

**We
Made
That**

**Appendix 3:
Implementation Plan
26.04.2024**

Restorative Places: From Aldgate to Whitechapel and Stepney Green

Working with

Stockdale

Working with

Stockdale

Revisions tracker

Revision	Date	Description
-	26.04.2024	Final Issue

Implementation Plan

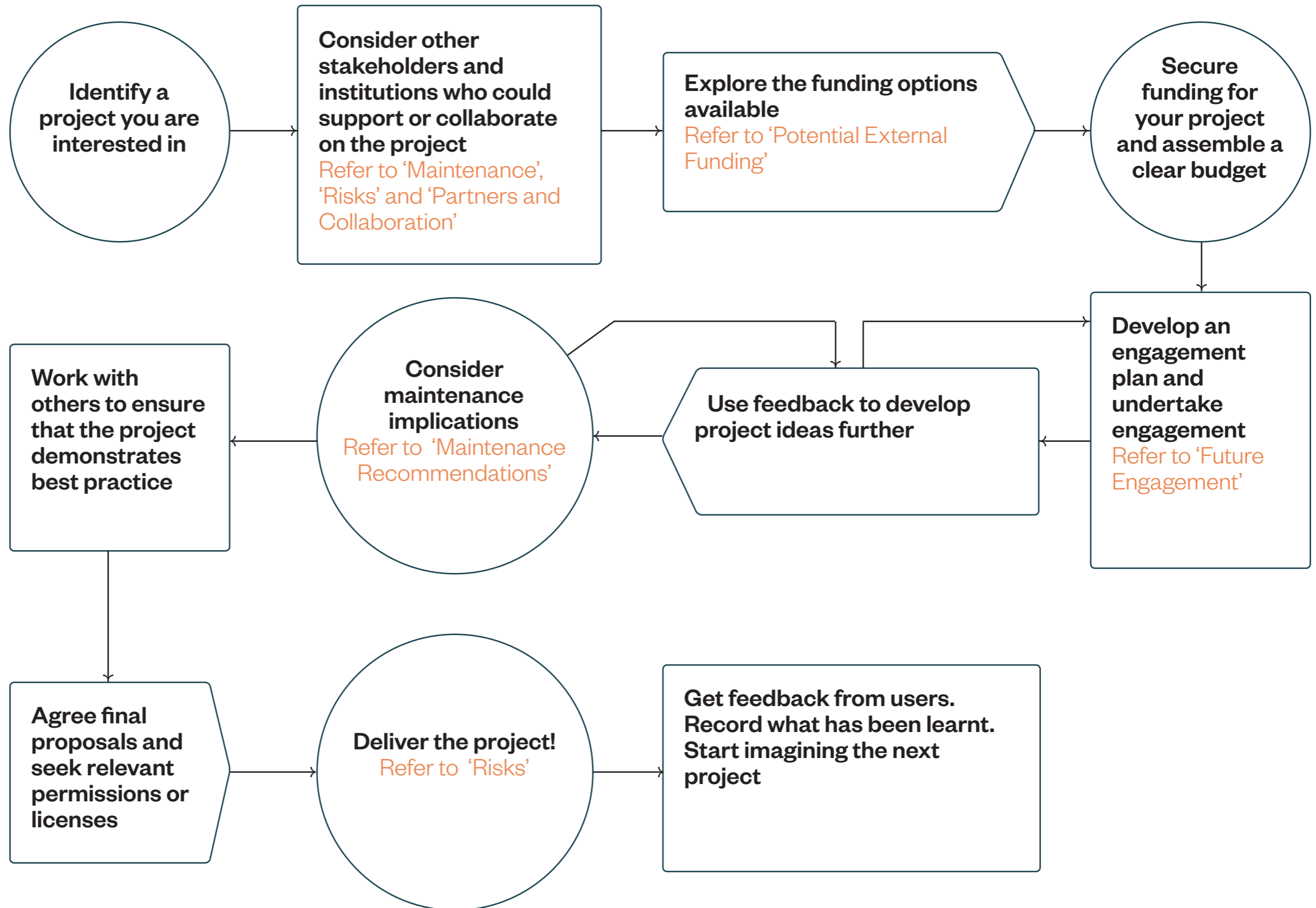
- Steps to Success
- Future Engagement
- Risks
- Maintenance Recommendations
- Potential External Funding
- Partners and Collaboration Opportunities

Making It Happen

Steps to Success

The projects identified in this strategy can be delivered in a flexible manner: either individually, or as clusters to form larger projects, depending on the type of funding available. Additionally, the three exemplar types identified offer options to deliver significant benefits throughout Whitechapel, Aldgate and Stepney.

This section sets out a series of 'steps for success' and key issues to be considered when seeking to deliver one of the identified projects, regardless of scale, through a series of flow charts.

