

CULTURAL PLAN AND PUBLIC ART FRAMEWORK

PROJECT CARRIAGEWORKS DEVELOPMENT

CLIENT THE PG GROUP

DATE 24TH JANUARY 2018



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1.0 INTRODUCTION

This document has been prepared by arts consultants Willis Newson for the PG Group in discussion with members of the Carriageworks Action Group.

This is a Framework Document that sets out how PG Group will deliver both the Cultural Plan and Public Art Strategy for the Carriageworks Development between commencement of work on site in early 2018 and the opening of the development in 2020.

This document outlines how and why the Cultural Plan and Public Art Strategy are being developed and delivered in unison.

It sets out the process through which the PG Group, working with its arts consultants Willis Newson, will consult and engage with the Carriageworks Action Group, the local community and relevant stakeholders to develop the content of the Cultural Plan and Public Art Strategy.

Since this consultation and engagement process has yet to take place, by necessity, this Framework Document contains only very tentative outline proposals for public art commissions and cultural programming. The content of the Cultural Plan and Public Art Strategy will be developed in collaboration with the community as the Cultural Plan is developed following approval of the Framework by Bristol City Council in March 2018.

This document also outlines the governance mechanism through which the Cultural Plan and Public Art Strategy will be managed and which, in the longer-term, might develop into a sustainable management framework for the delivery of public art commissions and also for an ongoing cultural programme for the new development.

It sets a budget and identifies resources for this work, as well as a programme for its delivery.

This Framework Document has been developed and approved by the PG Group and the Carriageworks Action Group through the Carriageworks Cultural Steering Group.

Once approved by Bristol City Council's Local Planning Authority, it will be delivered in accordance with the timeframe and budget set out here.

2.0 CONTEXT

2.1 The Carriageworks

The Carriageworks is a mixed-use development of flats, small commercial units and public realm, granted planning permission by Bristol City Council in October 2015.

The Carriageworks site covers an area of 0.51 hectares and is located close to the junction of Stokes Croft and Ashley Road at the foot of a hillside within the Stokes Croft Conservation Area that adjoins both the Montpelier and the Cotham and Redland Conservation Areas and backs onto the St Pauls neighbourhood.

The site for redevelopment includes buildings of architectural quality, although all the buildings are in a dilapidated and derelict condition. Westmoreland House is a former 1960's office building which includes a tower that is visible behind Tucketts Buildings. In addition, the site also encompasses the former Carriageworks fronting Stokes Croft that is a Grade II* listed building and 4 Ashley Road, a Grade II listed house described as from the late 18th century.

The redevelopment will include the demolition of Westmoreland House and No.4 Ashley Road (Grade II listed), alongside the partial demolition, alteration and renovation of the Carriageworks building to deliver

- 112 residential units, including 10 affordable homes
- 13 commercial units; making up 1,010 square metres of “flexible community and commercial space at ground floor to create a permeable and active frontage.”
- The provision of a pedestrian route through the Carriageworks building connecting to a new public space for the community at the rear.
- 1,050 square meters of new public realm, including a small market area
- new communal landscaped garden areas, bio-diverse living roofs, roof gardens
- 6 disability car parking spaces and a single car club bay, 178 secure cycle parking spaces

A brief history of the site

- The Carriageworks building was designed by EW Godwin, an important Victorian Architect. It is a Grade II* listed building in poor condition and is on the buildings “at risk” register.
- Westmoreland House is the 6 storey 1960s concrete frame office building, last occupied in 1986 by the Regional Pools Promotions.
- At the rear is 4 Ashley Road, a derelict but Grade II listed house.
- Together with land at the rear, the ‘Carriageworks’ site is the same size as 1.6 football pitches.
- The site has been derelict for over 30 years, during which time it has been subject to various planning applications.
- The buildings and surrounding land were owned by the Comer Homes Group, a London based property developer which bought the site in the 1980s.
- In 1989 planning permission was granted for the development of 63 flats, offices and underground parking.

