never been addressed. AM (Angela McConville) / Trust of today inherited Roger's legacy. Reference was made to the Sunday Times article by Brian Deer. Community needs good communications channels with WT staff executive team.</p> <p>2.2 Diversity and Equality objectives need to be central. Balance of diversity across all points.</p> <p>2.3 Outreach – consult community. Enhance what we have already. Work and improve the culture - don't throw it away. Everything you want and need is under your nose. It's all here...</p> <p>Don't turn into Spitalfields Market</p> <p>2.4  <ul style="list-style-type: none"> <li>• Values</li> <li>• Transparency</li> </ul>           Where's the accountability? Board needs local representatives. Enable past issues to be addressed formally. A number of people asked for a formal apology from WT.</p>	<p>WT welcomes suggestions for ways to improve communications and enable community to feed in their views.</p> <p>WT will review its Equality &amp; Diversity Policy and Action Plan.</p> <p>AM will discuss the range of grievances and the request for an apology with the WT Board of Trustees.</p>
<p>3. Lack of community venues</p>	<p>3.1 Flyover was a release, a</p>	<p>WT would welcome the</p>





	<p>community venue, an expression out of the community, a cathartic space. A valued space for marginalised communities. There is no other local outlet available.</p> <p>3.2 Closure of black cultural venue (black venues, arts organisations closing down)</p> <p>3.3 The Flyover continued the legacy of the area's unique rich and diverse musical heritage which is why it attracted artistes -such as Rolling Stones, Bob Marley, Joe Strummer, Marvin Gaye, the Clash etc. The Flyover symbolised an expression of collective pain and indignity</p> <p>3.4 Reference was made to the repeating of history, with access to space being denied to people who had made a major contribution to the musical legacy of the UK and locally.</p> <p>3.5 Proposal for an "ICA"-style (Institute of Contemporary Arts) cultural space / glass building</p>	<p>creation of a community-led working group to help shape a cultural space as part of the plans.</p>
<p><b>4. African-Caribbean community who have made a significant contribution to the heritage and culture of the community but have not benefited from the Trust particularly in relation to historic promises made but have never been realised e.g. an African-Caribbean led arts centre which has never materialised after 44 years</b></p>	<p>4.1 A number of people said WT was anti-carnival. Structures should support all art forms in the future.</p> <p>4.2 Several people gave examples of community initiatives which were unsupported and later disbanded or taken back such as Bay 20 CIP (Carnival Industrial Project) still empty, former home of a</p>	



	<p>local carnival band. Was given to community by the borough.</p> <p>4.3 A number of people said that the Trust had a history of institutional racism and social exclusion. The Flyover space supported 100 community. Its closure has knock-on effects on the grass roots/ local artists and community business. Real consultation with plans on the table –e.g transparency, community design, community architects smarter objectives</p> <p>4.4 Questions were raised about the area at Maxilla. AM said in that 'zone' ownership was split roughly 50-50 with RBKC. Early talks had taken place about joint projects, subject to community involvement.</p> <p>4.5 Land needs to go back into the hands of the community Reparations – context, deal with truth/trust on an equal basis. Historical evidence of truth of what's happened Make means to repair 44 years of racism.</p>	<p>WT will review consultation methods to ensure that the community is involved early on in major development proposals.</p> <p>WT to communicate which areas it owns under and alongside the Westway and which are owned by the Royal Borough of Kensington &amp; Chelsea.</p>
<p><b>5. Community representation in terms of WT staff/board/senior management</b></p>	<p>5.1 Several people made the point that the staff team, Board and Exec Team do not reflect the community and lacked diversity and that it is essential that Senior Management and Trustees need to be more connected to the community. AM was asked how many people worked for WT. She said around 180 people, the equivalent of 96 full time</p>	<p>WT will make available a breakdown of the ethnicity of its Board, management team and staff.</p>



	<p>posts. More than half worked on sport and fitness.</p> <p>5.2 Local people feel strongly about gentrification of the area. AM and the new Chair were both from a corporate background. Chair had worked for Shroeders.</p> <p>This did not instil confidence in the community.</p> <p>AM said she had worked in the charity sector for most of her career.</p> <p>5.3 It is not clear how much of WT is charitable and how much commercial.</p>	<p>WT Trust is a charity. There is presently no commercial trading subsidiary. Profits from property rental income fund the operation of the charity and activities such as learning, subsidised rents for charities, sports, community events and grants. Full details will be in the Annual Report which will be published in November.</p>
<p>6. Regeneration plans</p>	<p>6.1 Discussion about skate park and relocation – some felt it was a valuable provision, AM shared the thinking behind relocating to area dedicated to sport. Also said that some residents did not like having the existing park on their doorstep</p> <p>6.2 WT should drop the 'Village' reference in regeneration plans.</p> <p>6.3 In relation to Destination Westway and in response to the question "How can we differentiate what happens here to make it distinct from</p>	<p>"Portobello Village" has always been a working title. Suggestions for a name would be welcome.</p>