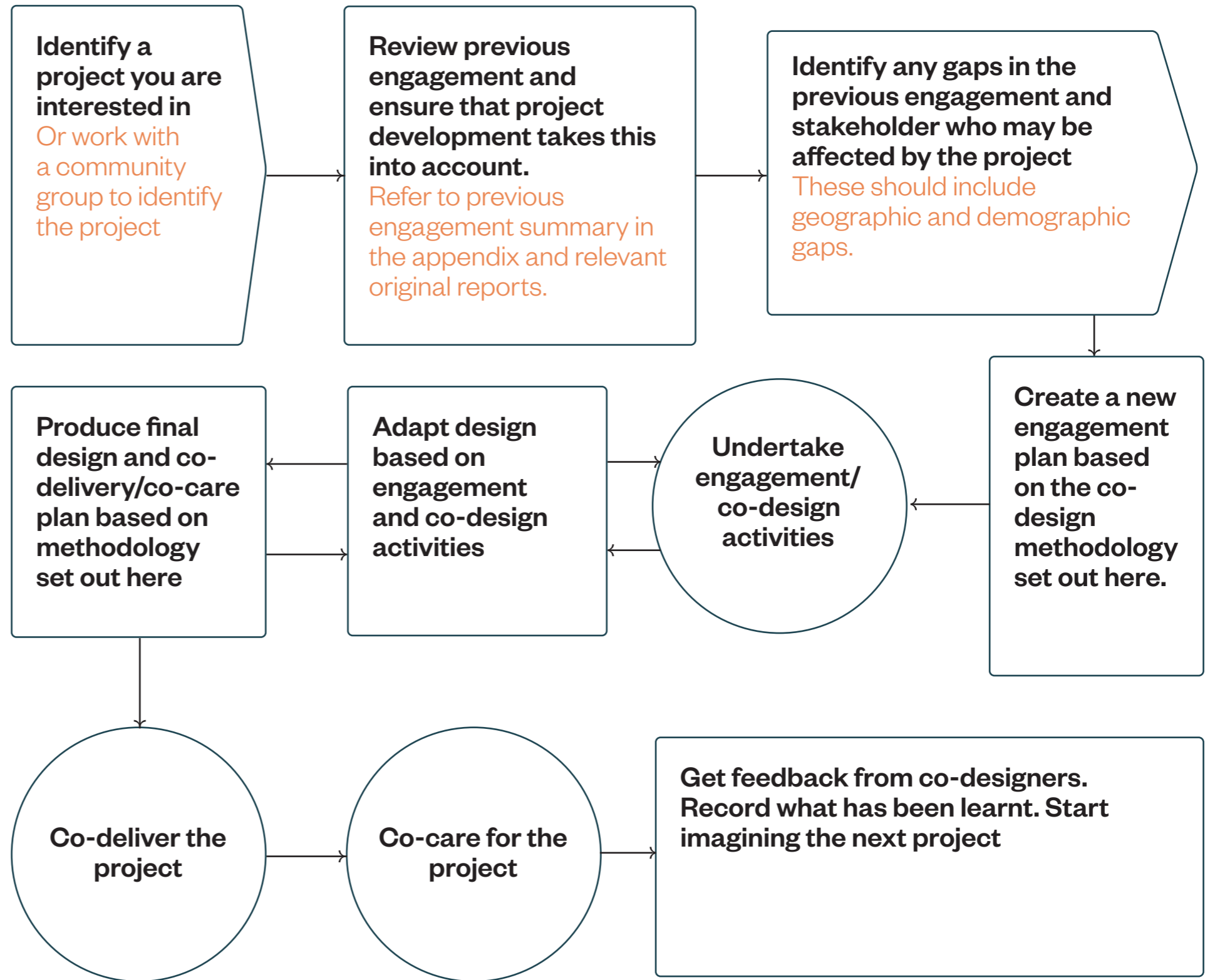


Future Engagement

Extensive engagement has been undertaken previously across the area. A review of previous engagement can be found in the baseline appraisal which is attached as an appendix to this document. The findings of this review informed the proposals included in this document, but also showed that there were gaps in the groups reached which would need to be addressed in later stages of engagement.

It is essential that future engagement outreach is partially-focused on groups that were missed during the previous engagement efforts. This includes residents of some of the neighbouring housing estates such as, Collingwood, Celeveland and Chicksand West. Targeted engagement with members the less-represented demographic groups in Tower Hamlets and workshops with young people and individuals with disabilities (both mobility-impaired and neurodivergence).

The following pages set out how these groups can be better included through an approach of co-design, co-delivery and co-care which should inform all future projects.



Future Engagement: Co-Design Methodology

Co-Design provides an opportunity for key stakeholders to use their unique perspectives and knowledge of the area to inform the design process. It also provides an opportunity for key stakeholders to buy in to a scheme.

This approach can be applied to all scales, but is particularly effective in small scale projects, as co-delivery can be tangibly delivered, ensuring the participants can see the output of their efforts.

Stakeholder identification

Key stakeholders, relevant to the context, must be identified before at the beginning of this process. For example, in an estate, Tenants Residents Association could be reached to take part in the workshops. Where possible, the selected groups should include a mix of individuals representative of the respective context.