- In 2006 the Council and local communities agreed a policy for a variety of uses on the site including residential, business and leisure facilities.
- In 2010 the Government Planning Inspector refused a planning application for 153 flats, 5 shops and 112 parking spaces.
- The Carriageworks Action Group (CAG) was formed in 2011 in partnership with Bristol City Council
- In 2011, CAG led an extensive consultation involving 1600 people. Their views informed the development of a Community Vision for the development.
- In 2011 a planning application was submitted by the owners for the development of 183 flats, shops and underground parking on the site. The application was 'disposed' by the City Council in 2012 due to lack of communication and failure to respond to requests for information.
- In 2012 the City Council agreed to use compulsory purchase powers to bring about redevelopment of the site based on the CAG community vision as a planning consideration.
- In 2013 the City Council confirmed Knightstone as its preferred developer.
- In 2014 Fifth Capital London acquired a "controlling interest" in the site. It went on to prepare proposals to redevelop the site.
- Fifth Capital submitted a planning application for the Carriageworks and Westmoreland House in November 2014, followed by revised proposals in late August 2015. Planning permission was granted in October 2015. The S.106 agreement was signed in July 2016.
- However, the site was then acquired by the PG Group.
- The PG Group are now delivering the scheme with no changes to the scheme granted planning permission in July 2016 (as approved by Planning Committee October 2015).

2.2 The PG Group

The PG Group of companies has been active in Bristol since the late 1990s when PG Properties was established as a small residential developer by Father Gregory Grant and Peter Bradley.

Over the years the team grew and became increasingly professional taking on larger and more complex developments. There is now a family of companies including PG Properties Ltd (the parent company), PG Enterprises, PG Developments and special purpose vehicles for various developments.

The Directors are Fthr Gregory Grant, Fiona Bradley, Paul Gaiger and Stuart Gaiger (son of Paul).

The PG Group website states:

"The philosophy of the PG Group centres on providing a high-quality service and product, to satisfy not only the client's requirements but to enhance the environment and benefit the wider community. The buildings produced are a testament to the Groups' aims and ambitions."

The Grant Bradley Charitable Trust

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The PG Group commits a proportion of profits to charity. The website states, "Central to the vision of the Directors has been the establishment of The Grant Bradley Charitable Trust. A large proportion of the profits generated by the Group are donated to the Trust".

According to the Charity Commission, the Trust's principal aims and objectives are "to promote the interests of The Roman Catholic Church worldwide with a particular concern for the relief of poverty". The Trust invests in Bristol, Albania, Peru and South Africa.

The Trust's annual report states "The Trust also has a programme of investment in assets which support the Trust's objects such as housing for the elderly. The long-term policy of the trust is to have sufficient assets to enable it to generate its own income for grant making."

2.3 The Carriageworks Action Group

The Carriageworks Action Group (CAG) is an inclusive partnership forum, open to anyone with an interest in the development of the Carriageworks and Westmoreland House. It includes local residents from St Pauls, Montpelier, Kingsdown and Cotham, business owners and people from local organisations.

Since May 2011, the Carriageworks Action Group has had two roles:

- To work with any developer who will develop the site in line with the Community Vision
- To act as a conduit of information about the development of the site.

As well as facilitating Community Meetings, CAG runs a Liaison Group that maintains contact with the City Council, developers, residents in all the surrounding communities and other parties. Members of the Liaison Group have had no potential or actual commercial interests in the development of the site. Members of the Group are: Pete Bullard, Prue Hardwick, Jeff Butterfield, Janine McCretton, Simon Lewis and Lori Streich (Chair).

CAG will be actively involved in the development of the Cultural Plan and Public Art Strategy for the Carriageworks site through representation on the Cultural Strategy Steering Group for the development as well as through jointly hosting community engagement events.

