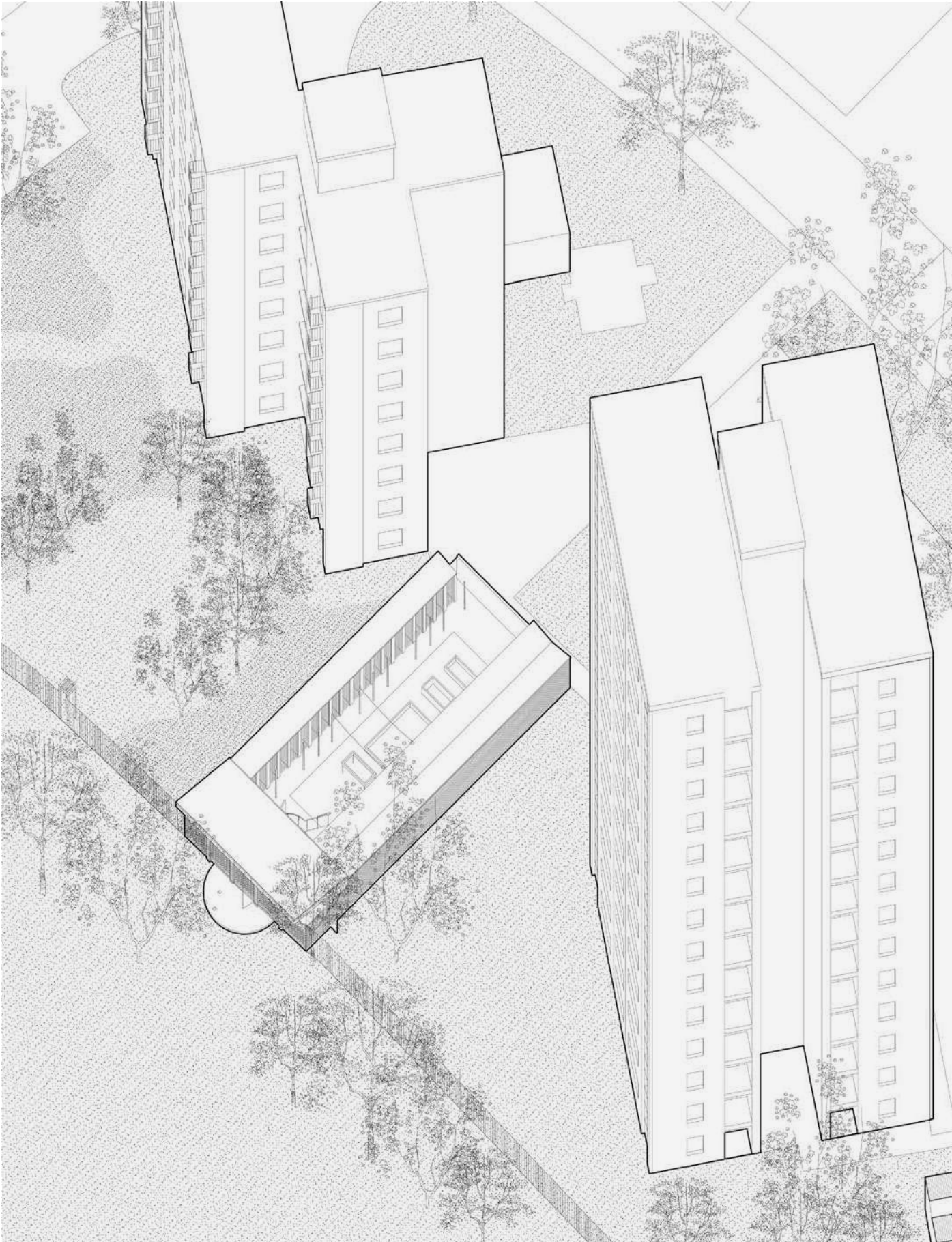


Fourth Court Riba Stage 2 Report



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Introduction

BACKGROUND

The fourth court project was developed as part of a broader study of community infrastructure on the Racecourse Estate. It was one of a series of high level proposals intended to create and or improve community infrastructure on the estate that were presented to the local community as options for review. It was selected by local residents and stakeholders as their preferred option to progress. The Racecourse Together feasibility report identified the site for the 4th court project and notionally considered how an existing quad of pramsheds could be adapted to host operators to deliver social value. This report takes the fourth court proposal through to RIBA stage 2.

PROJECT AMBITION

The fourth court project aims to retain and reimagine a quad of pramsheds located off Newmarket Avenue on the edge of Northolt Park. The ambition for this stage, RIBA stage 2, is to present and evidence a robust and sustainable proposal that can secure capital funding as relevant streams of funding emerge. The project aims

- To champion creative re-use and sustainability.
- To foster social cohesion and build community capacity within a part of the Racecourse Estate that is deprived and is a target of anti social behaviour.
- To serve those living closest to the fourth court in the housing blocks and adjacent towers and to address the most immediate context of the site; notably the park and the Childrens' Centre.
- To do so with an awareness of the site's strategic context and relevant policy.

APPROACH

As part of this report, the operation, management and viability of the project were scoped in order to develop a brief for the design and subsequently to develop costed concept designs for the transformation of the site. Several strands of work have informed and evidenced a design brief and subsequently a RIBA Stage 2 design proposal that meets the approved and co-designed brief. These work strands cover spatial analysis, engagement and programming.

The site

LOCATION

The fourth court lies within the Racecourse Estate, Northolt Mandeville ward on the northern edge of London Borough of Ealing where it borders with London Borough of Harrow and London Borough of Hillingdon. The Racecourse Estate covers a large area. It is estimated that there are over 2000 households on the estate. It includes two parks, a number of institutions and a wide range of building typologies and forms of housing. The estate is described in detail in the Racecourse Together report.

The fourth court site is located off Newmarket Avenue and on the northern edge of Northolt Park. The court itself sits on housing land between two high rise residential blocks that are owned by London Borough of Ealing and are managed by their housing team. The majority of residents are council tenants. Hill Court, to the north of the site, is 8 stories high and comprises 40 flats, and Churchill Court, to the south is 14 stories and comprises 84 flats. A third high rise block, Perceval Court is located next to Hill Court. It is 8 stories high and comprises 48 flats. The blocks were built in the 1950s.

The topography of Northolt Park rises up to these three towers, giving them an elevated position and a strong presence on the skyline. Around the base of the blocks there is open green space, simply lawn. Trees for Cities recently installed some seating and planters in this space next to Hill Court.

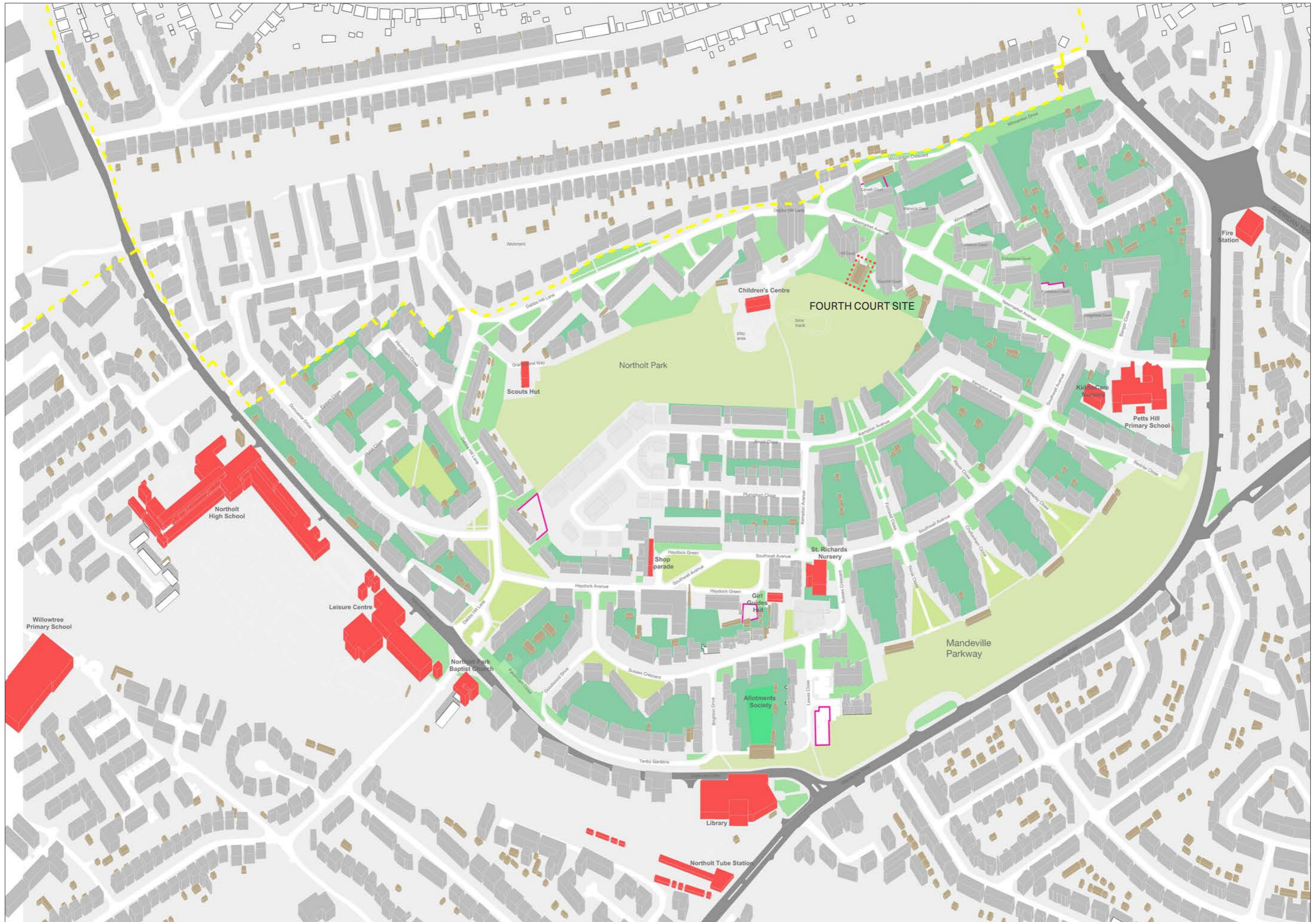
Newmarket Avenue is a wide road with two way traffic that loops around the north of the park, following the course of the old pony racing track from which the estate takes its name. It is lined with mature trees and a series of low rise blocks built in the late 1950s as part of the council's house building programme. Access to Hill Court, Churchill Court and to the fourth court is off Newmarket Avenue.

The end wall of the fourth court runs along the boundary of Northolt Park, where parks land meets housing land. Northolt Park is a large open green space with mature trees that gently rises from its south west to its north east side. It is lined with mature trees and is surrounded by housing. The childrens centre and the scout hut are located at the edges of the park.