Introduction to programme

Participants must be clearly notified on why they have been selected, what is expected of them and what the result of their participation is likely to be. Understanding of their schedules and commitment should be discussed, so workshops can be arranged in times which work for the majority of the participants.

Undertaking workshops

A programme of activities which accessibly facilitate participation must be curated. The output for each activity must have a clear output and link to the final outcome. The number of workshops will vary based on the detail required for the project and must be sensitive to the schedules of the participants.

Example: Bexley HSFA by We Made That and POoR

Young people and elderly groups were invited to co-design street furniture for Bexleyheath Broadway. The designs were developed collectively.



Things to consider

- **Make it community led**
Where possible, recruiting a community-based facilitator to use their knowledge of the context to support the outreach could be effective.
- **Meet in their space**
Where possible outreach should be done in a context where participants feel most comfortable. This could be achieved by piggy-backing on existing community events in the area.
- **Accessible meeting locations**
Pay attention to the sensitivities of the groups you intend to invite, e.g. locations such as pubs can be very exclusive to Islamic community members.

Things to consider

- **Meet their needs**
Carefully selecting the times to meet based on the target-groups can make increase the likelihood of participation. Sessions during evenings or weekends (in some cases) make it easier for people to attend.
- **Co-design the plan**
Where possible, allow the participants to inform the meet times, this can increase attendance.
- **Pay for time**
Where possible, paying for the time of the participants demonstrates you value their time, and also may ease pressure if they are taking time away from work to participate.
- **Provide refreshments**
Food and beverages should be provided at workshops.

Things to consider

- **Ability**
Activities selected must consider those who take part in them. E.g. A walking workshop may not be suitable for an elderly community group.
- **Added value**
There may be opportunities to align the workshop and its outputs with the external needs of the participants. E.g. Mathematics based workshop for GCSE students who require mathematics support.

Future Engagement: Co-Delivery Methodology

Co-Delivery encourages the participants to feel ownership over a proposal through their involvement in its delivery. It also allows stakeholders to learn skills from the process.

The level of complexity and need for expertise must inform the amount of involvement stakeholders can have in the co-delivery of a scheme. However, adequate supervision can often counterbalance any deficiencies, but will need to be budgeted for.

Roles, responsibilities and interests

A meeting with the participants and other stakeholders who may be able to benefit from participation (e.g. school students who would benefit from a planting programme for biology) should be held to identify skills and interests within the group, roles and responsibilities and external groups who could be involved.

Delivery plan

Based on the skills and interests identified, the facilitator must prepare a plan, considering how the participants can be meaningfully and safely included in each stage of delivery. The scale of the task must be weighed against the safety, skills and supervision required.

Things to consider

- **Work experience**
There may be opportunities to provide work experience for participants. Identifying roles such as Project Manager, Marketing Manager, etc. can give participants an opportunity to gain cross-applicable experience to their CVs.
- **Link to wider projects and needs**
Identifying programmes or projects that are taking place within the community or neighbouring organisations could provide opportunities to share resources, skills and widen the overall impact of the project.

Things to consider

- **Skill sharing**
Identifying skills within the group and pairing individuals who want to pick up new skills can enhance the value of the experience. E.g. A student who wants to enter a career in construction could be paired with a participant who works in construction.

Example: The Shade by Build Up Foundation

Build Up worked with young people to design and deliver a shelter structure in Aldriche Way, Waltham Forest. The young people were involved in the assembly of the structure, whilst being supervised by construction professionals



Future Engagement: Co-Care Methodology

Co-Care encourages long-term support of a project, allowing participants to furtherer invest in a project. This can also partially relieve the council of management duties, but this should not be the driver behind co-care initiatives.

Roles, responsibilities and interests

Responsibilities must be identified and delegated based on interest and capacity of stakeholders identified as custodians.

Periodic Reviews

Periodic reviews must be programmed to ensure participants are adequately supported through the duration of period of 'Care'.

Democratic measures for inheritance must be agreed with the key stakeholders.

Things to consider

- **Time and capacity**
Responsibility should be carefully balanced against the capacity each participant has, roles should not be too onerous particularly if they are unpaid.
- **Job sharing**
The sharing of roles can relieve the pressure on a single individual. Roles can be split into isolated tasks and delegated amongst a group.
- **Pay for time**
Where possible, paying for the time of the participants demonstrates you value their time, and also may ease pressure if they are taking time away from work to participate.

Things to consider

- **Scheduled check-ins**
Having an agreed time to meet to ensure the participants are coping and identifying any need for adjustments.
- **Additional support**
A plan for additional support must be considered to ensure participants are able to cope, this is particularly vital if the role is voluntary .