2.4 Willis Newson

As part of the Carriageworks development, the PG Group has commissioned Willis Newson to develop both this Framework Document and the ensuing Cultural Plan and Public Art Strategy.

Willis Newson, is a locally-based arts consultancy with a national reputation for developing and delivering place-based arts programmes that support community and individual wellbeing. As well as managing creative programmes, Willis Newson works with clients to deliver strategic consultancy, business planning, feasibility studies, fundraising, research and evaluation. Established in 2001, we have been based locally in Montpelier and Stokes Croft for the past 17 years.

We work in partnership and operate across sectors and professional boundaries, to develop inspiring arts projects and programmes that meet policy, community and professional stakeholder needs.

We are committed to delivering projects of the highest calibre and have an excellent track record in collaborating with architects, developers, artists, healthcare and community partners and local stakeholders.

We have expertise in the field of public art commissioning, and in delivering creative approaches to consultation and engagement, ensuring all stakeholders have a voice and are able to contribute to the development of projects in accessible, relevant, meaningful and enjoyable ways.

Willis Newson will deliver this work in association with Kim Wide of Take A Part. Based locally, Kim is also Founder and Director Take A Part, an arts-based Community Interest Company with an international reputation for excellence in socially engaged audience development for contemporary art.

Based in Plymouth, but with a growing national reach, Take A Part is known for its work in areas of socio-economic deprivation and regeneration that don't usually engage in the arts.

Jane Willis and Kim Wide will collaborate to deliver a long-term, embedded process that starts with listening and supporting communities to set agendas for projects that reflect, and address community need and diversity.

3.0 THE VISION FOR THE CARRIAGEWORKS

A Community Vision for the Carriageworks was developed by residents, businesses and organisations of Stokes Croft and the surrounding communities of St Pauls, Montpelier, Kingsdown and Cotham, in 2011, led by CAG and supported by Bristol City Council.

A fuller version of The Vision is included in the Appendices, but, in summary it sets out how the community would like to see the buildings and the surrounding land used, and the contribution it would like them to make to the ongoing success of neighbouring communities.

More than 1,600 local people were involved in developing the Vision, which states:

“The Carriageworks development will make a positive contribution to the economy, culture and environment of Stokes Croft and surrounding area. It will be a mixed-use development that is home to many activities, businesses and people. It will be a buzzing, vibrant place for people from the local communities and from further afield. We want to see the dereliction of this site addressed as a priority and are keen to work with any organisation that embraces our vision for the future.”

In particular, respondents were asked what mixture of uses they would like to see built on the site.

- 75% said community facilities,
- 66% said arts facilities,
- 53% said residential,
- 50% said shops,
- 49% said leisure, and
- 38% said business units.

The Cultural Plan will respond to and reflect the vision of the Community Vision. In particular, it will explore and develop the following aspects of the Vision.

Community Uses

“The community want this site to be developed for a broad range of uses that are accessible to the community. Flexible, accessible spaces need to be included to accommodate a range of activities that directly contribute to the vitality and character of the local area. This might include business units as well as shops, arts space, cafes, performance space and meeting spaces.” Community Vision

Through Routes

“Creating new open and inclusive spaces on the site is important for many of the community. This could be achieved by designing a new pedestrian route through the site connecting together public spaces that can contribute to a vibrant local culture; these public spaces might host activities such as a market and performances. Good design and management will need to be exercised to avoid conflicts with other site users e.g. residents living nearby, neighbouring businesses etc.” Community Vision

Active Uses on the Ground Floor

“The community want to see the site opened up with active uses (e.g. shops, small businesses, market, cafes, arts, workshops etc.) both on the Stokes Croft frontage and

inside the site. The units will need to be provided in a range of sizes that are viable for local businesses and be flexible in design in order to adapt to future changes; they will need to be managed to ensure a good mix at all times.” Community Vision

Design

“The Community want the new development to be designed to a high quality with good environmental standards. The Carriageworks building should be restored to its former glory but other existing buildings may or may not be retained. We want to see full use being made of roofs to provide opportunities for biodiversity and the creation of gardens, perhaps for growing food.” Community Vision

4.0 CULTURAL PLAN AND PUBLIC ART STRATEGY

4.1 The Cultural Plan

The Cultural Plan will link the Carriageworks development more authentically with its wider communities and support its profile locally and across the city, ensuring that it becomes a vibrant, relevant and sustainable resource for the area.