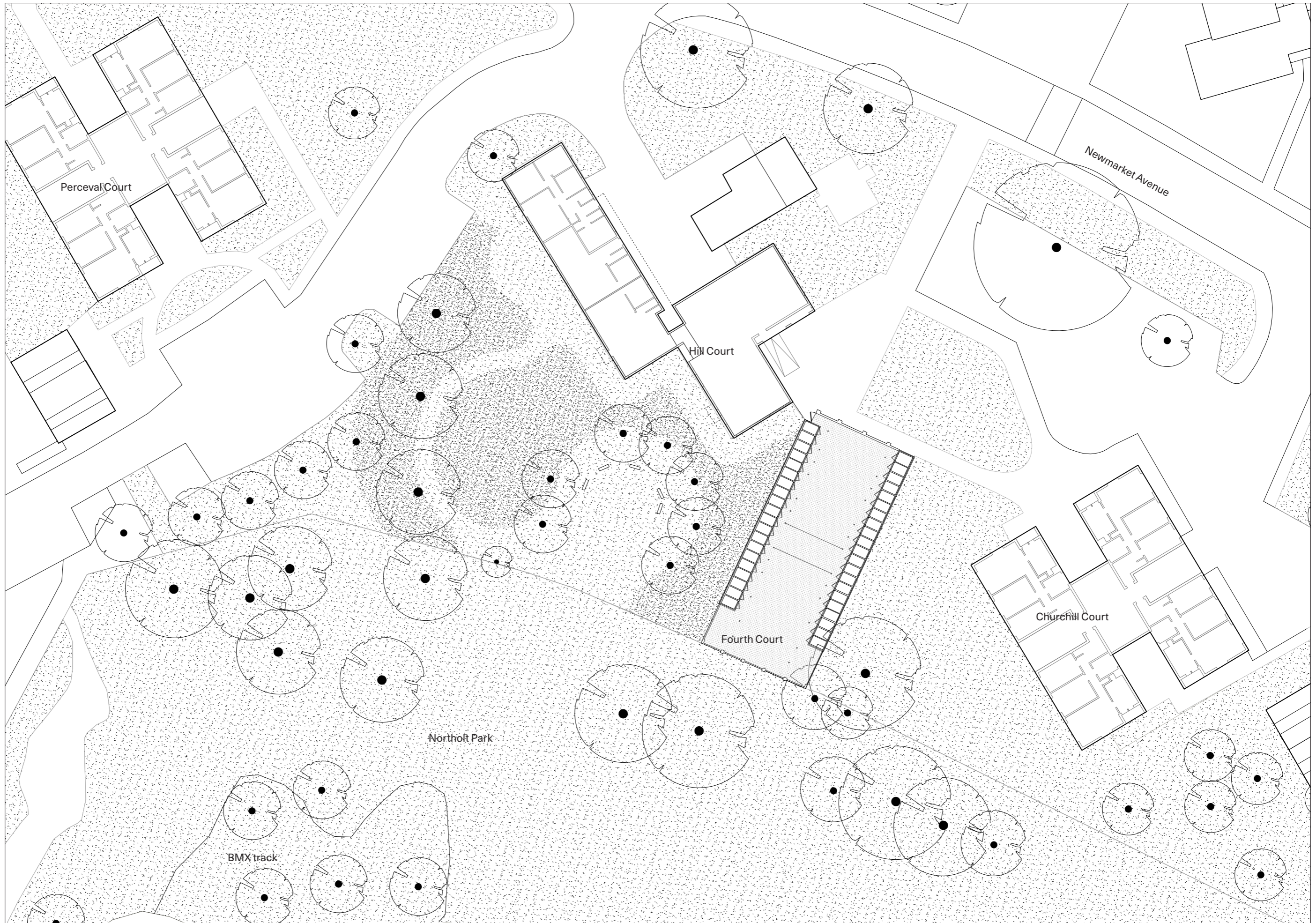
The Children's Centre is less than 200m from the fourth court. The children centre and its grounds have many parts including a skatepark, a fenced basketball court and two playgrounds. The centre has a critical role to play within the estate and there is a strong awareness of its presence and importance amongst residents. There is also a bmx track within the park and adjacent to the site. It is set within a cluster of silver birch trees.

The site is a 10 minute walk from Northolt Park railway station and a 12 minute walk from Northolt underground station which is on the central line. Several buses stop at Mandeville Parkway which is also a 10 minute walk from the site.

The site



The site



The site

THE COURT

The existing building is made up of 41 storage sheds running along two sides of a walled enclosure that is currently accessed at one end, off Newmarket Avenue. Each shed is 1m wide by 1.6m deep and >2m high. The height of the masonry wall that encloses the site is approximately 2.35m. The total size of the enclosure is 12.8m wide x 28.8m long, approximately 375sqm.

The sheds face each other and open onto a 280sqm surface of degraded asphalt hardstanding with lines and posts for drying laundry. The roof of the sheds is slightly pitched, falling towards the centre of the court. Each shed has a wooden door, several of which are broken or missing.

The rows of sheds do not run the full length of each of the side walls, stopping 4.9m from the end of the enclosure. This leaves a 60sqm open space at the end of the court near the park.

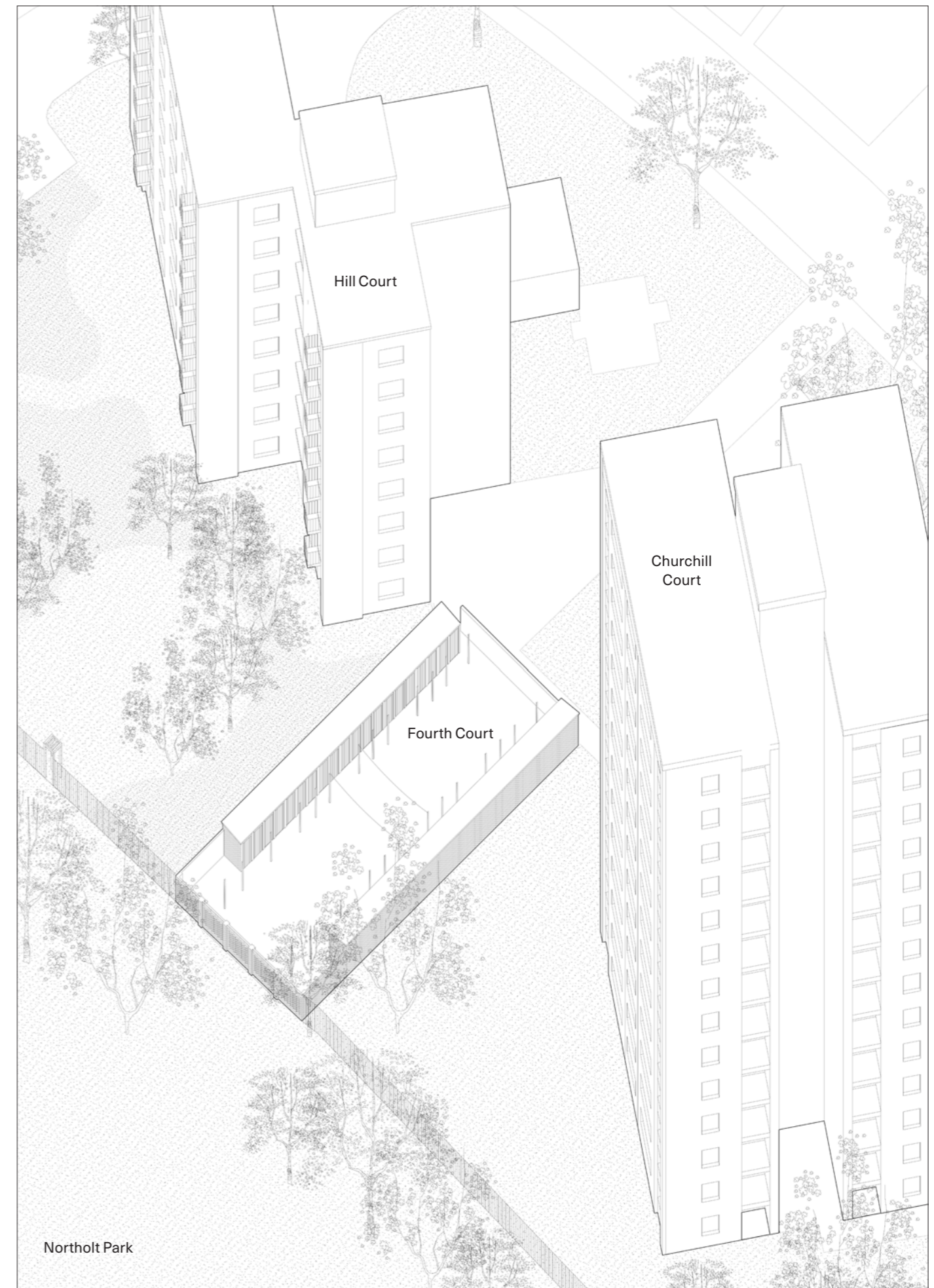
The structure of the walled enclosure is masonry. There are no windows or openings in the walls except at the end that faces onto the park where the setting out of the bricks leaves gaps, creating the impression of a perforated screen.

The current access to the site is via a gate opposite the entrance to Hill Court. The gate is kept locked and is only accessible to those with keys i.e. estate management teams and residents using the sheds.

EXISTING USE

Like the other drying spaces on the estate, this ancillary building was originally intended to serve the flats close by, taking a routine domestic task (laundry) and storage out of homes where there was limited space.

The current purpose of the sheds is to provide storage to residents of Hill Court. 11 of the 41 sheds are in use by residents, and hold items such as childrens' bikes, boxes, DIY material and christmas trees. The sheds have not been allocated with tenancies. The allocation of those unclaimed by residents in recent consultation is unknown. The site is managed by LB Ealing's Housing Hub (Residents Services) team.



The site

APPRAISAL

The site presents a number of opportunities and constraints.