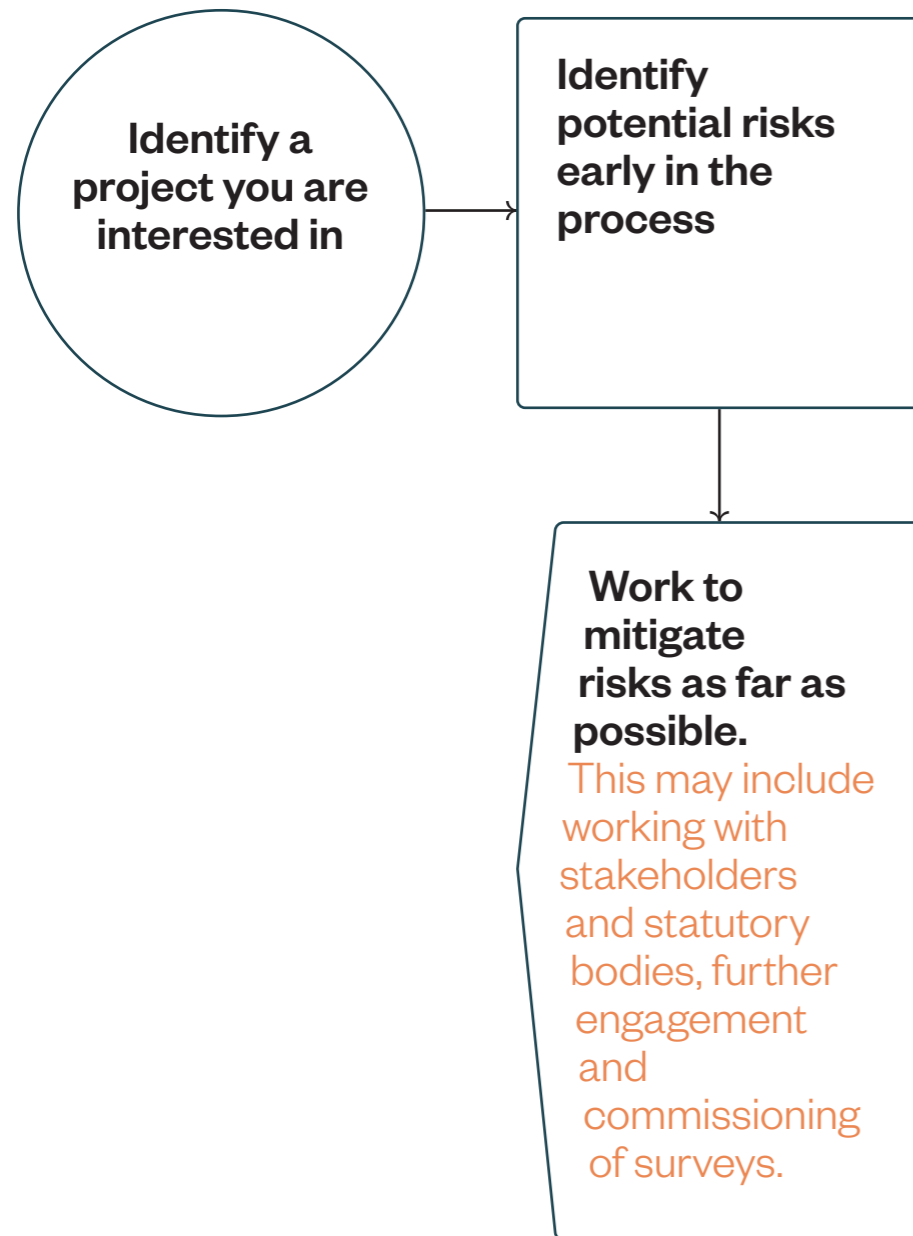
Example: Incredible Edible

The Incredible Edible project is an urban gardening project which was started in 2008 by Pamela Warhurst, Mary Clear and a group of like minded people in Todmorden, West Yorkshire, UK. Support young people to conceive, design, build and care for a community growing project.



Risks

Any project will carry certain risks. Early identification of risk is key to a successful project. This table sets out a checklist of key risks which should be considered at the outset.