The Cultural Plan will set the overarching framework for a sustainable, long-term programme of cultural provision linked to the Carriageworks site. This might include scoping opportunities for:

- Building a sense of ownership through local engagement;
- Celebrating and marking the history and heritage of the site;
- Embedding opportunities within the site for cultural industries and participation;
- Integrating elements into the design of the site to enhance its character and identity
- Enhancing its economic viability through all the above.

Through a carefully managed, open and collaborative process of stakeholder engagement. (See section 5), the Cultural Plan will:

1. Identify the needs and values of the local area (both community and developers)
2. Identify opportunities offered by the development and through local partnerships
3. Develop solutions to meet the needs making best use of identified opportunities
4. Identify the resources needed to deliver the solutions
5. Propose a programme for delivery
6. Propose a framework for the delivery
7. Articulate a detailed budget for delivery based on the outline budget specified in this document

Informed by the local community, the Cultural Plan will be robust and deliverable, setting out a clear vision, aims and objectives with a proposed programme of activity, clear roles and responsibilities, timelines, deliverables and budgets.

The Cultural Plan for Carriageworks will ensure a long-term sustainable legacy of cultural provision managed and owned by the community, including:

- Identification of proposed cultural projects and programming - for example a creative market space; a food, growing and healthy eating programme; street-art programmes and links with city-wide festivals - making best use of the resources of the Carriageworks development to meet the community's needs.
- Identification of Public Art Commissions - for example, an artist-led commission to co-create a market space; an artist-led food project - and a Public Art Strategy required to support the delivery of the Cultural Plan
- A budget to ensure that the programme is funded for the first three years, along with an approach to fundraising to support its longer-term delivery

- A framework and management resource, including the possible use of one of the non-residential units of the Carriageworks as a Cultural Hub / HQ, for the delivery of cultural programming in the longer-term in line with recommendations in the planning documents for the development's non-residential units to include those targeted for "community type uses".

4.2 The Public Art Strategy

The Public Art Strategy will both form part of the Cultural Plan and respond to and deliver the aspirations of the Cultural Plan.

The Public Art Strategy will identify a series of commissions for artists which will support the delivery of the Cultural Plan.

In this respect, the Public Art Strategy acts as the face of the Cultural Plan. It will be overseen and supported by the Carriageworks Cultural Steering Group (CCSG).

The Public Art Strategy will:

- Identify Public Art Commissions to support the Cultural Plan (x3)
- Outline briefs for each commission
- Propose a framework for the recruitment and management of artists
- Propose a timetable for delivery
- Set a budget for the commissions
- Identify opportunities for fundraising initiatives to support its delivery

Possible Public Art Commissions

While it is obvious that the process of developing the Cultural Plan and Public Art Strategy is still in its beginnings, some themes have begun to develop and there is scope to investigate these in various ways.

The Public Art Strategy's role is to 'dig deep' to identify these opportunities and hone them over time into realistic, engaging, effective and important - to the community and the Carriageworks development - commissions.