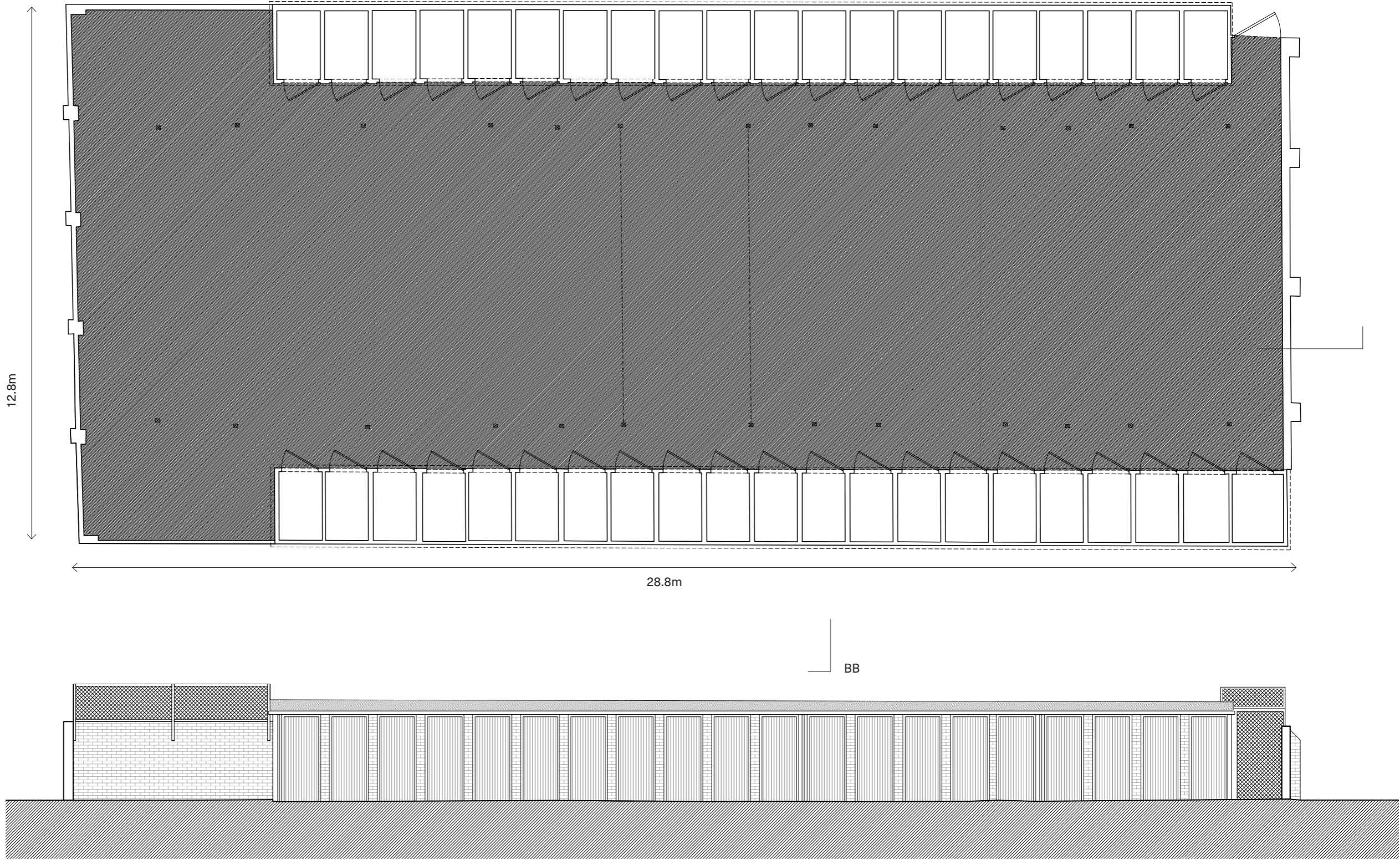
OPPORTUNITIES

- The site is enclosed. Its blank perimeter wall provides some degree of security, protecting the open space of the court within from incidents of anti social behaviour seen in other parts of the estate.
- The perimeter wall also creates a boundary for activities proposed within the court, allowing them to play out within a contained exterior space.
- It is a space that would be suitable for young children to play freely but also safely.
- The fourth court is situated on the edge of the park. There is an opportunity for the building to open out onto the park and for its design to be coordinated with works to the boundary of the park that are proposed by the parks team.
- The current use of the site, as residents' storage, ensures active, regular use of the site and residents' engagement with the site. Its use as a space that supports Hill Court residents is compatible with the introduction of other programmes that have come forward through this study.
- The site is overlooked by Hill and Churchill Court and the court is a simple, open space with no parts that are concealed or obscured from the view from above. The high rise blocks provide informal surveillance.
- The fourth court is close to the Northolt Park children's centre. Its programming and offer could compliment the children's centre and could draw attention to the centre's value and potential, expanding the activation of this part of the estate. See Racecourse Together report for an appraisal of the children's centre.
- The layout of the existing building is flexible and communal. There are a series of individual units so multiple operators could use the space simultaneously, sharing the central courtyard.
- Each shed interior opens directly into an exterior space, allowing for activity to flow from inside to outside.

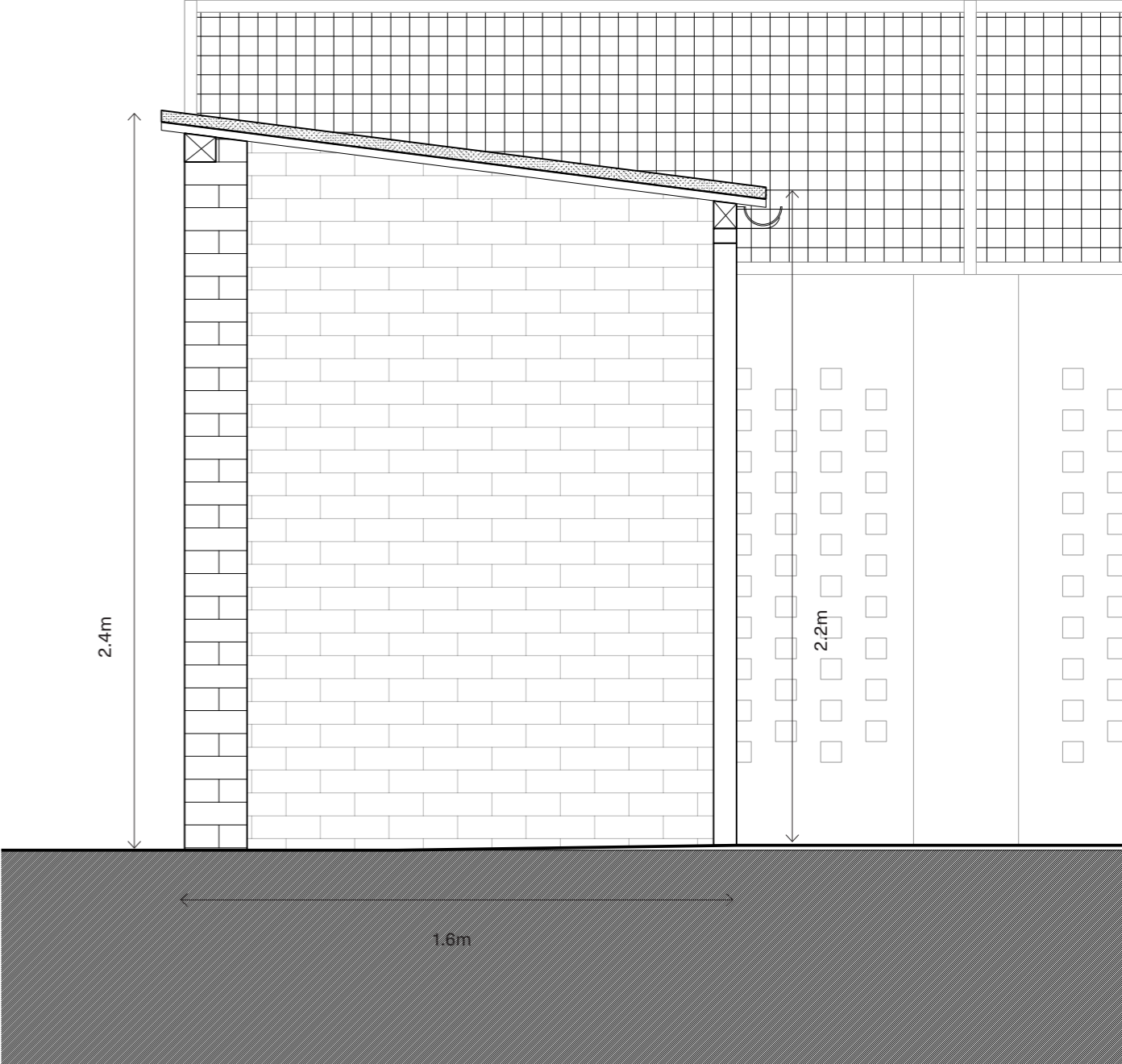
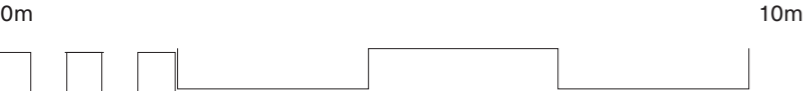
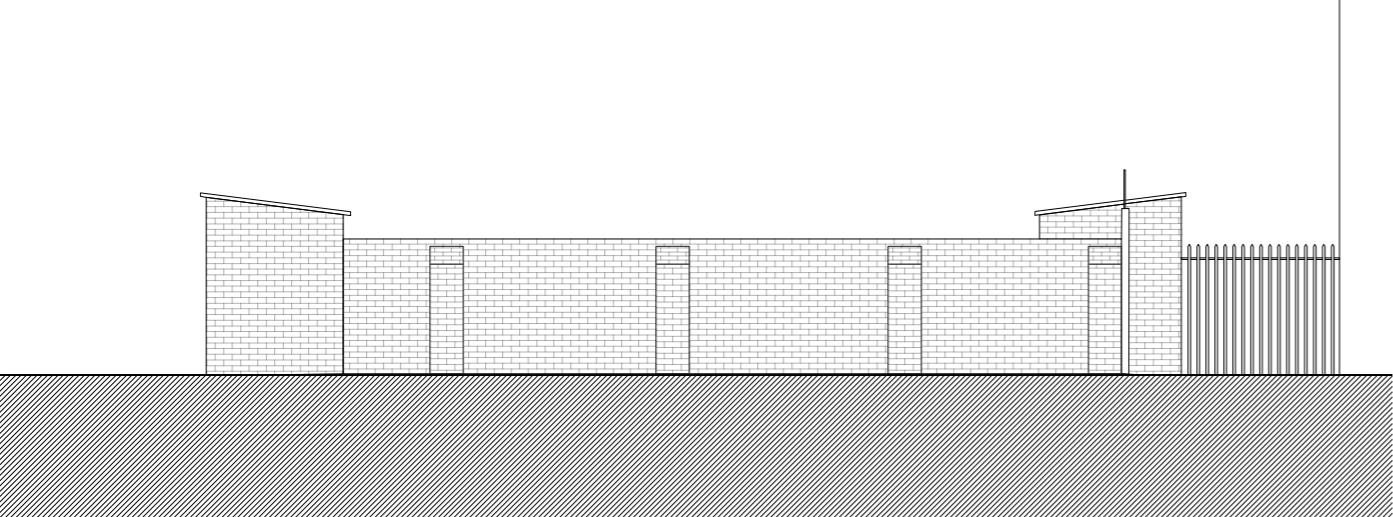
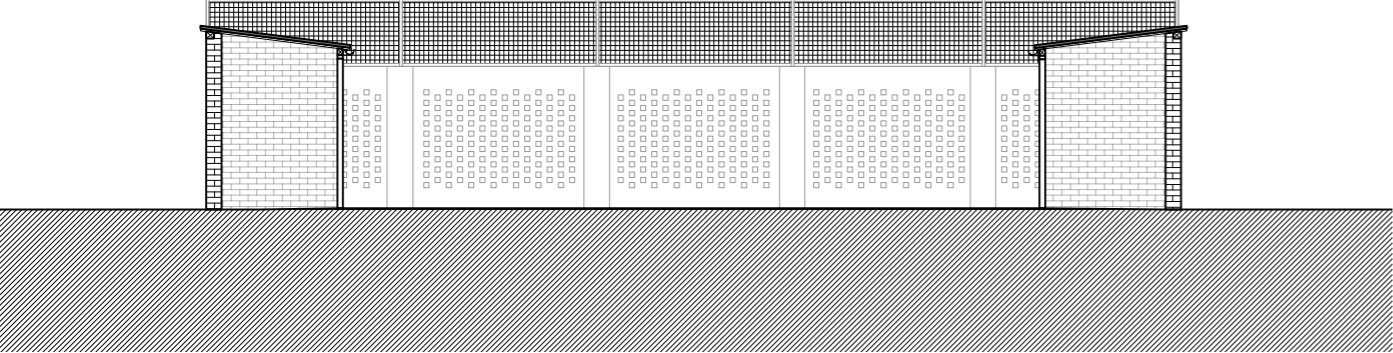
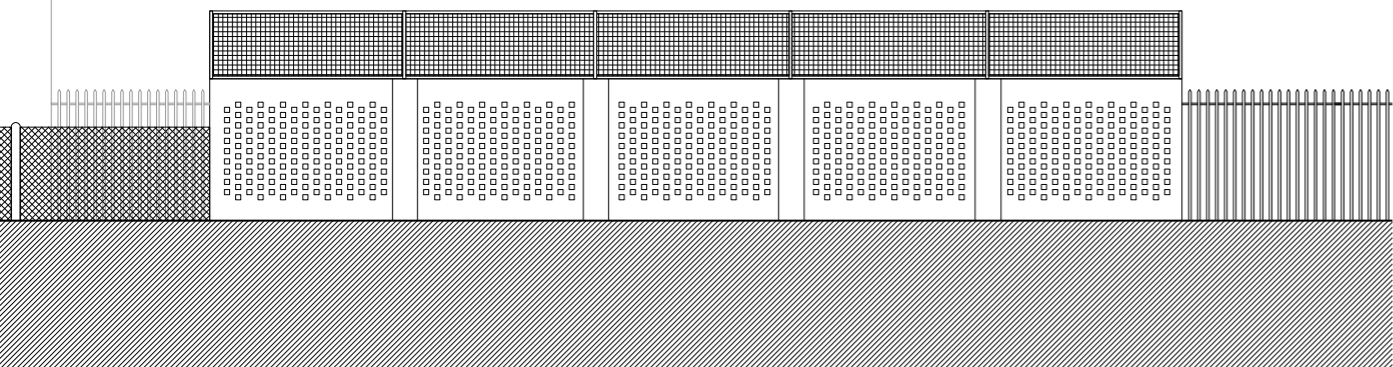
CONSTRAINTS

- A key concern is the security of the fourth court. The sheds that serve Churchill Court are the site of extreme forms of anti social behaviour such as break ins, rough sleeping, drug taking and fly tipping. The children's centre has also been vandalised on many occasions.
- The fourth court is located in a relatively quiet part of the estate. Whilst the choice of site is deliberate, as the scheme sets out to serve parts of the estate where there is less on offer, it may be difficult to attract people to the fourth court who don't live in its immediate vicinity.
- The site is windy as the wind sweeps up through the park and between the towers, blowing from the west to the east. If this is not addressed through the design, the wind will impact the use of the fourth court.
- There is no water, foul drainage or electrical supply to the site. All services will have to be brought into the building.
- Hill and Churchill Court residents may be disturbed by the noise of activities programmed on site, although this was not a concern that was raised by residents in the engagement around the project.