	Questions to identify Risks	Mitigations	Next Steps
Ownership/	Is the site in council or private ownership?	Engage landowners early in the process. Put in place formal agreements, consents or permissions when required.	Identify landownership
	Is the site in multiple or complex land ownerships?		
	Could works cause disruption to any stakeholders? For example, businesses, traffic movement, bus routes, local groups.	Engage stakeholders early and try to mitigate disruption through design and CDM processes.	Identify stakeholders which may be disrupted
Consents and Permissions	Are there any statutory consents or permissions required? For example, building control or planning consents.	Identify any required consents early in the process and ensure that the project team has the necessary expertise to fulfill requirements. Appoint an external consultant if required.	Contact statutory bodies to discuss the project
	Are consents or agreements with external stakeholder required? For example, landowners, utilities companies, services, private companies. This can be particularly relevant for projects which may aim to de-clutter streets.	Engage stakeholders early and ensure they are "bought in" to the process.	Identify specific project risks and contact stakeholders. It can take time to contact utilities and servicing companies, so it is vital to start this process early.
	Are there any specific licensing requirements? For example, events licensing.	Start the license application process early. Ensure gaining the license is feasible prior to progressing the project.	Contact the relevant licensing body to assess requirements.
Design	Are there physical unknowns, for example, underground services or ecological conditions?	Establish if relevant/valid surveys have already been undertaken in the area, these may include: <ul style="list-style-type: none"> - O2 Utilities Survey - GPR survey and/or slit trench investigation to confirm depth of services and location of other buried items - CTTV drainage survey may be required to determine surface water connections to link SuDs features - Other surveys such as ecological and ground contamination may be required If these surveys have not been undertaken, assess the need and secure budget.	Determine if the project requires any surveys to be undertaken. Appoint a relevant consultant to advise if the project team does not contain this expertise.
	is there potential for maintenance costs or burden to increase as a result of this project?	Refer to the Maintenance section of this report.	Identify the team responsible for maintenance. if the site is in split ownership, formal maintenance agreements may be required.
Other	Current circumstances, in relation to Brexit, the Ukraine war, the effects of Covid and rising inflation, mean that costs have accelerated over the past 2 years and are hard to predict	Cost plans have been included in this document for the three exemplar projects. All other costs are estimates and should be treated as such.	A cost consultant should undertake regular cost reviews and can highlight any items at risk

Maintenance Recommendations

Maintenance is a key issue in Tower Hamlets.

The Borough's Green Team is responsible for maintenance of public parks and spaces. Neighbourhood Services are responsible for maintenance in estates under their management.

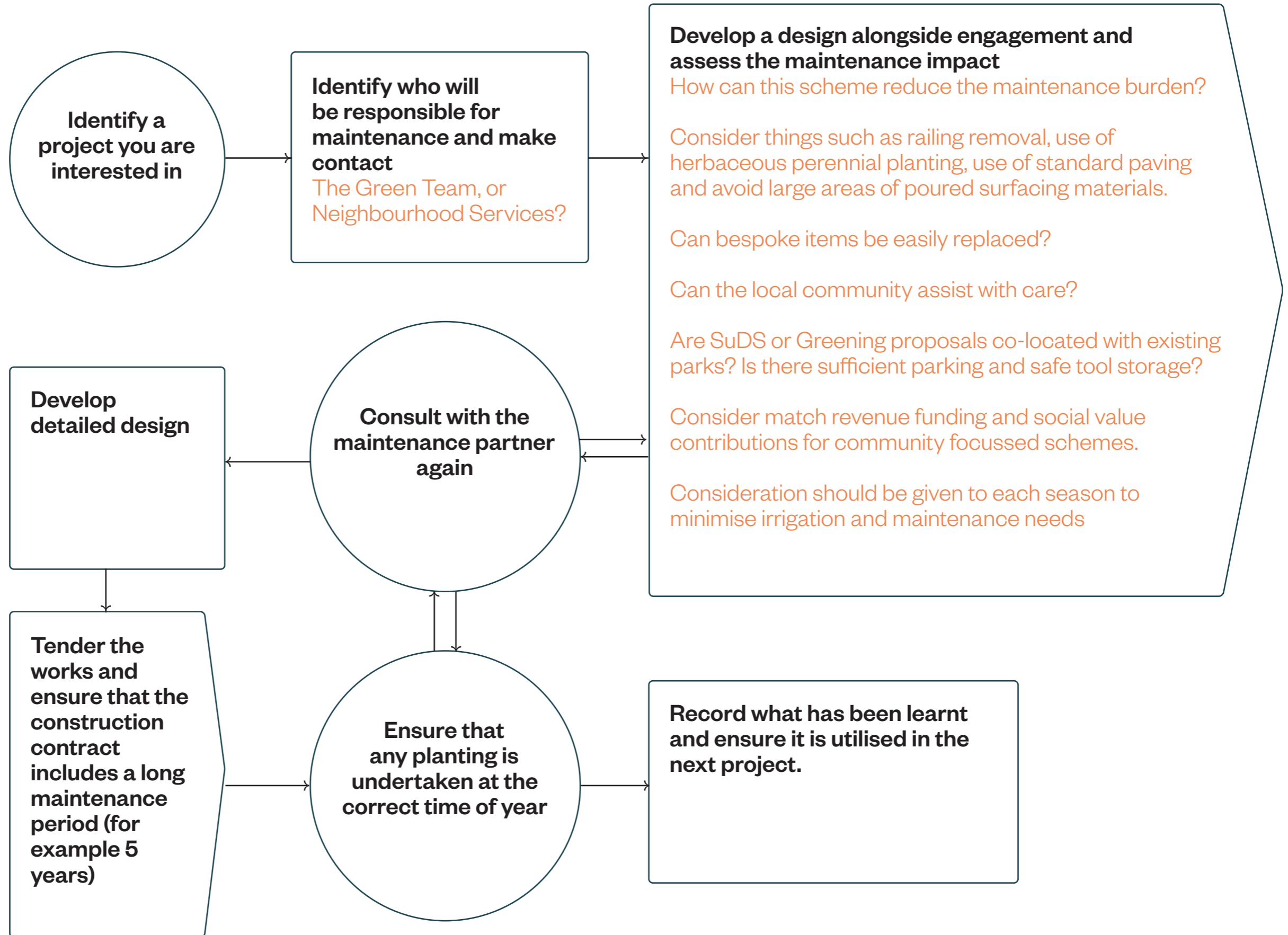
In recent years the Green Team has been under increased resourcing pressure. This has been exacerbated by the delivery of multiple highways greening projects without sufficient consultation.