	<p><i>other parts of London?"</i></p> <p>Don't need to differentiate. It is different. Don't need to create anything it's all <u>here</u> in the <u>room</u>.</p> <p>6.4 Destination Westway - This area is already a destination, made up of diverse communities, including Working Class, African, Caribbean, Mixed race, Irish, Ethiopian, Moroccan, Portuguese, Eritrean etc.</p> <p>6.5 Point made that question proposed is problematic – commodification of culture. Evolution of migration has fed into local culture. It's about real people's lives. Fed up of being commoditised. Local community's struggles through racism and poverty Why is it becoming so expensive? Community tired of feeling exploited.</p> <p>6.6 Discussion about regeneration plans sectioned into 'zones' with specific offer e.g. retail/enterprise, community, sport etc.</p> <p>6.7 Suggestion that there should be a more relaxed approach that there should be scope for small scale, mixed up programmes across the 23 acres. Commitment to events and activities before architecture (e.g. no need for shiny new buildings) And a transparent, inclusive process to make up the democratic deficit. Request to make clean break from the past and the "hang over" from Roger.</p>	<p>WT to offer local people tours of the estate to explain how and why it had been sectioned into zones, which parts were owned by WT and parts by RBKC, and what was proposed.</p>
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7. Pollution & noise were problems from motorway which people don't like	7.1 Install solar lights under the Westway	WT to review
8. Compensation for time	8.1 Point made about the time local people contribute to this process without being compensated.	
9. Community Events / Popular unique events	<p>9.1 Request to re-establish the popular bonfire in Maxilla Gardens.</p> <p>9.2 AM said that due to legal and health and safety issues WT would not be allowed to do this. Alternative community events could be explored which artists/local people can feed into</p> <p>9.3 Pop Up Cinema now closed. Many at the meeting felt strongly that this is a unique provision that should be supported to continue. AM explained its use was limited use 5 weeks a year. Unused rest of time.</p> <p>9.4 Meeting requested that Trust allows the pop up cinema to operate.</p> <p>Pop up cinema differentiates itself – one of a kind. Can be Pop up all year round – Needs to stay / be re-opened!! Fraction of funding to fix the space. Point made “we are not Oxford Circus, we like dirt!”</p> <p>9.5 Issue of reopening of toilets on Acklam Market. For a relatively modest investment these could be re-instated replacing the Portaloos.</p>	<p>WT will look at how a PopUp cinema could make use of the new event space which was proposed.</p> <p>WT to look again at the potential for reopening the toilets.</p>



	<p>9.6 AM said that significant investment was needed. This does not represent value for money given the limited usage – the site is earmarked for redevelopment in near future.</p>	
<p>10. Recognition of Trust assets</p>	<p>10.1 Trust need to acknowledge the assets they have in their staff. Kate and Lynda do good work. Lynda is a great asset to the Trust / link to community, outreach, but is disempowered / under resourced – this diminishes the faith of the community.</p>	



**From:** [REDACTED]  
**Sent:** 16 March 2016 12:25  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** Spaces which supported African & Community

<b>What?</b>	<b>Where?</b>	<b>When?</b>
Carnival Industrial Project 1992	Bay 20	1980 –
Ebony Steel Band* 2002 (*Acknowledged as Europe's biggest/most successful Carnival Band)	Acklam Site	1978 –
Notting Hill Carnival Office 1985 (Pepe Francis, Director Ebony was in charge during this period)	7 Thorpe Close	1980 –
Acklam Hall (Community Space) 1998	12 Acklam Road	1980 –
Ebony Band pre Carnival activities 2006 Football Pitches	Westway Sports	2002 -
Flyover Portobello 2014	3 – 5 Thorpe Close	2012 -

See above as requested a snapshot of locations/venues which have historically supported activities from the African and Caribbean community which have disappeared and not been re-provided.

[REDACTED]  
[REDACTED]  
[REDACTED]



[REDACTED]





## Westway Trust

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Minutes of the 9<sup>th</sup> Annual General Meeting of Westway Trust (a company limited by guarantee) held at Bevington Primary School, Bevington Road, London W10 5TW on Wednesday 14 November 2016 at 7.00 p.m.

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### Present:

#### Trustees

Alan Brown (Chair), Cllr Anne Cyron, Cynthia Dize, Mike Jones, Cllr Monica Press, Angela Spence, Sheraine Williams, and Chris Williamson.

In attendance (Executive Team): Angela McConville (CEO), Mark Lockhart (Company Secretary), Alex Russell, Graeme Thornes and Stephen Wren. Jeanette Davidson (incoming trustee as observer).