The site



The site



Park Elevation
 Section BB
 Newmarket Avenue Elevation
 Section through storage shed

The site



The site



AIM OF ENGAGEMENT

Local residents and stakeholders have been actively engaged from the outset. The aim of this engagement was

- To develop an indepth understanding of the site.
- To understand their residents' needs and what they see is possible at the fourth court.
- To create a sense of ownership and stewardship of the site.
- To identify any resident operators.

CO DESIGN

Racecourse Together Contacts

Engagement was initiated as part of the Racecourse Together feasibility that addressed community infrastructure across the estate as a whole. A group of key local stakeholders such as scout and guide leaders, teachers, reverends and local activists, whose contacts are cited in the Racecourse Together feasibility report, informed that stage of the project and were kept updated on progress of the fourth court proposal.

Local Residents, living close to the Fourth Court

For this stage 2 report, local engagement focussed on the fourth court site, drawing upon the networks established through Racecourse Together but primarily working with those living in closest proximity to the site. Each flat in Hill, Churchill and Perceval Court was doorknocked and flyered on two occasions. Of the 180 flats, residents of 26 flats (i.e. 14.5 % of residents) engaged in conversation about the fourth court project, sharing their thoughts and their contact details so as to be updated on the project's progress. See drawing on p.30, for a summary of these conversations.

London Borough of Ealing Officers

19 officers across a number of council departments were involved in this stage of early design development, including Youth, Parks, Business Partnerships and Housing. Officers shared their insights and knowledge of the site and relevant details of their own activities and initiatives that have informed the project brief and established design criteria. See spreadsheets with officers' roles, contact information and notes. Detailed minutes available upon request.

Potential Operators

As described in the operations section of this report, broad categories of programme such as greening, circular economy and sport were put forward as operations that the site could host. The fourth court design team reached out to potential operators whose activities related to these programmes to gauge their interest in using the fourth court in some way.

Councillors

The project was presented to local ward councillors.

Engagement

METHODOLOGY

In order to achieve a high level of participation in the co design process and to deliver meaningful engagement,

- The team developed a public facing identity, giving the project a name and drafting a simple description of the project that would allow it to be shaped by others.
- Local residents / stakeholders were approached on an informal basis and conversations were recorded in writing. Engagement began by asking open ended questions in order to establish a sound understanding of residents' needs, activities, skills, desires, aspirations, concerns, their perceptions of the site and to gather any ideas for the site.
- The design team met people where they live/work, Perceval, Hill and Churchill Court residents at their front doors, teachers and students at their schools and youths at their youth sessions for example.
- The team asked local residents and stakeholders to promote the project through their organisations and social media networks, and created material in a format that could be shared easily by others.
- A list of local contacts was compiled to form the basis of a steering group for future co -design. As the storage sheds of the fourth court are intended to serve the residents of Hill Court, those currently using the sheds have an active interest and stake in the project and wanted to be part of a steering group.
- A site visit to Open Havelock, a precedent project, was set up to give a sense of how a space like the fourth court could be transformed and what's involved in terms of the process.
- The design team hosted an open, public consultation event focussed on co-design at the fourth court site. The Make Your Space event was held on 9 March 2024 and was well attended.

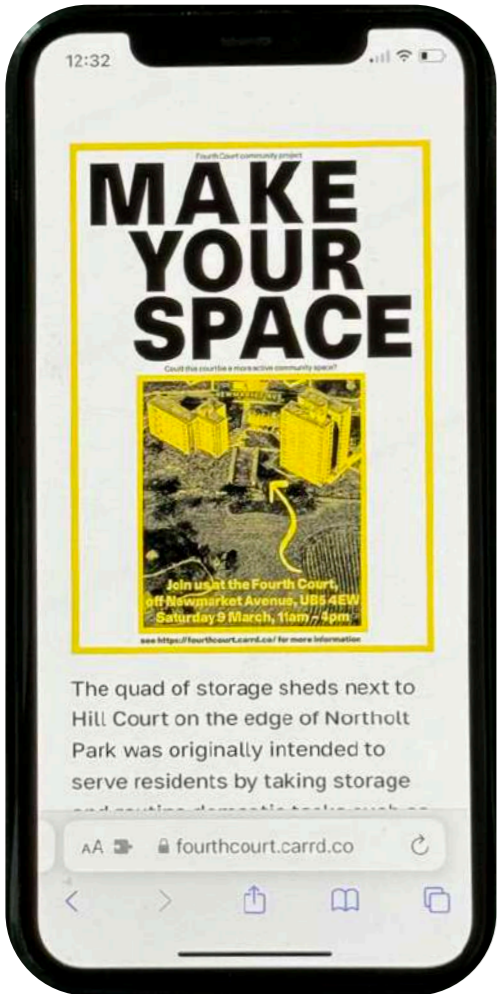
KEY FINDINGS OF LOCAL ENGAGEMENT

- Residents of Hill Court were keen to retain the use of the storage sheds but understood the ambition of the project and were supportive of bringing in other uses.
- Residents of Hill Court who do not have a storage shed currently expressed an interest in obtaining one.
- Residents were concerned that any investment in the site would attract anti social behaviour. They were concerned about the security of the site.
- Residents who had lived on the estate for many years said that there used to be an active residents group called The Three Courts Residents Association and that the site was used intensively in the past for its intended purpose, for drying laundry and storage.
- Residents were concerned about the ongoing maintenance and management of the project.
- Those from other parts of the Racecourse Estate were keen to see the project serve the estate as a whole.
- Amongst residents, no single operator came forward with a clear enterprise or initiative that was robust enough to take on the space as a whole.
- Residents confirmed that there was little on offer, particularly for children and young people, in the immediate area.
- Regarding project briefs, alongside domestic storage, 1 resident at Churchill Court is part of the London Cycle Network but was not confident of a cycle related brief. Six residents across the towers expressed an interest in greening and gardening. Of those, one is a member of Greenshoots and one living at Churchill Court is an active gardener. A resident in Perceval Court suggested a unit be used for tool sharing and was prepared to oversee such a programme. Three residents across the towers supported the introduction of a kitchen and cafe and many expressed an interest in creating a social space where people could gather and share food. Two residents also suggested composting.

See spatial overlay of engagement, overleaf.

See operations section for user database, summarising engagement with potential operators and London Borough of Ealing officers that has informed the project briefs.

Engagement



2

3



4



5



6

- 1 Make Your Space webpage
- 2 Co design event, Northolt High
- 3 Make Your Space, Hill Court digital notice board
- 4, 5 Co design event, The Fourth Court
- 6 Co design event, Northolt High

Engagement

Comments from Perceval Court Residents

- Flat 31: Asked for storage space for bikes.
- Flat 34: Wants parking spaces for motorbikes. The space would be "too small for a community garden"
- Flat 36: could well imagine setting up a self-organised tool sharing facility amongst residents. Would have tools to share.

Comments from Hill Court Residents

- Flat 7: Would like a boxing club or sth to exercise in.
- Flat 10: They own a shed. They were opposed to any development if it hinders their own storage. They store cycles and personal items.
- Flat 14: "Gardening would be nice"
- Flat 18: "Doors won't open in the winter"
- Flat 19: They own a shed. They keep buckets, decorations, steamer, paint
- Flat 25: Wants to see activities for children and yp. Stores a bike and christmas tree in her shed
- Flat 28: Would like the site to be more secure. Garden could work. Storage for bikes would be great. Any storage as long as it's secure.

Comments from Churchill Court Residents

- Flat 16: Exercise! Sports + gym activities. Teenagers and elderly people are lacking activities. Especially for disabled and elderly groups.
- Flat 23: Fourth Court should be offered as a refurbished storage or turned into a garden. Emphasises community spaces and garden as most relevant.
- Flat 28: "Household waste could be incorporated into schemes. Everything goes to waste currently... but [residents] here are quite distant". Resident is also part of Greenshoots and would like to see more planting happening around the towers.
- Flat 34: "something to grow different plants would be great". Interested in urban kitchen gardens, gardening events etc.
- Flat 49: BBQ or fireplace. Common space and small kitchen would be great. Somewhere to hang out

APPROACH

This study explored how the fourth court could be activated and managed. The building is council owned and is on housing land.

One option would be that it be leased on a peppercorn rent to a single operator who would maintain and programme the space. Our engagement did not identify an operator with the interest and structure in place to take the site on. They may exist and come forward at a later stage, but a clear single partner for the fourth court project was not identified through our stage 2 research.

The site lends itself to multiple functions. The layout of the existing building is flexible and communal. There are a series of individual units so multiple operators could use the space simultaneously, sharing the central courtyard. Each shed interior opens directly into an exterior space, allowing for activity to flow from inside to outside. Our study identified several programmes and operators who are interested in using the space and work locally. To develop a varied programme for the site, enables it to serve a range of needs and demographics and would promote intergenerational exchange.

A programme that brings together multiple users would have a complex management structure that would need to be overseen by the council, by one of the operators or by a residents association which doesn't currently exist on the Racecourse Estate. The organisation that manages the space would need to oversee and invest in the running of the facility, supporting access to the space, maintaining and promoting the space and overseeing risk assessment and due diligence checks on operators.

It may be that through investment and co design, one of the operators or a group of residents comes forward to take on the management role. If not, the opportunity should be tendered in order to find a suitable and robust organisation. It would be prudent to tender the opportunity at RIBA stage 3/4 so as to develop a design that is fit for purpose.

PROGRAMME

Broad categories of programme such as greening, circular economy and sport were put forward as operations that the site could host. The fourth court design team reached out to potential operators whose activities related to these programmes to gauge their interest in using the fourth court in some way. From these discussions, the team produced a user database with the details of interested local stakeholders, officers, social enterprises, CICs and residents and where viable briefs emerged, they were developed with relevant partners. See project brief section of this report.