It is essential that the Green Team and Neighbourhood Services are consulted as earlier as possible in the process and brought on as project partners at the first opportunity. This will help to ensure that the project is successful beyond the period of maintenance covered by the construction contract.

In general, maintenance of SuDS/ greening schemes has proved particularly challenging for Tower Hamlets. There are two approaches identified through engagement with the Green Team to provision of future SuDS:

1. Co-Location of SuDS with existing parks and with good parking provision.
2. Develop a critical mass of new SuDS schemes which can create a business case for increased resource within the Green Team.

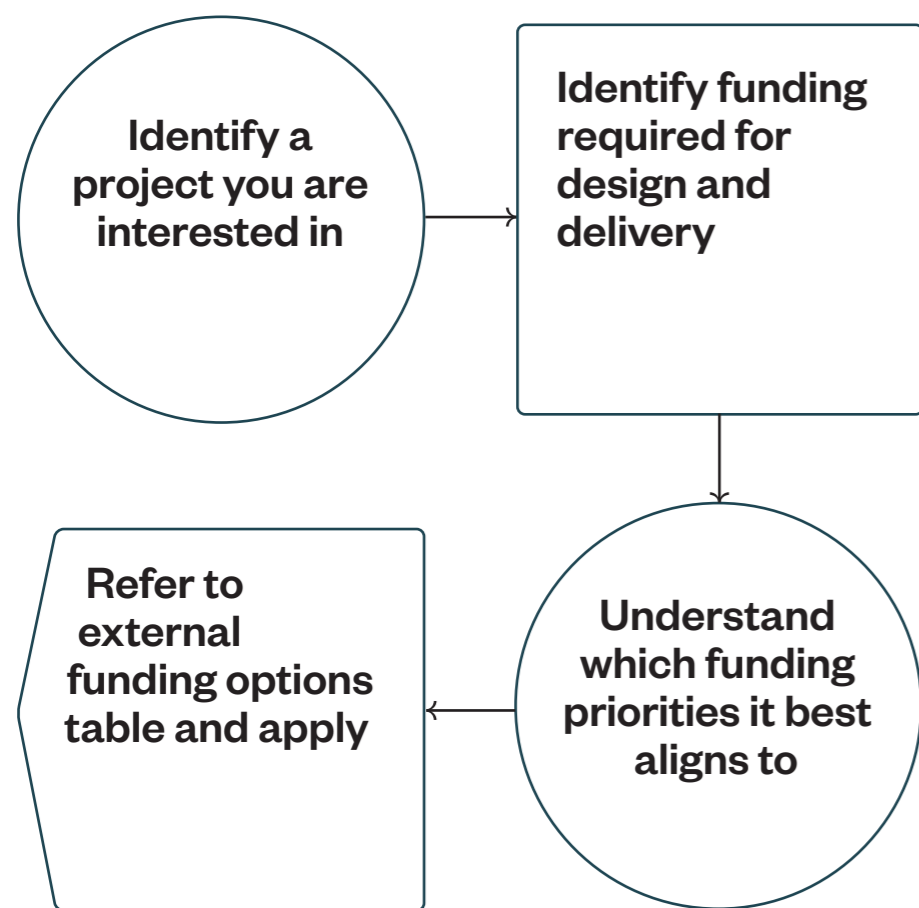
Option two carries a higher risk, as increased resourcing may not be possible to secure. As such, Option 1 is recommended as a general approach to SuDS within this strategy.



Potential External Funding

Funding is essential to the completion of any project, for both design work and delivery. Funding can be sought from a variety of sources, this may involve investment from local businesses, CIL/S106, TfL or the GLA. It may also involve community led programmes, such as crowdfunding initiatives.

This strategy aligns projects to the three CPP objectives, this can be useful in applying for other funding where a similar focus may be required. The adjacent table has been set out as such. This list is a snapshot of present opportunities, however new funding rounds should be identified as they become available.