#### Representatives of Member Organisations:

Isabella Niven, ACAVA

Tom Fitch, CASH

Nicolas Holliman, Corner Nine Arts Project

Faursiya Bawe, Dadihiye Somali Development Organisation

Mohamed Benrahma, Dalgarno Supplementary School

Alfonso Santana, Echoes of Spain 1936-39 Project

Maggie Tyler, Gloucester Court Reminiscence Group

Roger Roberts, Golborne Forum

Mary Fotheringham, Kensington & Chelsea Mental Health Association (MIND)

Angela Spence, Kensington & Chelsea Social Council

Dee Dainton, Lancaster West Children's Community Network

Tracey Louis Fernand, Octavia Housing & Care

Ruth Morrison, Pepper Pot Day Centre

Linda Ogbuehi, Response Community Projects

Piers Thompson, Silchester Residents' Association

Yvette Williams, St Helens' Church

Huey Walker, Venture Community Association

Geof Branch, West 11 Housing Co-operative

Penny Snowball, Women's Pioneer Housing Residents' Association

Pepe Francis, Ebony Steel Band Trust

Action

### 1. CHAIR'S WELCOME AND INTRODUCTION

The Chair welcomed Member Organisations, Trustees, staff and members of the community to Westway Trust's 2016 AGM. He thanked Bevington Primary School for their permission to use the hall. As members of the community were filming the meeting, the Chair asked if anyone objected to being filmed; there were no objections. The filmers were asked to direct their cameras towards the front of the hall only.

### 2. CHAIR'S OPENING REMARKS

The Chair referred to the 2015 AGM which had brought the Trust face to face with the deep frustration and sadness from some members of the community. He said that over the past year the Trust had worked in-depth with individuals, interest groups, Member Organisations and representatives of Westway 23 to better understand past problems and how to move forward more positively.



He went on to outline the extensive work programme over the past year to better understand what is perceived to have wrong in the past and address the concerns raised. Notable progress has been made in enhancing diversity and local representation on the Trust's Board, increasing the range of cultural activities organised with the community, and reaching a partnership agreement with the North Kensington Stables Community Interest Company.

### 3. APOLOGIES FOR ABSENCE

Apologies for absence were reported from:

Trustees: Karen Bendell, Fiona Ramsay, Cllr Malcolm Spalding and Chris Ward

Member Organisations:

Chelsea and Westminster Swimming Club

Gate Theatre

Open Age

Westway Community Transport

Latymer Christian Centre

HELP Community Counselling & Support

### 4. MINUTES OF THE 8TH ANNUAL GENERAL MEETING HELD ON 23 NOVEMBER 2015

By way of background, the Chair reported that following the questions raised last year over the 2014 minutes, a working party of members and Trustees - comprising Tom Fitch, Maggie Tyler, Eddie Adams, Robina Rose, Alan Brown and Cynthia Dize - had been brought together to look at the minutes and the governance issues raised at the 2015 AGM. This group had agreed that the minutes of 2014 provided an accurate record of the discussions and voting at the meeting in 2014, although there was some discomfort over the impact of the changes made to the constitution at that meeting.

The Membership was asked to approve the minutes of the 2015 AGM. At this point some issues and queries were raised:

- 1) Eve Wedderburn said the section on Westway Stables was not comprehensive or accurate and that the record should be updated to reflect some key points of the discussion. [She provided a note of the points raised, and this is available to view on the Westway Trust website alongside the minutes of the 2015 AGM].
- 2) One attendee stated that given the controversy around the 2014 minutes it would have been helpful to re-circulate them with the Agenda in 2016.
- 3) Several attendees pointed out that it was misleading and unhelpful to refer to Flyover in the minutes as Flyover Café.
- 4) One attendee took issue with the following phrase in the minutes, stating that it was inaccurate: 'Limited opportunity was given for the Chair to invite a response from other trustees or the Executive'.
- 5) A question was raised over an omission in the 2015 minutes over the designation of property surpluses (and whether they should be recorded in the accounts as restricted or unrestricted funds). It was noted that this is in fact already covered in the minutes.
- 6) Maggie Tyler challenged the assertion that the working party looking at constitutional issues had come to an agreement; she felt that Member Organisations had not been informed consistently about the planned changes. Cynthia Dize stated that the group had agreed that the minutes were an accurate record of the meeting, but that some Member Organisations did not feel they had been sufficiently consulted over the





revised Articles of Association which led to the revised governance structure. Angela McConville reported that in her discussions with the Membership during 2016, there had been widespread support for the modernisation of the Trust's constitution. With respect to the Special Resolution which effected the adoption of the new Articles of Association in 2014, it was confirmed that 17 out of 21 votes were cast in favour with four abstentions.

The following was agreed:

- It was agreed to have the video recording of last year's AGM transcribed to provide a comprehensive record. AR
- Robina Rose requested that a copy of the script that the Chair had been following during this meeting be shared. The Chair agreed to do this. AR
- Angela McConville offered to hold another public meeting in the near future where the Trust can again discuss with the Member Organisations and others the revised governance structure and take questions in more detail. AR

Niles Hailstone said that a glaring omission from the 2015 minutes was a record of those who had made a vote of no confidence in Angela McConville, the Executive team and the Board of Trustees. In Mr Hailstones' view this was the most important thing that happened at the AGM. Angela McConville was asked if she agreed that this had taken place and she confirmed that it had happened. Niles Hailstones described the Trust as institutionally racist and Alan Brown said he has previously spoken to him and written to him asking him to bring forward evidence; none has been received.