The following are therefore only offered as early possible ideas which may be thrown out altogether or tested and enriched through consultation alongside new ideas which will emerge through the consultation process:

1. Market Stall Project

It has been identified that a space for a market could be of interest to supporting smaller businesses and local artists to showcase their work and generate income. This is an exciting opportunity and a market could afford the CCSG the opportunity to:

- commission barrows/stalls (eg see work by <http://assemblestudio.co.uk/>)
- set aside a budget to maintain the market stalls
- generate income from the rental of the stalls to pay for the proposed idea of a hub/HQ space in the commercial spaces
- encourage deeper partnerships with local businesses and local artists

2. Heritage/Identity Project

The Carriageworks' role within the community has been subject to much conversation,

debate, stories and ideas. In many ways, these stories have taken on mythical shapes. It could be an idea to focus some commissions around investigating the story of the Carriageworks site, the ambitions for the area moving forward and its heritage to date. In particular, this work might celebrate the architect of the Carriageworks, [EW Goodwin](#). This could incorporate:

- theatrical performances
- literary works
- heritage walks
- integrated displays on site

These ideas could serve to create a shared heritage, ambition and build community pride around the new Carriageworks Development.

3. Gardening/Growing Project

There is provision on site for a small greenspace/allotment to take shape. This is an exciting opportunity to create work focusing on sustainability, healthy eating, cohesion, skills development and enterprise. Ideas for this area of the site may include:

- partnerships with local organizations such as Incredible Edible (<http://ediblebristol.org.uk/>) allotment projects, homeless shelters, Skipchen (<https://thebristolskipchen.wordpress.com/>) VetchVeg in Swansea (<http://www.vetchveg.co.uk/>) etc.
- use of the proposed hub/HQ to create a shopfront and share-back space for the work
- to create, over time, a sustainable social enterprise

5.0 GOVERNANCE

Key to the development of the Cultural Plan and Public Art Strategy is the involvement of local stakeholders including the Carriageworks Action Group.

During the development of the Cultural Plan and Public Art Strategy, Willis Newson will collaborate with and report to the Carriageworks Cultural Steering Group (CCSG), whose membership includes representation from PG Group and Carriageworks Action Group.

5.1 CCSG Terms of Reference

| | | | | | | | |
|----------------------|--|-----|---------------|----------|---------------|---------------|------------------------|
| Name of Group | Carriageworks Cultural Steering Group (CCSG) | | | | | | |
| Purpose of the Group | <p>This Group was established in January 2018 to guide and oversee the delivery of the Cultural Plan and Public Art Strategy for the Carriageworks Development.</p> <p>The Group is responsible for ensuring that the Cultural Plan and Public Art Strategy are developed and delivered in line with the practical and commercial parameters of the development and the PG Group as well as the vision and needs of the local community.</p> <p>The Group will support and guide Willis Newson in the development and implementation of Cultural Plan and Public Art Strategy, and ensure that a long-term, sustainable structure is in place to ensure a legacy for the Cultural Plan and Public Art Strategy.</p> <p>The Group will work within the budget parameters set by the Cultural Plan as defined by the PG Group.</p> | | | | | | |
| Membership: | <p>The CCSG is a joint membership group of the Carriageworks Action Group (CAG) and the developer of the Carriageworks, PG Group.</p> <p>Membership is restricted to 8 to ensure continuity and focus. Membership should include equal representation from CAG and PG Group, plus representation from Willis Newson.</p> <p>External advisors may be invited to meetings as required on an ad hoc basis.</p> <table><tr><td>CAG</td><td>3 members TBC</td></tr><tr><td>PG Group</td><td>3 members TBC</td></tr><tr><td>Willis Newson</td><td>Jane Willis / Kim Wide</td></tr></table> | CAG | 3 members TBC | PG Group | 3 members TBC | Willis Newson | Jane Willis / Kim Wide |
| CAG | 3 members TBC | | | | | | |
| PG Group | 3 members TBC | | | | | | |
| Willis Newson | Jane Willis / Kim Wide | | | | | | |
| Chair: | TBC | | | | | | |
| Accountability: | Members are responsible for reporting back to their wider organisations and members as appropriate. | | | | | | |

| | |
|--------------------------|--|
| Quoracy: | A minimum of two members from each of CAG and PG Group, as well as one member from Willis Newson. |
| Scope of decision making | Decision-making in relation to the content and structure of the Cultural Plan and Public Art Strategy for the Carriageworks Development |
| Frequency of meetings: | Quarterly or as required by the Cultural Programme |
| Management of meetings: | Meetings will generally be held at Willis Newson's offices. Willis Newson will advise as to the agenda and dates for meetings in line with the Cultural Plan programme of work Willis Newson will issue agendas for meetings 1 week ahead of meetings to all members Notes of meetings will be taken by the PG Group. |