	Public Realm	Collaboration and Representation	Climate and Ecology
Potential Funding Streams	<p>National Lottery Grants for Heritage 21/22</p> <ul style="list-style-type: none"> - National Lottery Heritage Fund - The Heritage Fund distributes National Lottery grants to fund projects that sustain and transform the UK's heritage. - Grants Size: £3,000 to £5 million - No deadline for grants under £250k - https://www.heritagefund.org.uk/funding/national-lottery-grants-heritage-2021-22 	<p>National Lottery Community Fund</p> <ul style="list-style-type: none"> - Grants available under 20,000 and over - https://www.tnlcommunityfund.org.uk/ 	<p>Species Recovery Programme Capital Grant scheme</p> <ul style="list-style-type: none"> - Natural England - Natural England is looking to fund capital projects that will create or enhance habitats to support action for priority, threatened or near threatened species in England and/or conservation translocations of relevant species that enhance habitats to enable them to function effectively. - Total fund: £18 million - https://www.find-government-grants.service.gov.uk/grants/species-recovery-programme-1
	<p>Repair Grants for Heritage at Risk</p> <ul style="list-style-type: none"> - Historic England - We give grants towards the repair and conservation of listed buildings, scheduled monuments and registered parks and gardens. - Grants Size: £5,000 to £500,000 - https://www.find-government-grants.service.gov.uk/grants/repair-grants-for-heritage-at-risk-1 	<p>Arts Council</p> <ul style="list-style-type: none"> - Various - https://www.artscouncil.org.uk/our-open-funds 	<p>Trees, woodlands and Forestry - Urban Tree Challenge Fund</p> <ul style="list-style-type: none"> - Forestry Commission - Urban Tree Challenge Fund provides funding to support the planting and establishment of standard trees in urban and peri-urban areas in England, particularly in areas of low canopy cover and high social deprivation. The fund encourages community involvement and education while providing benefits to wider society including health and well-being and addressing climate change - Grants up to £10,000 - https://www.find-government-grants.service.gov.uk/grants/trees-woodlands-and-forestry--urban-tree-challenge-fund-1
	<p>Partnerships Schemes in Conservation Areas</p> <ul style="list-style-type: none"> - Historic England - Local authorities can apply for funding under Historic England's Partnership Schemes in Conservation Areas (PSICA) scheme. These schemes are run on a day-to-day basis by local authorities and are designed to target funding for the preservation and enhancement of conservation areas. - Grants Size: £100,000 to £300,000 - https://www.find-government-grants.service.gov.uk/grants/partnership-schemes-in-conservation-areas-1 	<p>Aldgate Connect BID</p> <ul style="list-style-type: none"> - Aldgate Connect BID has funded a number of community initiatives in recent years. 	<p>Natural Flood Management Programme</p> <ul style="list-style-type: none"> - Environment Agency - This grant will fully fund eligible Natural Flood Management (NFM) measures to increase flood resilience. It will pay for development costs, project management and capital costs of the selected projects. It will not pay for future and on-going maintenance. - From £1 to £25 million - https://www.find-government-grants.service.gov.uk/grants/natural-flood-management-programme-1

Partners and Collaboration Opportunities

Collaboration with stakeholders such as community groups, third sector organisations, CIC's, social enterprises and businesses should be explored.

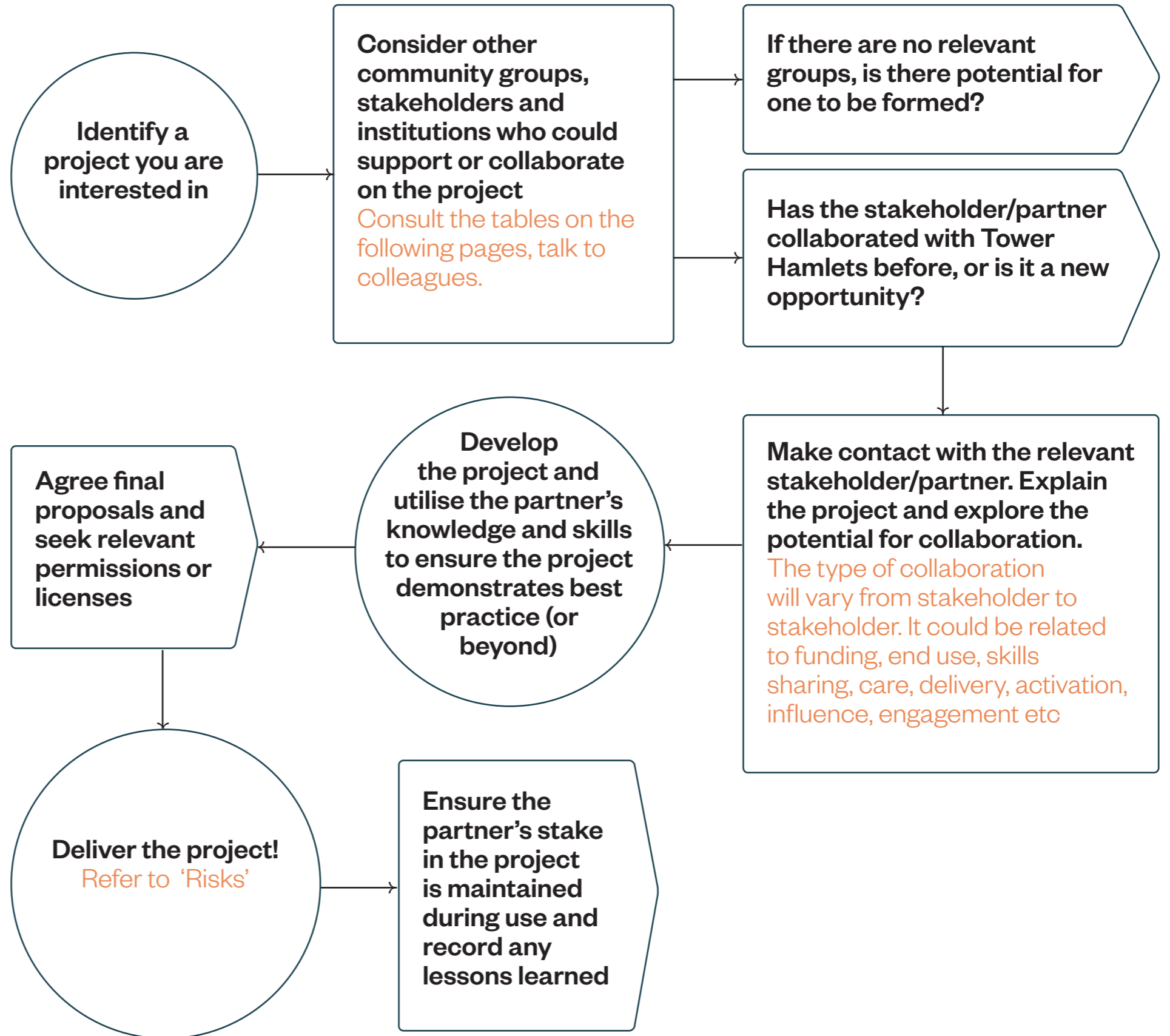
Some projects will depend entirely on community support, such as the creation of new gardening groups, or be driven by grass roots organisations. Collaborating effectively with existing groups, or helping groups to organise will be key to the success of the strategy.