Operation

BMX AND CYCLING

| REF | POTENTIAL OPERATOR | KEY CONTACT | CURRENT ACTIVITIES | PROJECT BRIEF | PARTICIPANTS | RELEVANT QUOTES AND COMMENTS | FUNDING |
|-----|---|--|---|---|--|--|--|
| 1 | Bikeworks CIC | Jim Blakemore Co-CEO & Co-Founder | <p>Providing all-access cycling courses and equipment. Generates income through Team Building Challenges, Cycle Maintenance Courses, and Cycle Instructor Training Courses. Income is returned to free-to-access inclusive community cycling initiatives.</p> <p>They just launched Ride Side-by-Side Bikes (RSSB) with the Department of Transport across London as a "an alternative free cycle taxi service for older people, people who have mobility or visual impairments; or those facing social isolation".</p> | <p>Dr Bike: require about 3x3m of preferably dry environments for the mechanics to work.</p> <p>In 2022, Bikeworks opened a hub at Queen Elizabeth Olympic Park and moved into Lee Valley VeloPark. Recently they also opened West London Hub (without further specification). The new community space would suit their founding belief and provide a space for trainings as much as Dr Bike sessions. Also a potential hub for Cycle Connect/RSSB.</p> | Local schools and residents | | Offering training programmes. Cycle Connect (West London Hub) is jointly funded by H2S, the Royal Borough of Kensington and Chelsea Council, and Westminster City Council. |
| 2 | Cycling Instructor | N/A | Offering free cycle trainings to adults, children, and families; cycling trainings at schools; they also provide Dr Bike services | Fourt Court could become the main hub for trainings in and around Racecourse Estate. They are also an accredited provider of bikeability, which is the program that Joy Riders also offer. | Children and adults in participating boroughs | "We provide cycle training for children and adults for London Councils. We are paid by councils to run courses in schools and for adults" | Funded by several London councils |
| 3 | Ealing BMX Club | | They offer riding sessions for adults and children and lend equipment | After first track at Gurnell Leisure Centre BMX track, they could open a second hub at Racecourse; Group seems to have been inactive since 2018 | Primarily children; adults for intermediate courses | "The club was formed [...] in 2014 and has soon grown to be one of the strongest clubs in the capital" - londonbmx.co.uk website | Memberships |
| 4 | Ealing Cycling Campaign | Nick Moffitt Borough Coordinator bc@ealingcycling.org.uk | Local branch of the London Cycling Campaign; they offer trainings, workshops, rentals and more throughout participating boroughs | Potential for the council to install a bicycle repair point in the sheds (next is more than 3 kms away). In general, there is not much happening in Northolt in terms of cycling courses/repair stations etc. | Everyone living in the participating boroughs | | |
| 5 | Hayes Hawks BMX Club | Scott Dick Chairman Hawks BMX Club | Offering training sessions and hosting races | Hayes Hawks only operate within the borough and focus on providing BMX experiences to yp. They are a large club and have existed for more than 40 years, so it is possible that they would extend some trainings and races to Hill Court BMX track. | Children and young people | | |
| 6 | Ealing Transport Team; Cycle Sisters and Joy Riders | https://www.cyclesisters.org.uk/our-story https://www.joyriders.org.uk/ | <p>Cycle Sisters: Muslim women cycle group; volunteer-led cycle groups to encourage riding, also for beginners</p> <p>Joy Riders: Cycle training especially for women, children, and young people</p> | Permanent stalls at the court of sheds; could operate from there. Would be helpful to include both elderly residents and yp | female- and Muslim-identifying adults and young people | <p>"Our cycle groups offer inclusive opportunities to cycle while our partnership work with local and national cycling organisations helps to tackle stereotypes and make cycling more accessible and diverse."</p> <p>"Around 80% of kids in UK cities don't do Bikeability at school - they don't own a bike and they can't already ride... our RIDE! programme was aimed at teaching families to ride together"</p> | |

Operation

GREEN SPACES

| REF | POTENTIAL OPERATOR | KEY CONTACT | CURRENT ACTIVITIES | PROJECT BRIEF | PARTICIPANTS | RELEVANT QUOTES AND COMMENTS | FUNDING |
|-----|---|---|--|--|---|--|--|
| 1 | Artification Northolt Public Art | Rachel Pepper | Artification looks to gather young artists in Northolt to create pieces of work that would contribute towards the identity of the area. Project continues until March 2025. At their main hub in Acton, they have "started vegetable and herb beds to grow food". | Possibility for temporary or even permanent public art work as part of the Fourth Court. Maybe in the park together with Greenshoots? | Young artists; young people who want to engage in arts and urban gardening | "The aim is to capture the rich tapestry of Northolt's heritage, people, identity, and green spaces, ensuring that each public art piece resonates with the community it serves" | Ealing Council |
| 2 | Building Bridges/ Urban Edible Gardens | Dina Tsuro Project Lead Building Bridges Workshop Urban Edible Gardens CIC | "Urban Edible Gardens is a project that focuses on turning unused or neglected spaces into beautiful gardens or transform spaces into vibrant projects for the community with the community. It also includes gardening workshops for residents and the community to get involved and own the projects". They also include mental health exercises like meditation into their practice | Currently working with Ealing Council to install a community garden at Northolt Library. Could extend to Fourth Court and deliver food growing programs in covered environments? | All interested residents and volunteers from across the borough | "Turning empty spaces into growing spaces for better health in local communities" "We also have other things going on like personal trainers and nutritional therapists running workshops to give health advice for specific issues." | Ealing Council; Mayor of London greening fund |
| 3 | Cultivate London | Auberon Bayley CEO Cultivate London | They are a "specialist charity for designing, establishing and creating productive educational food growing gardens in West London". Offering trainings and support in transforming sites. They also sell products like leaf mould and plants. | They are specialised in disused sites and have recently opened a community garden in Hanwell, so they could be suitable for activating Fourth Court as much as becoming part of collaborative planting sessions with Urban Edible Gardens and other organisations. | Mostly able-bodied volunteers, but they seem to have worked with wide range of demographics | "Working with a wide mix of community groups we can advise and / or manage on almost any underused or disused site such as in housing estates, on rooftops, on meanwhile land, community centres" | Mayor of London's MAKE LONDON; Ealing FUTURE EALING; local charities; individual support |
| 4 | Greenshoots | Odile Wythe | "The Racecourse Greening Group" established by Trees for Cities and the Freshwater Foundation. Regular activities: weeding, watering, litter picking and celebrations of the parks. | "Local residents have suggested all sorts of ideas, such as more places to sit and meet up with other residents, plants for pollinators and bigger trees to sit under" - Greenshoots could see that happening, but needs continuous funding. | Residents of Racecourse estate have previously engaged with them | "We have been working with local residents since December 2017, when we first raised funds for tree planting" | Possibilities: National Citizens' Network (NCS), https://wearencs.com/our-2023-grant-giving Grants collected by Groundwork, https://www.groundwork.org.uk/london/grants-london/ ; Aviva community fund https://www.avivacommunityfund.co.uk/ ; possibly Community Ownership Trust https://mycommunity.org.uk/what-is-the-community-ownership-fund/ ; |
| 5 | Trees for Cities | Susannah Littlewood Senior Partnership and Development Coordinator | A UK charity working at a national and international scale to improve lives by planting trees in cities. They have worked on Racecourse for 3 years and have established strong relationships with numerous local groups and institutions. | They need a space to store trees and equipment; they have knowledge of the estate so could perhaps initiate programmes instantaneously. Ealing Tree Festival a.o. could take place on Northolt Park (has previously taken place at Southall park). | Everyone interested in gardening and planting on the estate; usually brings together mixed demographics | | Majority comes from voluntary sources; Mayor of London has given some money as part of Trees for London project. Maybe also get on the Ealing - Northolt Green Ring project funded by the Mayor? |
| 6 | Ealing Council Parks Team | Jan Anderson and Chris Welsh | There is a four year plan for tree planting (50,000 trees planned). Further funding: tree planting budget of 5,000,000 GBP. Trees for Cities will have ongoing projects in Northolt for the next three years, if not longer. | On treeplanting: trees are being brought directly to the sites. TfC would then do massive volunteering days or events to plant trees in a mass action. | Volunteers from the estate; residents | we would need flexible space which could be used by multiple operators over a long period. | |

Operation

SHARED RESOURCES / CIRCULAR ECONOMY

| REF | POTENTIAL OPERATOR | KEY CONTACT | CURRENT ACTIVITIES | PROJECT BRIEF | PARTICIPANTS | RELEVANT QUOTES AND COMMENTS | FUNDING |
|-----|-------------------------------------|---|---|--|--|---|---|
| 1 | Ealing Repair Café | | They offer weekly sessions around boroughs in West London on sewing and repairing textiles and sometimes electrical devices, often coupled with learning activities. Sessions are run at small cost. | They do not seem to be active in Northolt yet so FC could offer them a space to return to regularly. Seems like they only need space to store their sewing machines and some tools to repair electrical and other devices | All interested residents of the boroughs | "Volunteers run the Ealing Repair café and sadly we have no funding, so we are limited in what we can do and how many sessions we run. However, we also want to get more people mending and valuing their clothes. If you're interested in getting involved or setting up your own session, we would love you on board, please contact us." | |
| 2 | Fixing Factory | | Laptop Repair and Maintenance Courses. They focus on repairing electrical devices/teaching others how to repair them. | Together with residents, FF could open up a new repair club at the Fourth Court. Could also be suitable for meeting once a month. | All residents of Racecourse and neighbouring wards that have items which need fixing | | National Lottery Community Fund; time after time e-waste fund |
| 3 | Traid | | Traid collect and sort second-hand clothes in their warehouse for resale in their London charity shops. They have their head office in Clerkenwell and their main hub in Wembley. | The Fourth Court could become a collection point for Northolt and possibly link up with sewing/knitting repair activities through Mary | Anyone donating textiles to their collectors | "Our unique system for collecting and curating clothing donations means we're able to maximise the amount of money we raise to support our partners working on projects improving the fashion industry – in farms, factories, and schools" | Donations and own sales |
| 4 | Pramshed Owners | | Some flats still own sheds; residents remarked that they lack storage space. The sheds are not well looked after. Caretakers informed me that tenants are obliged to look after their sheds themselves | Most of the residents want to keep their storage, but seem flexible with their demands. Bike storage would help. | | | |
| 5 | Art Material Storage for Petts Hill | Katherine Fleuwitt, Headteacher Petts Hill | The school is currently subscribed to a service called Wrap Watford (https://wrapwatfordscrap.wixsite.com/wrap/about) | Store for materials that would enable children and young people to build stuff themselves. The contents of such a store would be materials such as pallets and crates. A constant turnover of material is needed to get new input for the children | Primary and older primary children, during the holidays and on the weekends. Petts Hill pupils | | |
| 6 | Ealing Council Caretakers | Herman Kayondo and Jerzy "Jerry" Grzeskowiak | They currently store their equipment in a room adjacent to their common room at the Children Centre. Additionally, they store material in the towers. | The caretakers had no interest in storing their material elsewhere for several reasons. They would like to see a project where residents would take on responsibility. They could not think of any design or project details that would be helpful for them. | | | |
| 7 | Reduce and Recycle Hub Acton Market | Mary Horesh Acton Market Community Circular Economy Manager | Fixing Clothes with Ealing Repair Cafe; repairing bikes; sharpening garden and kitchen tools; book swaps; donation of clothes. See also https://actforealing.org/2023/10/28/november-reduce-and-recycle-hub-in-acton/ | Probably once a month, they could come and set up a market stand for which they would not need much equipment. They bring diverse uses and could combine them well with other organisations in cycling, youth engagement, and gardening. | | | A.o. Act for Ealing, Artification, Ealing Repair Cafe List of partners and funders can be found here: https://marketw3.co.uk/the-reduce-and-recycle-hub |