5.2 Longer term development of the CCSG

Once the Cultural Plan and Public Art Strategy have been approved in December 2018, the CCSG will become the vehicle for overseeing their delivery, which might include line managing a part-time Cultural Programme Manager.

It is currently proposed (although this may change as the Cultural Plan takes shape) that a Cultural Programme Manager post might be created to take responsibility for overseeing the delivery of the public art commissions as well as for fundraising and delivering the cultural programme in the longer-term.

It is envisaged that the Cultural Programme Manager will be fully supported to deliver the Public Art Commissions by Willis Newson in Year 1. After this, the Cultural Programme Manager will remain in post to deliver the ongoing Cultural Programme thereafter.

A budget of £51,000 has been identified in the Cultural Plan and Public Art Strategy Budget to support this post for the first three years. After this period, it is envisaged that the post will need to become self-funding through earned income and fundraising.

The future of the CCSG is to be discussed and developed as part of the Cultural Plan. It might consider strengthening its remit by becoming a Community Interest Company with clear terms of reference to deliver the Cultural Plan over the longer-term. The formation of a CIC would make fundraising for the Cultural Programme more viable in the longer-term.

5.3 Integration of the Cultural Steering Group with Carriageworks Site Management

Any future development of the Cultural Steering Group will be considered alongside The PG Group's plans for the management of the residential and commercial units on the site.

It is likely that the management and maintenance of the site will be taken on by a specialist contractor. If this is the case, clear roles and responsibilities will need to be agreed between this contractor and the Cultural Steering Group.

6.0 CONSULTATION / CO-PRODUCTION PROCESS

The ambition is to work through a co-development process - involving the Carriageworks Action Group, stakeholders, residents and organisations of Stokes Croft, Montpelier, St Pauls, Kingsdown and the wider area - to create the Cultural Plan.

Willis Newson with Kim Wide will lead this process which will involve:

- 1:1 interviews with key stakeholders in the local area identified in partnership with CCSG
- online surveys for dissemination giving wider resident groups and organizations the opportunity to share their thoughts
- telephone interviews with stakeholders
- regular meetings with the Carriageworks Cultural Steering Group to update and inform on process and planning
- an introductory community open day to assess early findings and shape the process moving forward
- 'Go and See' trips to look at other community-led commissioned artworks and their legacy in Bristol and the region
- Artist-led facilitation/discussion/walks
- a community share-back session on the process and wider opportunity to feed into the commissioning and framework ideas

The detailed programme and time-line for this process will be as follows:

February & March

Research the historic, development and local context

- Desk research and background reading
- Strategic planning with Carriageworks Cultural Steering Group to map opportunities
- Wider scoping surveys to be shared online and via social media

Scope local stakeholders

- Research and scope local stakeholders (community groups and organizations, local businesses, artists organizations and studios, residents' groups etc.)
- Make initial contact by email to request a face to face or telephone meetings

Email, telephone and face to face consultation

- Interview those interested either over the telephone or face to face.
- Initially we plan wide-ranging information gathering and individual consultation to explore aspirations and needs, gather stories and research initial ideas;

Questions to be asked at this stage:

1. What are the opportunities?
2. Who are the partners?
3. What resources can we call on?
4. What are the needs of the strategy?
5. What are the values of the development and area?
6. Any other questions?