The adjacent chart sets out the steps required for effective collaboration, whilst the tables on the following pages set out potential partners which have been identified through the course of this project.

There are broad range of stakeholders within the study area. Some of them are listed in following pages, however there are many others. It is crucially important that opportunities are available to as many groups as possible.

When searching for collaborators, the following sectors should be considered:

- Community and voluntary groups including residents associations. For example the Brady Arts Centre
- Environmental networks
- Educational institutions. For example QMUL
- Other Council officers and departments
- Local businesses and networks, for example Aldgate BID
- Landowners and developers operating within the study area
- Youth groups and networks
- Equalities groups
- Creative networks and institutions such as the Whitechapel Art Gallery
- Religious institutions such as the East London Mosque



Partners and Collaboration Opportunities

	Organisation	Notes
Community groups	The Whitechapel Centre	
	Tower Hamlets Living Streets Group	
	Whitechapel Mission - 212 Whitechapel Rd	
	Whitechapel House, 153-177 Whitechapel Rd	
	Women's Environmental Network	Previously ran Community Gardening in the Chicksand Estate
	Friends of the Earth - Hackney and Tower Hamlets	
	Sidney Estate TRA	
	Collingwood TRA	
Faith groups and organisations	East London Mosque	
	East London Central Synagogue	
	Esha Atul Islam Mosque	
	The Muslim Council Of Britain	
	Saint Boniface German Roman Catholic Church	
	Islamic Foundation for Ecology & Environmental Sciences	
Recreation	Whitechapel Leisure Centre	
	Tower Hamlets Wheelers / Tower Hamlets Cycling Club	

	Organisation	Notes	
Educational Institutions	London Islamic School		
	Wapping High School		
	Madani Girls' School		
	London East Academy		
	Kobi Nazrul Primary School		
	Buttercup Primary School		
	Queen Mary University		
	Mulberry Canon Barnett		
	LGBTQIA+ Groups	Queen Mary LGBT Society	
		LGBT Tower Hamlets Council Forum	
Apanjon - Bangladeshi LGBT community			
Queer Spaces @ Whitechapel Gallery			
Business	Aldgate BID		
	Transport for London		
	Womens Enterprise Network	Potential test market partner	

Partners and Collaboration Opportunities

	Organisation	Notes
Other	Real / Local Voices	
	Bangladeshi Mental Health Sector Forum	
	Jagonari Women's Educational Resource Centre	
	Muslim Women's Collective	
	Womens' Inclusive Team	
	Maryam Womens' Services	
	MUSLIMAAT	
	St Hildas Boundary Womens Project	
	The Somali Integration Team(SIT)	
	Black Womens' Health and Family Support	
	Tower Hamlets Council for Voluntary Services	
	Osmani Trust/Centre	
	The Voluntary Sector Children and Youth Forum (VSCYF)	
	Age Concern	
	Real (Tower Hamlets)	
	Sunny Jar Echo Hub	
Brady Arts Centre		

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