Niles Hailstones reiterated the vote of no confidence – echoed by some others in the room – in Angela McConville and in those that still remain on the Board from the previous year, noting the turnover on the Board. He said this was no reflection on the newcomers nor on Alan Brown who he has found constructive in his dealings with him. Alan Brown pointed out that only Members have a vote at the AGM and said the Trust does not have its employees judged in the court of public opinion, nor does it accept protest votes.

Eve Wedderburn said the complaints procedure was very unclear and insufficient. She said it needs to be addressed. She stated that in her opinion a complaint to the Chair had not been adequately dealt with. She felt there should be provision within the policy for an independent adjudicator. Toby Laurent Belson agreed and said it was not a proper procedure. Alex Russell commented that the Trust was developing a clearer policy and this would be available shortly. AR

The following questions arose relating to claims of institutional racism. Several attendees accused the Trust of institutionally racist practices. Alan Brown repeated that he has previously asked Niles Hailstones for evidence to support these assertions to allow this to be investigated, but none has been forthcoming. Tim Burke said that under the provisions of the Equality Act 2010, all claims must be investigated, regardless of whether there is any evidence provided. Along with Niles Hailstones and other attendees, he berated the Trust's management for not being sufficiently au fait with the law in this regard. Mark Lockhart said the Trust was not a "public body" as defined by the Act and was not bound by the additional duties of public bodies, but nonetheless the Trust would want to address issues if they are raised. Tim Burke said he was bringing a claim of racial discrimination against the Trust and was serving a pre-action notice on the Trust; he handed an envelope to the Chair. [Since the meeting Mr Burke has apologised and withdrawn the claim made at the meeting. He has asked that this should not be taken any further.]



#### 5. RESULTS OF THE TRUSTEE ELECTION

Alan Brown thanked Cynthia Dize for her nine years' service as a Trustee. Her long residence in the area and understanding of local issues had been a great benefit to the Trust, and her contribution to the Board and its committees had been greatly valued. The Chair wished to convey his personal gratitude and to thank her on behalf of the Board for all she has done for the Trust.

The Company Secretary reported that to fill the single vacancy for an elected Trustee on the Board created by the retirement of Cynthia Dize, an election by the Member Organisations had been held. Jeanette Davidson was nominated by West London Bowling Club. As the only nominee, Ms Davidson had been duly elected as a Trustee for a three-year term. Alan Brown welcomed Ms Davidson to the Board and the AGM.

#### 6. ORDINARY RESOLUTION

The following resolution was proposed by Cynthia Dize and seconded by Mary Fotheringham:

To receive the Trustees' Annual Report & Accounts and Auditors' Report for the year ended 31 March 2016

The resolution was carried and the voting was as follows:

For	17 (plus 5 proxies held by the Chair)
Against	1
Abstentions	5

#### 7. ORDINARY RESOLUTION

The following resolution was proposed by Cynthia Dize and seconded by Mike Jones:

To re-appoint Kingston Smith LLP, Devonshire House, 60 Goswell Road, London, EC1M 7AD, as the Trust's auditors and authorise the trustees to fix their remuneration.

The resolution was carried and the voting was as follows:

For	16 (plus 5 proxies held by the Chair)
Against	0
Abstentions	7

The formal business was closed, and the meeting was opened up to question and answers.





## **The Process For Healing and Reparations on the 23 acres**

Since the 'Arts & Culture Conversation' in September 2015, Angela McConville had been directed to raise the issues and grievances concerning the damaged relationship between the Trust and the African Caribbean community, with the Trustees.

The WWT-facilitated 'Arts & Culture Conversation' brought members of the local Arts, Cultural scene (many of African Caribbean descent) together to discuss the issues that have affected their participation in Trust activities.

The general problems of institutional racism, exclusion, under-representation and inappropriate representation (amongst others) have now been established (notes 1.6; 2; 3.2; 4.3; 5.1).

The process of apology and acknowledgment must display an absolute understanding of the issues and a complete commitment to reparative action over a sustained period of time in which the local community can have total faith.

### **Definition of *institutional racism***

**Institutional racism was identified in the MacPherson report of 1999, that looked at the behaviour and actions of the Metropolitan Police Service in their investigations into the racially-motivated murder of African Caribbean teenager, Stephen Lawrence at the hands of a group of White youths.**

**It is defined as racial discrimination that has become established as normal behaviour within a society or organization.**

**In some instances, this behaviour can be unintended or subconscious.**

### **Step 1: Acknowledgement**

**A public apology**





This must be made by WWT in acknowledgement and recognition of the historical proven racial discrimination, disenfranchisement and cross-generational social exclusion of the African Caribbean community from the 23 acres through institutionally racist behavior and practices of WWT management both past and present

*The requirement of a formal acknowledgment and apology has already been put forward and established at the Arts & Culture Conversation which can be found in the notes from the meeting (2.4) (original and amended notes attached) This meeting took place 3 months ago and no real tangible moves have been made towards resolving the issue.*