Operation

YOUTH ENGAGEMENT

| REF | POTENTIAL OPERATOR | KEY CONTACT | CURRENT ACTIVITIES | PROJECT BRIEF | PARTICIPANTS | RELEVANT QUOTES AND COMMENTS | FUNDING |
|-----|--|---|--|--|--|---|--|
| 1 | Larkspur Rovers Football Club | Angela Gooden | Leads football training | Fourth Court could become part of the Larkspur network. | Children and young people at the Football Club | | |
| 2 | Ealing Youth Services; Northolt Library and Bollo Brook Youth Centre | Keith D'Sylva and Colin Brent. Colin: Youth Service Area Team Manager, Bollo Brook Youth Centre, South Acton Keith: Northolt & Greenford Neighbourhood Coordinator Ealing Integrated Youth Service. | Currently Keith's groups have a 'nomadic' presence on the estate with no fixed space. Yp seemed to engage a lot with sports (also e-sports as they enjoy gaming) and cooking/baking activities as much as planting/ gardening activities | According to different conversations with Keith, yp and his youth engagement would greatly benefit from a space that: has lockable storage units for small sets of equipment (e.g., table tennis); has small kitchen unit/units, possibly for small food businesses operating out of there; has a clearly marked and inviting entrance; seems safe enough at night for people not to break in; and is permeable in the back and front to see who's there. There's also the need to safely store equipment somewhere in the Northern part of the estate as there's nothing there yet now. | Children and yp from Northolt, Greenford, Acton, and sometimes even further away | | Ealing Council. Possibly Greener London, Access Sports and Young Growers Funding Pots? |
| 3 | Northolt High School | Marion Budd Headteacher | Some projects, like Dina and Taz, have weekly programmes at Northolt High. | | High school students | | |
| 4 | Skateboarding Group | Katy Burton | Katy won a grant from the Floating Community Room programme and held skateboarding events on-site in spring and summer 24 | Equipment store and base for skateboarding programme, builds relationship with the Children's Centre. | Yp and interested participants from Northolt | "More than anything, people on Racecourse Estate need spaces that are maintained" | |

Project briefs

Greening

The Racecourse Estate is characterised by its green space with its large parks, mature trees, lawns, broad streets with green verges and its allotments. The 3 year tree planting programme led by Trees for Cities was very successful and several community led gardening and greening initiatives have recently emerged, notably Greenshoots. The borough is also committed to biodiversity and climate action and has funding available to deliver on this priority. Greening/ gardening was the programme that most residents could imagine engaging with at fourth court. A variety of greening organisations are active in the area and their spatial requirements are well suited to the layout of the existing building. An outline project brief was formulated with several greening organisations in order to understand how they would use the site.

CULTIVATE LONDON LTD

cultivatelondon.org

Cultivate London are an independent social enterprise and charity based in Acton. They envisage a grant funded gardening project at the fourth court. Their requirements for such a project are planters, an equipment store, a kitchenette and potentially a space for mushroom growing/ fermentation and a space for composting. They proposed an overhead setting for climbing vines, beans, etc., which can require little maintenance. They advise that community garden and planting projects require people to be there 2-3 days a week to oversee management. There is potential for overlap with Building Bridges/ Greenshoots to cover this commitment. They also offer skills development & training. As an initial project to activate the site an equipment store / hub at the fourth court would support their upcoming work at Mandeville Parkway.

GREENSHOOTS

Greenshoots are a resident led gardening/ greening group based on the Racecourse Estate led by resident Odile Wythe. They hope to establish a programme of regular gardening activities across the estate, continuing the work of Trees for Cities. They do not have funding. Their requirement would be to have an equipment store at the fourth court. They could support the work of more established organisations such as Cultivate.

BUILDING BRIDGES WORKSHOP / URBAN EDIBLE GARDENS CIC

buildingbridges-community.org.uk
Urban Edible Gardens is a CIC that is based locally, works regularly with LB Ealing and has successfully delivered a number of grant funded gardening projects. They are interested in creating edible gardens at the fourth court, although they have just received funding to create a café/kitchenette and edible garden at the Baptist Church so there may be some overlap/ stretch of resource. They are a robust local operator with links to other institutions on the estate and across Northolt.

TREES FOR CITIES

www.treesforcities.org/about-us
Trees for Cities worked for three years on the Racecourse Estate and delivered a remarkable programme of tree and bulb planting, engaging a wide range of residents and institutions and planting over 1000 trees (<https://www.treesforcities.org/our-work/urban-trees/racecourse-estate>). Although their contract at Racecourse has ended, they are appointed to work in the borough 2024/25 and will likely be engaged beyond that. They are open to using the fourth court for a pilot project, storing equipment and trees on site to support their work across the borough and maintain a relationship with the estate. They are a well funded, robust organisation with greening expertise and local knowledge.

LONDON BOROUGH OF EALING PARKS TEAM

The parks maintenance team stores equipment in a large centralised depot in Greenford so there isn't scope for them to use local sites like the fourth court as a base for routine maintenance. However, LB Ealing Parks team is developing a masterplan for Northolt Park and there is an opportunity to coordinate the design of the fourth court with this parks improvement plan. As a borough, Ealing is committed to greening and have an ambition to create 25% tree canopy coverage across the borough by planting 50,000 trees within the next 4 years. This is relevant to the fourth court in terms of their ongoing support for Trees for Cities and also as they intend to replace the chainlink perimeter fence that aligns with fourth court with hedgerow.



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- 1 Trees for Cities, briefing session at the scouts hut, Northolt Park.
- 2 Trees for Cities, tree storage.
- 3 Urban Edible Gardens.
- 4 Cultivate
- 5 Cultivate

Project briefs

Youth provision

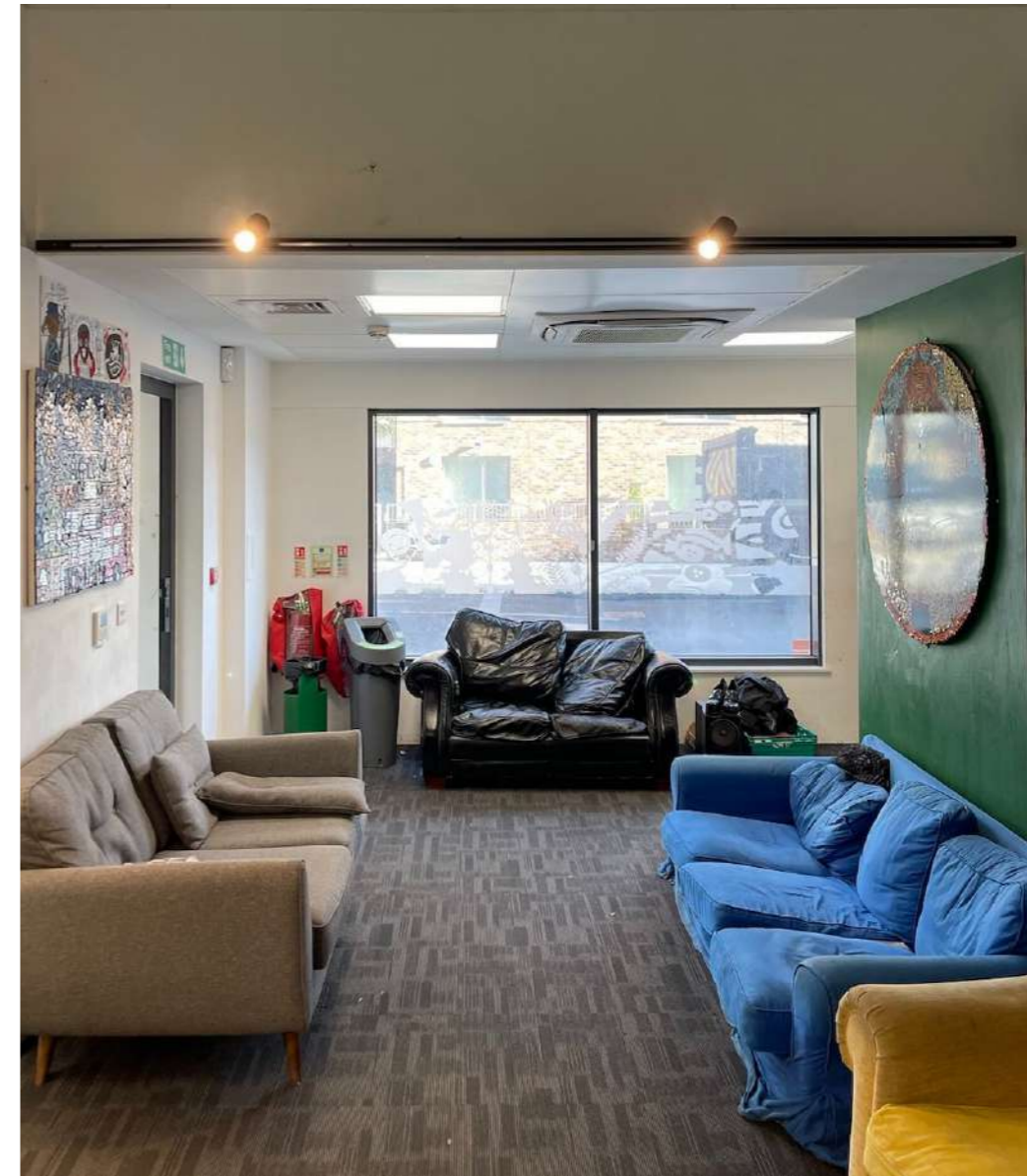
Young people in particular lack safe spaces to socialise in Northolt. Ealing's youth services team don't have a designated space within Northolt from which to run their programme and have to rent spaces and transport equipment to support their sessions.

EALING INTEGRATED YOUTH SERVICES

Ealing Integrated Youth services urgently need a space from which to run their valuable sessions in Northolt. They are an extremely dedicated and resourceful team but they are underfunded and are currently renting spaces and transporting equipment to the different sessions in order to keep them running. Young people lack a safe space to socialise outside their home and the Racecourse Estate is perceived to be a threatening environment by them.

The youth coordinators would use the fourth court to run their sessions. Their brief for the space includes lockable storage units for small sets of equipment and table tennis tables, WCs, a kitchenette, a clearly marked and inviting entrance, a secure site, permeability and visibility and flexibility as the activities on offer change. Most important is an interior space, like a living room, where young people feel comfortable just hanging out together.

The design team visited Bollo Brook youth centre in South Acton which is the only designated youth centre in the area. The sessions at Bollo Brook are very well attended, with around 35 young people joining them in winter and 90 in summer.



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- 1 Bollo brook youth centre
- 2 Presentations at Northolt High by integrated Youth Services.
- 3 Students walking across the park afterschool

Project briefs

Cycling

BMX

Skateboarding

To create an offer around bikes relates to the context of the site and of the estate as there is a bmx track adjacent to the building and the roads of the estate loop, tracing the forms of the old pony racecourse. A programme that is cycle related also connects into London Borough of Ealing's sustainable transport ambitions and would impact flows of movement through the estate, attracting more people to use Northolt Park station to get in to Central London on the overground with their bike. Through bike repair and cycling schemes there is an opportunity to build skills and engage young people, specifically 10-13yr olds who are a particularly vulnerable demographic on the estate. BMX requires specialist equipment and bikes. There are precedents for BMX clubs in other boroughs, notably Hackney, where the specialist bikes and equipment are stored in garages and sheds and are brought out by qualified volunteers for children to use and to train. BMX is an olympic sport.



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HAWKS BMX CLUB www.hawksbmx.co.uk

The closest BMX club to the fourth court is the Hayes Hawks which is chaired by Scott Dick. A club at the fourth court would likely be volunteer based and grant funded through Access Sports or similar. Looking at precedents in Hackney/ Hayes, sessions would likely be weekly/ monthly. The site would be used as an equipment store, holding bikes, helmets and clothes. The aim would be to establish a club, run by someone that would either be estate based or related to the Hawks. It may be possible to get equipment for free from a club that closed in the borough, at Gurnell, in order to trial the operation.