## **Step 2: Commitment**

**A solid and watertight commitment to healing and repairing the damage done over the last 4 decades.**

A commitment to sharing and publicizing the acknowledgment and details of the subsequent reparative program

A commitment to including the acknowledgement and commitment to reparation in any telling of the Trust's history

A commitment to reaching out to all of those affected by institutionally racist practices over the past 4 decades

A commitment to repairing the image of the Trust and the reputation of the charity in the community with an honest and transparent approach

A commitment to fully facing the mistakes of the past with a full investigation of all accusations and incidents, including necessary personal acknowledgments and apologies

A commitment to an honest and transparent representation of the past 12 months events

A commitment to taking recognisable steps of support in line with the Trust's Objects



*This could take the form of the provision of future leases equal to the amount of years we have been excluded or at minimum **25 years**.*

### **Step 3: Reparation**

**A fully supported, sustained and transparent program must be put in place to expose and eradicate institutional racism from the protocols and practices of the charity.**

*This will take the form of an honest and in depth historical retrospective into the issue and the introduction of training at all levels of the organization (Trustees down) in racial awareness and cultural sensitivity where needed.*

*Facilitation of a process of healing communications with the affected members of the local community.*

*You must bear in mind that we are already in the process of a wider historical retrospective including the making of a documentary on the history and relationship of the local community, WWT and the 23 acres. The charity will need to come clean about its historical malpractices in order to move forward, write a new chapter and regain trust.*

*Niles Hailstones*

*Chair*

*One Voice Community Collective/Westway23*

*21.3.16*





## Westway Trust

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**Minutes of the 10<sup>th</sup> Annual General Meeting of Westway Trust (a company limited by guarantee) held at Maxilla Social Club, 2 Maxilla Walk, London W10 6NQ on Wednesday 20 December 2017 at 11am.**

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### **Present:**

#### Trustees

Alan Brown (Chair) Karen Bendell, Fiona Ramsay, Cllr Monica Press, Howard Richards, Cllr Malcolm Spalding, Angela Spence.

In attendance (Executive team): Mark Lockhart (Company Secretary & Joint CEO), Alex Russell (Joint CEO), Graeme Thornes, Stephen Wren.

#### Representatives of Member Organisations

Age UK Kensington & Chelsea  
Association for Cultural Advancement of Visual Art  
Community Accountancy Self Help  
Corner Nine Arts Project  
Dadhiye Somali Development Organisation  
Ebony Steel Band Trust  
Echoes of Spain  
Ethiopian Women's Empowerment Group  
HELP Counselling & Support  
Lancaster West Children's Community Network  
MIND  
NOVA New Opportunities  
Open Age  
St Helen's Residents Association  
Swinbrook Residents Association  
The Golborne Forum  
Women's Pioneer Housing Residents' Association

#### Minute taker

Ruth Scott

### **1. Chair's welcome and introduction**

The Chair welcomed representatives of Member Organisations, Trustees, staff and members of the community to Westway Trust's 2017 AGM. He thanked Maxilla Social Club for their permission to use the space.

The Chair referred attendees to the reports which had been pre-circulated and made one additional announcement: the Board, at its meeting preceding the AGM, had taken the decision to create a new Sub Committee to oversee the charitable purposes and social impact of the Trust which will be comprised of





local Trustees, co-optees and non-voting advisers. All members will be from the local community.

The Chair recorded that the Board and ET were content to be filmed by members of the community and asked if others objected. There were no objections to the filming.

As this was the first AGM since the Grenfell fire, a minute's silence was held to remember and reflect on the tragic events, the people who lost their lives and all those affected.

## 2. Apologies for absence

Apologies were reported from:

### Trustees

- Cllr Anne Cyron
- Jeannette Davidson
- Sheraine Williams
- Chris Ward

### Member Organisations

- The Dalgarno Trust
- Octavia Housing
- Westway Community Transport
- Latymer Community Church
- Catalyst Housing
- EPIC ELM C.I.C.
- West 11 Housing Co-operative
- Eritrean Cultural Support Group and African Refugee project
- Gloucester Court Reminiscence Group
- West London Bowling Club
- Harrow club W10
- NOVA New Opportunities
- Kensington & Chelsea Foundation

## 3. For Members to approve the minutes of the 2016 Annual General Meeting held on 14 December 2016

Members were asked to approve the minutes of the previous meeting, previously circulated, and at this point the following issues and queries were raised:

### 1. Constitutional issues

Robina Rose (of Echoes of Spain) challenged the minute stating that the constitutional issues are resolved. She agreed that everyone had moved on but requested a meeting to finally resolve the outstanding matters of contention.



**ACTION:**

- ML to host a meeting of the original task and finish group to resolve the outstanding matters.
- 2016 AGM Minutes to be amended to reflect Robina's point.

2. Membership

Isis Imlak (a non-Member) asked whether Angela McConville had held a meeting to resolve confusion about how an organisation becomes a member of the Trust. It was reported that a public forum had been held. ML reported that the Trust recently changed the application process to make it more transparent and to gain a more in-depth understanding of applicants. The new process will include face-to-face meetings and, potentially, working with applicants to help them meet the Trust's criteria for membership.

3. Accusations of institutional racism

Toby Laurent Belson (a trustee of Westway Community Transport) challenged the minute which recorded that Alan Brown had said 'no evidence has been forthcoming' with respect to accusations of racism. Toby and Eve Wedderburn (from Rap23) provided some examples of things they regard as evidence including:

- Roger Matland's behaviour and legacy
- The handling of the Flyover tenancy
- The absence of an African Caribbean community centre
- The absence of black people in the original Portobello scheme drawings
- The absence of an option to tick 'Black' on the ethnicity questions of the Equestrian survey

Following further discussion, AB confirmed that the Trustees are already enrolled on unconscious bias training and the following was agreed:

**ACTION:**

- ML, in agreement with the Board, to engage an external equalities expert body to review the accusations of institutional racism and advise on a course of action.
- 2016: at Henry Peterson's suggestion the 2016 AGM minutes be amended by deleting the phrase '*but none had been forthcoming*'.

The 2016 Minutes were approved, subject to the amendments above, and the voting was as follows:

For	20
Against	0
Abstentions	4



#### 4. Ordinary Resolution

Tom Fitch (from CASH and Swinbrook Residents' Association) said he felt air pollution was not being taken seriously enough by the Trust and said the Trust should be doing more research to assess the health impacts of pollution from the A40: he would therefore vote against the adoption of the Annual Report & Accounts.

The following resolution was proposed by Mary Fotheringham of K&C Mind and seconded by Henry Peterson of St Helen's Residents' Association:

To receive the Trustees' Annual Report & Accounts and Auditors' Report for the year ended 31 March 2017.

The resolution was carried and the voting was as follows:

For	21
Against	2
Abstentions	1

#### 5. Ordinary Resolution

The following resolution was proposed by Cllr Malcolm Spalding and seconded by Karen Bendell:

To re-appoint Kingston Smith LLP, Devonshire House, 60 Goswell Road, London, EC1M 7AD, as the Trusts' auditors and authorise the Trustees to fix their remuneration.

The resolution was carried and the voting was as follows:

For	21
Against	0
Abstentions	3

#### 6. Any other business formally notified

The Chair reported that no other business had been formally notified and concluded the formal business.

#### 7. Question and answer session

The Chair invited questions.

Tom Fitch began by raising the following issues:

- He wishes to revisit the Trust's constitution in 2018.
- He seeks to explore whether there is a need to provide supplementary school provision for white British working class children.





- He wanted to make the meeting aware of the Notting Hill Housing Trust merger and the potential impact on the make-up of the neighbourhood.
- He feels there is an ongoing need for an African Caribbean arts centre on the estate.

Other queries and issues raised by representatives of Member Organisations and other attendees divide into the following themes; the key points raised and discussed are summarised in the bullet points below:

a) Lantern procession

- The Chair reported that Corner Nine Arts Project had queried why children could not join the silent walks. One speaker said that the issue may be children singing. Others added that, following the walks, mingling and coming together as a community does take place so it may be appropriate for singing to take place at this stage.
- Phil Nichols of Westway Trust responded that the Festival Fund award decisions are made by external community panel; he reported that he was not aware of any reason children should not attend.
- It was suggested that Corner Nine Arts contact the organisers to confirm the arrangements.

b) Community development

- Lizzie Spring (LS), voicing her own views and not speaking on behalf of Women's Pioneer Residents' Association, said she would welcome a cultural shift in the way community development is approached: from a deficit based approach (i.e. asking: what is wrong?) to an asset based approach (drawing on the assets available). By way of example, she cited initiatives she had been involved in setting up during the 1970s including refuges, squats, and housing cooperatives.
- Other attendees endorsed these ideas including Robina Rose (RR) and Toby Laurent Belson (TLB). TLB said he has been working towards this approach in his dialogue with the Trust over the past few years.
- The Chair was also supportive of LS's words and suggested the Trust explore this approach when it reviews its strategy over the coming months.

c) Equestrian CIC

- Speakers from the Equestrian CIC said they needed confidence that the Trust would play its part in delivering the new riding facility. They mentioned that they had not been given access to the second part of the equestrian review, which relates to feasibility, and asked whether they could receive a copy.
- Stephen Wren of Westway Trust said the Trust stands ready to work with the CIC to finalise plans for the redeveloped riding facility and help deliver the project. It was agreed that the second part of the review should be shared with the CIC. [The report was issued to the Trust as a confidential document and further sharing needs to be agreed with the consultant.]