BIKEWORKS www.bikeworks.org.uk/

CYCLE SISTERS www.cyclesisters.org.uk/

JOY RIDERS www.joyriders.org.uk/about-us

There are several cycle training organisations that have worked with LB Ealing's sustainable transport team running training sessions in Northolt, some working with particular demographics such as Muslim women, children and the elderly. Alongside training in riding, Bikeworks CIC also offers courses in bike mechanics and offers free bike repair through their Dr Bike programme. The fourth court could accommodate a bike repair workshop and could serve as a bike store. The programme would likely involve monthly/ quarterly sessions funded by the council.

SKATEBOARDING

A local resident has initiated skateboarding sessions at the ramps by the Childrens Centre through the Floating Community Room grants programme. These could also be supported through the fourth court project.

- 1,2 Skateboarding sessions, Racecourse Estate Northolt. LB Ealing funded through the Floating Community Room grants programme
- 3 Cycle Sisters
- 3 BMX Hackney
- 4 London Bike Hub at Open Havelock
- 5 BMX track, Northolt Park

Project briefs

Shared resources

Circular economy

The fourth court was originally intended to serve residents by taking storage and routine domestic tasks such as laundry out of homes where there was limited space. It served residents' needs and brought people together. This project proposes that the fourth court become a more communal and active space whilst still fulfilling its role to support the domestic needs of those who live closest, be that storage, washing, or more.

RESIDENTS' PERSONAL STORAGE

11 of the existing storage sheds are currently used by residents of Hill Court and other residents are interested in using the sheds too. In the stage 2 design proposal, 20 of the 41 sheds are retained for use by residents for storage. In the later stages of the project, there is potential to refine the fit out of these units so that they are well suited to residents needs'. The sheds are currently used to store items such as childrens' bikes, push-chairs, christmas trees, DIY materials, and boxes with miscellaneous house-hold excess for example.

RESIDENTS' SHARED STORAGE

There is potential for goods such as tools and equipment to be shared amongst residents. An initiative such as this could operate like a Library of Things but in this location would most likely be self organised, resident run and free. A resident at Perceval Court proposed a tool sharing facility and offered tools to share. By borrowing and sharing products instead of buying new ones, the initiative reduces waste and gives residents access to goods and equipment they may not be able to afford as individuals.

WASTE REDUCTION/ COMPOSTING

A resident of Churchill Court was interested in setting up a recycling/composting station: "Household waste could be incorporated into schemes. Everything goes to waste currently ...". She was also part of Greenshoots initiatives in 2022-23 and would like to see/participate in more planting activities around the Fourth Court. Composting was also suggested by Cultivate (see greening section) and in Poplar, R urban have built an anaerobic digester which could serve as a precedent. Note that effective composting requires careful management.

"SCRAP SCHOOL" ART STORAGE FOR PETTS HILL PRIMARY

The deputy head at Petts Hill would welcome activities for primary and older primary children, during the holidays and on the weekends, and is interested in a store for materials that would enable children and young people to build stuff themselves. The contents of such a store would be materials such as pallets and crates. In her experience, it is necessary to have a constant turnover of material to get new input for the children.

The school is currently subscribed to a service called Wrap Watford (<https://wrapwatfordscrap.wixsite.com/wrap/about>), from which they get a truckload of material delivered to the school once per term. Watford Recycling Arts Project (WRAP) is a registered charity specialising in the recycling and repurposing of ethically sourced commercial waste for creative enterprise.

There is an interest in strengthening OPAL, outdoor play and learning, within the Petts Hill school grounds and the wider estate. For that, "children want a space that they could be drawn into". It would require about 3-4 sheds and a flexible space so that loose parts can be taken out and quickly stowed away.

To create an arts material store for Petts Hill Primary within the fourth court would build connections between the site and an important local institution, bring a network of parents, teachers and children to the site and establish a pattern of an active and regular use. The school uses scrap material for building theatre sets, and performances could take place at the fourth court as well as at the school.

This programme of reuse is in line with LB Ealing's circular economy aims.



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- 1 Petts Hill
- 2 Laundry drying lines off Newmarket Avenue
- 3 WRAP
- 4 Storage shed
- 5 WRAP
- 6 Laundry drying lines off Newmarket Avenue

Stage 2 Design brief

PROGRAMME

20 units should be retained, upgraded and allocated as residents' storage. Alongside residents' storage the site should be designed to accommodate a range of activities and users as described in the project brief section. The programme includes

- A base for sports/ recreation
- Youth provision
- An arts store
- A base for gardening/ greening

ACCESS

The site will not be open to the public. It will be opened by keyholders, i.e. residents and operators. Opening hours will be based upon the programme/ operation of the site. The site should be accessed off Newmarket Avenue. It should be designed to open up onto the park but there is currently no path through the park leading to the fourth court so this will not be the main entry point.

FLEXIBILITY

The space should be flexible and should allow for the programme to be tested and adapted if operators drop out/ come forward. Whilst it is conceived as a communal space where multiple operators can come together, some programmes may need to be separated from others on occasion and the design should allow for this scenario.

MAINTENANCE

The building must be robust and low maintenance.

SECURITY

It is critical that the site be secure. All doors and entry points should be robust, the design must be simple and should not include hidden corners/ canopies that would compromise informal surveillance. A meeting with Secure by Design should be set up at the next stage of the project in order to build detailed specifications into the budget and design at an early stage.

TEMPORALITY

The proposal should include an interior space that can be used year round. This is particularly important for youth provision. The proposal should also retain the courtyard as an open, exterior space as it serves the proposed programmes of play, greening and making.

SUSTAINABILITY

The building must champion sustainability, reuse and low carbon construction. 10% bio diversity net gain is a planning requirement.

ENGAGEMENT/ SKILLS

The building should be designed so that aspects can be built with volunteers, particularly young people.

LIFE SPAN

The fourth court is a long term proposal. Its designation as a space for community use should be protected and upheld.

Stage 2 Proposal

The stage 2 design proposal comprises:

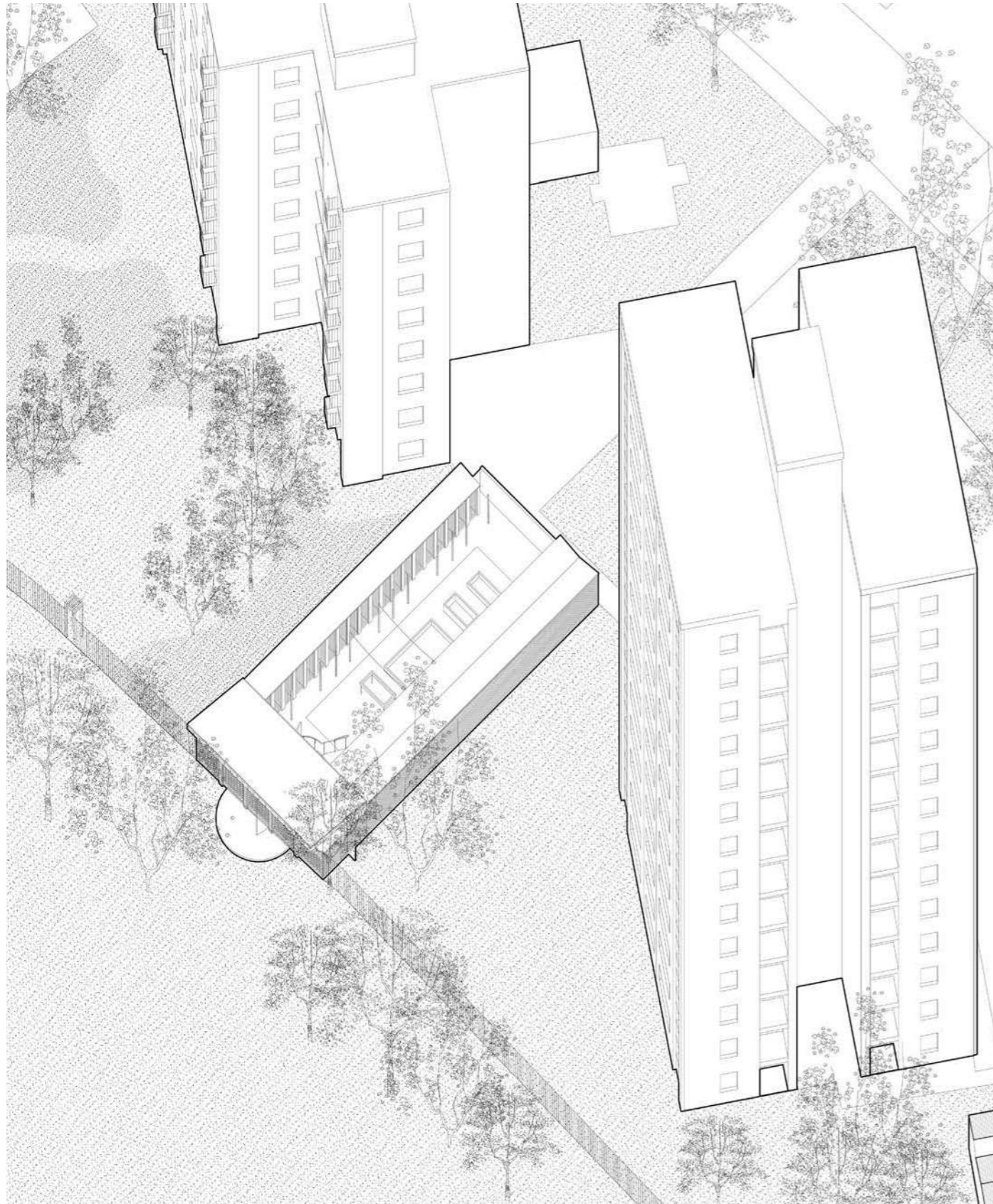
- 20 residents' storage units, retained and upgraded
- A kitchenette, approx 3.32 x 1.6m
- 2 no. WCs
- A hall/ living room, approx 12 x 4.3m
- An open courtyard with planters, approx 28.5 x 9.3m
- A base for sports, i.e. bikes and bmx, approx 4.45 x 1.6m
- A store for youth activities, approx 4.45 x 1.6m
- An arts store, approx 4.45 x 1.6m
- A base for gardening/ greening, approx 4.45 x 1.6m

On the west side of the courtyard, the sheds are retained for residents for storage. On the east side, the sheds are adapted to form larger units with bi fold doors, and a canopy is introduced along the length of the units that allows activity to spill out.

The courtyard of the fourth court is currently degraded and will be resurfaced as part of the proposal. A smooth, robust floor, potentially poured/ tiled, will be introduced in the centre of the court, and will be set into new asphalt like a carpet. The courtyard is viewed from the flats in the towers, as well as experienced at ground level, and the design of the floor should be developed with this view from above in mind. The courtyard will include a range of planters and a tree store, for Trees for Cities, to support their work across the borough. The courtyard with its flush, smooth floor supports children's play, and is an enclosed, open air space where a range of activities can come together. The posts for the drying lines are retained.



Stage 2 Proposal



Axonometric, proposed

An interior, heated space is proposed at the south end of the fourth court. It is a social space intended for informal gathering and to serve as a sort of living room, introduced particularly in response to the brief coming forward from youth services. The roof of the hall is slightly pitched, falling back to the courtyard as the shed roofs do. The existing masonry walls of the fourth court at the park end are built up in brick to give the hall height, thus the proposal maintains the existing character of the building, and its form; an enclosed courtyard in brick.

The hall has two sets of double doors, one set that opens onto the park and another opening onto the courtyard. A new path will run along the east side of the building, leading to a door into the hall from the side. This access from Newmarket Avenue allows the living room/hall to be closed off from the courtyard if it is necessary to separate certain groups or activities. There is no path leading to the building from the park although it is being considered as part of the park masterplan.

The courtyard elevation, the floor and the roof structure of the hall/living room will be timber frame construction. Timber frame is low carbon and is a form of construction that volunteers and young people can engage with. The detail design of the structure should be developed with skills building and volunteering opportunities in mind. The structure will be clad and generously insulated in low carbon, fire resilient materials.

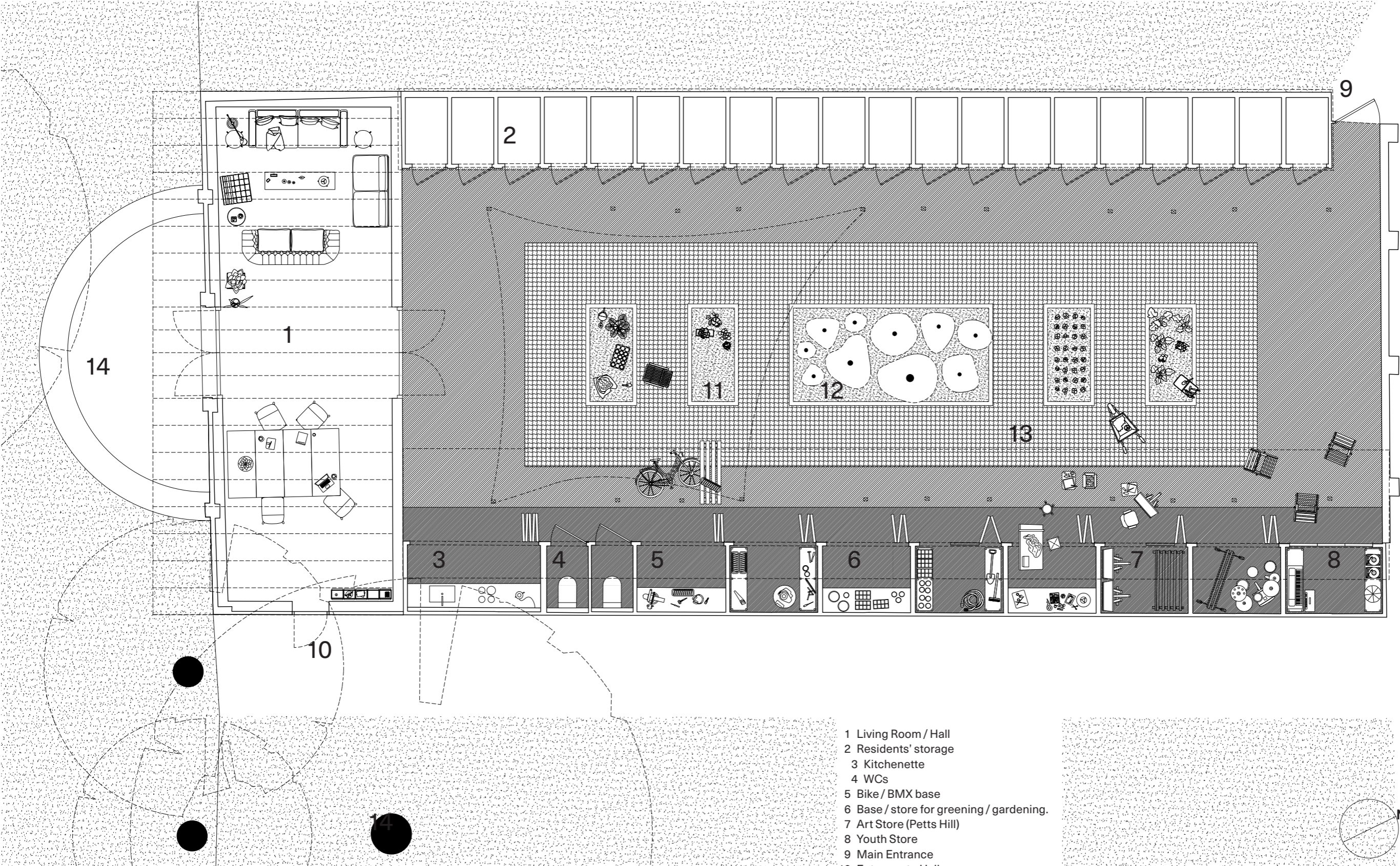
On the park elevation, windows are introduced at high level that allow light into the hall without compromising security. The pitched ceiling of the hall is reflective, so as to bounce south west light into the room below. The courtyard elevation has floor to ceiling windows, that bring natural, north light into the hall.

The main entrance is through the existing door facing Hill Court. Access will be controlled by key holders, i.e. residents and operators. The entrance should be clearly marked with signage that should be part of a project identity, to be developed as funding emerges.

Services will be brought into the site. Services include CCTV, water and electricity supply. The living room/hall will be well insulated and heated, likely using electrical storage heaters.

The Fourth Court is sited on housing land, surrounded by green open space. There is potential to introduce a bike store on this ground.

Stage 2
Proposal



- 1 Living Room / Hall
- 2 Residents' storage
- 3 Kitchenette
- 4 WCs
- 5 Bike / BMX base
- 6 Base / store for greening / gardening.
- 7 Art Store (Petts Hill)
- 8 Youth Store
- 9 Main Entrance
- 10 Entrance to Hall
- 11 Planters
- 12 Tree store
- 13 Decorative floor (tiled/ poured)
- 14 Stage to park



Stage 2
Proposal



Stage 2
Proposal



Phasing



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The site should be activated incrementally to test its use and demonstrate its potential. This process has already begun as part of the Stage 2 design development. A co design event was hosted at the fourth court on 9 March 2024. Subsequently, the space was cleared of piles of discarded household items, demonstrating that activation raises awareness of blighted sites and can initiate improved care and maintenance regimes.

Some examples of immediate/ short term activation of the site include filming a music video in the space with Youth Services. Ealing's youth services team work with young people in Northolt to produce music as showcased at Northolt High during a VRU talent show. With its many vistas, the site would be a dynamic place to film and a music video produced in the space by young people would enact youth presence in the fourth court and would raise awareness of the project amongst their networks.

Another short term activation project would be to create tree and equipment storage for Trees for Cities to support their current and upcoming work in the borough. This is part of the final fourth court proposals but could happen sooner, with limited adaptation of the existing building. See Fleeting Forest, Granary Square, as a reference of trees moving through a public space.

Should the proposal need to be phased, the capital build could be broken down into two phases of construction. Phase 1 would be the transformation of the sheds. Phase 2 would be the construction of the living room/hall. Self build elements may require alternative forms of contract/ procurement which could suit a phased project. Phasing the build should be carefully considered as the funding and design is clarified.

1 Music performance, Northolt High
 2 Clearance at the fourth court
 3 Fleeting Forest, Granary square

Cost plan

| | |
|--|-----------------|
| STAGES 0-2, Feasibility and concept stage | £15,000 |
| Professional services | |
| – Design and Engagement | – |
| STAGES 2-4, Design Stages (Planning, detailed design, tender) | £60,000 |
| Professional services | |
| – Surveys, i.e. Utilities, asbestos | – |
| – Architectural design and project coordination | – |
| – Structural Engineering | – |
| – M&E | – |
| – CDM | – |
| – Cost consultancy | – |
| – Consultancy to develop a detailed brief for operation/management | – |
| – Engagement | – |
| STAGES 5-6, Construction | £420,250 |
| Professional services | £35,000 |
| – Architectural design and project coordination | – |
| – Engineering, advisory roles | – |
| – CDM | – |
| – Cost consultancy | – |
| – Consultancy to develop a detailed brief for operation/management | – |
| Capital Costs | £335,000 |
| – Prelims | – |
| – Facilitating Works | – |
| – Substructure | – |
| – Structure | – |
| – Superstructure | – |
| – Finishes | – |
| – Fit out | – |
| – Landscape | – |
| – Services | – |
| – Overheads and Profits | – |
| Risk Allowances (15%) | £50,250 |
| STAGE 7, In use | TBC |
| – Operation and management costs | |
| OVERALL BUDGET | £495,250 |

Precedents

A recent precedent for the transformation of an ancillary space on a housing estate is Open Havelock in Southall.

Open Havelock is a new community project on the Havelock Estate in Southall, LB Ealing that reinhabits shared space where it had been misused and had become obsolete. It occupies an expanse of garages beneath existing housing dating from the 60s, a period when estates often included generous, if deterministic, provision of service and communal spaces within their design. The project advocates for a visioning of these spaces, be they drying lines, bin stores, garages, pramsheds, courtyards, that recognises their value, character and potential.

Open Havelock remodels the site by threading new infrastructure and access through it in a precise and beautiful way. The project takes a light touch approach to the existing concrete structure, removing non-structural elements, carefully lining the stripped back shell and introducing precision, prefabricated parts that enable its flexible and generous reuse. The project brings together landscape and architecture. The plan of the site is two enclosed gardens, lined with deep cloister like undercrofts and a series of former garages. Each interior opens directly into a shared exterior space as it would at the Fourth Court. The project was delivered incrementally through sustained and in depth local engagement. See Openhavelock.com

The delivery of the development is also an opportunity for local residents to volunteer, gain skills and take ownership of the project. Skills building and volunteering opportunities should be identified at each stage of the project and particularly during construction stages. Precedent schemes that have successfully engaged young people in their construction are Wolves Lane Horticultural Centre where the construction process was designed for participation with one off volunteering to durational skills training and the wooden pavillion of the Dalston Eastern Curve Garden which was built with young people who gained qualifications through participation in the project.

Precedents



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- 1 Totteridge Academy Quad
- 2 Open Havelock
- 3 Wolves Lane
- 4 Totteridge Academy Quad
- 5 Open Havelock

Next steps

FUNDING

The project presented in this stage 2 report has multiple outcomes and the potential to attract funding from a wide range of sources. It visions a means to support community infrastructure on the Racecourse Estate should funding become available for capital investment. It is intended to support funding applications as opportunities arise. It could be delivered in full, as presented in the cost plan, or in stages as suggested in the phasing section of this report should funding become available in increments. LBEaling has funded the project to stage 2 and they are actively seeking funding opportunities to take the project through to construction in order to deliver the benefits and change set out in this report.

DESIGN DEVELOPMENT

The next steps with regards to design development would be to appoint a consultant team to progress the concept design through to planning, and through detailed and technical design stages. The team would need a wide skill set covering architectural design, structural and services engineering, cost consultancy and engagement as presented in the cost plan. Co production is a critical part of the design process in this scheme. The client must also review and refine the project brief.

OPERATION

The proposals for the operation and management of the site should be developed in parallel to the design by the client. This will involve sustained engagement with potential operators and users of the site. Costs associated with the operation of the site should be defined as a next step in the project in order to establish an effective operating model and identify the partner/ lead with overall responsibility for those costs post occupancy.

PLANNING

The design team met with an LB Ealing planning officer to review the proposal informally. The team were advised that a full application would need to be submitted and that the application would be subject to Reg3 as an extra level of scrutiny applies to applications submitted by the council. He advised to gather letters of support to accompany the application. Policies in the London Plan, NPPF and Ealing Local Plan (specifically reg 19, on recreation) should be referenced in the design and application. The planner suggested a meeting with Secure by Design, so that the security of the site is factored into the design from the outset. Such reviews will enable the team to understand the costs of specific security related products/ specifications and build these into the budget early on. He also cited that a biodiversity net gain of minimum 10% is required and will need to be demonstrated.



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