**ACTION: SW to share feasibility work with the equestrian CIC.**





- d) BBC Project in Bay 20
- Speakers including Isis Imlak (II), Niko Day (ND), Jacob Rety (JR), Joanna Beveridge (JB), Niles Hailstones (NH) and Dee Dainton (DD) expressed concerns about the DIY SOS project to take place in Bay 20.
  - Some were concerned that the Trust hasn't worked with community in conceptualising it and some felt the three-month timescale was too tight.
  - Others felt it was misguided to allow the BBC to undertake the project in a 'contentious space' and felt it could lead to divisions and disputes.
  - Several said they themselves had been asked to identify space by the BBC but had rejected the approach.
  - Some sought further details on the arrangements for the community space in the new development.
  - Alex Russell (AR) explained that the BBC had approached Westway Trust wanting to support local community organisations following the Grenfell fire. Dale Youth Amateur Boxing Club, which lost its venue in the fire, will be re-sited in Bay 20 alongside a community centre. The Trust wanted to explore the opportunity as there has been much demand for community space before Grenfell, this is even greater after. The BBC came with a commitment that the development is free so the Trust can ensure that the rent is minimal. The Trust has talked to many different groups, and held a community day. Feedback has largely been positive. The Trust has pushed back on the tight timescale. AR said the Trust doesn't want to lead, it wants to facilitate. EW said the Trust needs to clarify its role i.e. recipient, gatekeeper, or donor. AR reiterated that many local people welcome the idea and wish to pursue community determination and co-design of the internal design and operating model. She clarified that the space in Bay 20 will be split with approximately one third used for the boxing club and two thirds for the community centre and open space.
  - Alan Brown (AB) added that the BBC project is unusual, and not how the Trust usually works.
- e) Portobello scheme retail units and voluntary sector space
- Marion Gettleson (MG) a local trader, asked about the retail units in the Portobello scheme: she asked how much per square foot will rent be to break even; the impact on business rates; and whether these retail units are financially sustainable or if they will be subsidised. Mark Lockhart (ML) replied that not all these details are available as yet explaining that the emphasis will be on smaller local and independent businesses, and that the strategy will be to scale back rents and have a mix of businesses. The smaller ones will be business rate exempt; larger ones will pay normal commercial rates.
  - Mary Fotheringham (MF) from Mind asked about retaining voluntary sector space on the Portobello scheme. ML responded by saying that it was originally planned to offer alternate space at Maxilla, but the revised plans give us a challenge due to lack of office space in the Portobello scheme. At the last engagement, the Trust learnt there were strong views and the Trust will revisit the plans to the West of Portobello Road to ensure the voluntary sector has space.



- f) Christian Tilleray and Miriam Nelken's departure from the Trust
- Several speakers including TLB, ND, NH and JB questioned the circumstances under which Christian Tilleray and Miriam Nelken left Westway Trust.
  - Several expressed that CT and MN had been successful at community liaison and were respected and trusted by local people.
  - NH said Miriam was pushed out for giving him access to Bay 56. He said CT witnessed unchecked bias and discrimination and had become characterised as an internal activist. He quoted from an email to illustrate these points. Monica Press said she was familiar with the email and that the quotes were attributable to one person who has left the Trust and do not represent the views of the Executive team or the Board. NH said he feels the Trust exploits the local community and represents the same culture as the local council.
  - TLB said the external body which investigated their allegations should have spoken to CT and MN directly.
  - This conversation moved onto the perception that local people are not worked with as equal partners and that Trust management and Board members don't always trust their skills and expertise. Il said she and others have expert knowledge in North Kensington, are grounded in the community, and understand the needs.
  - AB said CT and MN were not "pushed out", but resigned due to differences of opinion about the direction in which the organisation was going. He strongly disagreed with NH's accusations about the Trust being exploitative. AB agreed with the principle that all have equal standing, albeit bringing different skills and knowledge.
- g) Maxilla Nursery
- Gemini asked about the closure of Maxilla Nursery, which she characterised as a Trust decision, and asked what discussions the Trust is in to reopen the nursery.
  - ML replied that the Trust did not want nursery to close, this was a Council decision and the Trust would have been delighted if it had stayed open.
  - Gemini said the Trust could have pressured the council to reduce rent. ML reiterated that the decision to close the nursery was entirely that of the Council.
- h) Role and voice of community trustees
- Bob Larkin (BL) and TLB asked whether community trustees, referring to those with a strong local presence and connections, are on a par with other trustees and whether they are represented on Committees. TLB noted that Cynthia Dize is no longer on the Property Committee and it was pointed out that Henry Peterson had recently joined the Property Committee. EW thanked the community trustees for their wonderful work in 2017 she also encouraged the Trust to appoint local people who are actively engaged with the Trust onto committees, and to train them up if skills are lacking, stating 'we are your fiercest friends'.
  - It was confirmed that three Trustees are nominated by RBKC, three are elected by the Membership (that represents people who have a stake in the



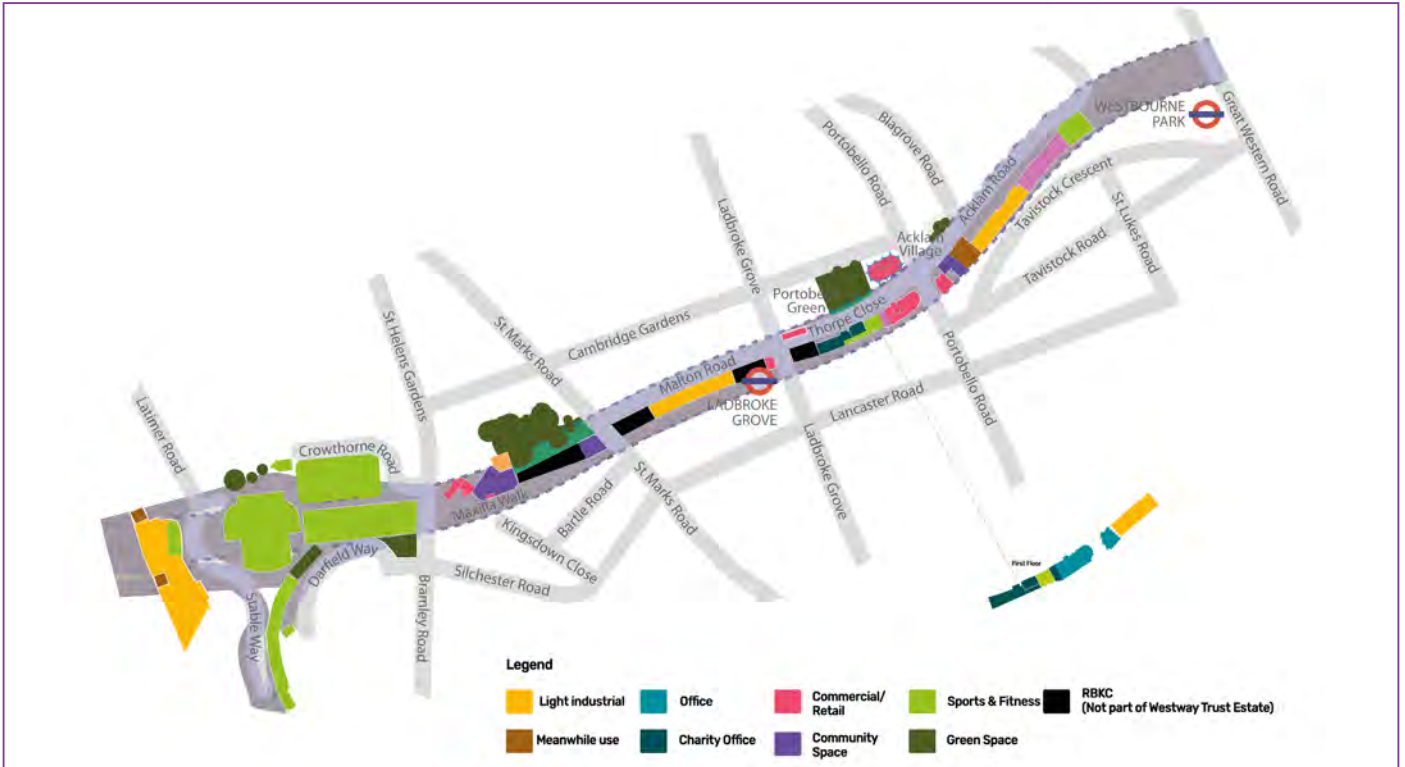


area by living or working locally), and six are recruited independently on a skills basis. Additional committee members are co-opted with specific skills.

- Fiona Ramsay said the reason she joined was, as a local resident, she felt the Board was unrepresentative of local communities. It was important for her to know what's going on and to voice the opinions and thoughts of local people. She said her voice is equal to all the others around the table. She endorsed the idea of more co-production. She said that both she and Sheraine Williams are vocal trustees and are making a difference.
  - Henry Peterson said he used to come to AGMs and complain. He saw an advertisement for a vacancy and responded: now he is serving on the Property Committee. In response to LS's earlier points about co-production, he said there has to be responsibility on the community to organise itself through neighbourhood forums, CICs etc.
  - Cllr Monica Press introduced herself as the current Labour Group nominee. She said the role takes time and requires compromise. She described the resignations of CT and MN as a tipping point for the Trust. She also said the new charitable purposes committee is a positive development and one the community trustees have pushed for. She said her background is in community development and she endorsed LS's words about an asset based approach. She said Board diversity has improved greatly. She endorsed the idea of public meetings and said we've all got to take responsibility and move forward. She added that those on the Board welcome constructive input from the community.
- i) CEO succession planning
- Alan Brown spoke about CEO succession in the light of Angela McConville's departure. The interim arrangement is a joint CEO brief held by Alex Russell and Mark Lockhart. The Board will reflect on leadership structures. The reason for joint CEOs was to engender a partnership spirit which feeds into culture of the organisation.
  - Alan said further and wider soundings would need to be taken before any other arrangement was put in place.
  - In response to a criticism of executive and consultants' pay, AB said executive pay has in fact reduced due to the restructure, with a smaller top team. He also explained that with a relatively small staff team sometimes the Trust needs to buy in external expertise.

**ACTION: it was agreed to resume public meetings.**

Meeting ends



Land Use 2019

(1/1)







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