- Presentation of initial findings to Carriageworks Cultural Steering Group

April

- Plan community consultation event based on Values, Resources, Opportunities and Partnerships

May

- Publicise community consultation event

Late June

- Deliver Community Consultation Event
- This event might start with a '*Walkie Talky*' - a facilitated group walk through the area to talk about its history and culture with those who come along, collecting stories, ideas and wishes as we go. The format of the walk is helpful in dissipating any impression of a 'them and us' hierarchical power structure and encourages open and free-flowing discussion triggered by the people and places that we might meet along the way. Comments cards, photographs and sound recordings can be used to capture conversations and impressions as we go.

July

Cultural Steering Group Go and See Visits

Sifting and Shaping Proposals

- Develop the Cultural Plan and Public Art Plan based on email, telephone and face-to-face research and feedback from first consultation event

Present early ideas to the Carriageworks Cultural Steering Group for feedback

- At this point, we will deliver an Interim Report to Cultural Steering Group for discussion

September

Open community consultation event to present and seek further feedback on proposals

- Following feedback from the Carriageworks Cultural Steering Group we will plan and deliver a second engagement event at which we will present outline proposals and ideas for community feedback

Oct - Nov

Finalise and present plan for approval

- Finalize the Cultural Plan based on feedback from second engagement event, including researching and developing the delivery Programme and budget
- Present the Cultural Plan and Public Art Strategy to Carriageworks Cultural Steering Group for comment and approval

December

- Cultural Plan and Public Art Strategy approval by Carriageworks Cultural Steering Group
- Cultural Plan and Public Art Strategy submitted to the Local Planning Authority for approval

7.0 PROGRAMME

| | |
|-------------------------|---|
| February - March 2018 | Scope stakeholders Telephone and face to face interviews with stakeholders |
| April 2018 | Presentation of initial consultation to Cultural Steering Group Plan Community Consultation Event |
| May 2018 | Publicise Community Consultation event |
| June 2018 | Deliver Community Consultation Event |
| July - August 2018 | Sift and sort research and feedback Go and See visits for Cultural Steering Group Shape outline Cultural Plan and Public Art Strategy |
| September 2018 | Present outline Cultural Plan and Public Art Strategy at second community consultation event |
| October - November 2018 | Go and See visits for Cultural Steering Group Finalise Cultural Plan and Public Art Strategy |
| December 2018 | Approval of Cultural Plan and Public Art Strategy by Carriageworks Cultural Steering Group and BCC LPA Finalise artist's briefs for Public Art Programme |
| Jan-March 2019 | Ongoing support and management from Willis Newson during year 1 to appoint Programme Manager and deliver public art commissions Finalise Job Description for Cultural Programme Manager Appoint Cultural Programme Manager Develop CCSG into management vehicle (possible CIC) to own Cultural Plan and manage Cultural Programme Manager Advertise artist's briefs; longlist and shortlist artists for commissions |
| March - April 2019 | Appoint Artists with Cultural Programme Manager and CCSG |
| April to June 2019 | Artists research and develop draft proposals Go and See visits for Cultural Steering Group - possibly led by artists |
| July - Sept 2019 | Artist develop final designs |
| Oct 2019 to Nov 2019 | Artists final designs approved |
| Dec 2019 to March 2020 | Fabrication/installation/process |
| Post opening | Cultural Programme delivery |

8.0 OUTLINE BUDGET FOR CULTURAL PLAN AND PUBLIC ART STRATEGY

| | | |
|---------------------------------------|---|------------------------|
| Cultural Programme Manager | 3 years, 3 days a week, pro rata £30k | £51,000 |
| Public Art Commissions | 3 commissions @ c£30k | £90,000 |
| Launch commission / event | | £10,000 |
| Communications and engagement ongoing | | £5,000 |
| Willis Newson role | Recruit, induct and support Cultural Programme Manager; Lead setting up of CIC; Lead public art commissioning process and oversee Cultural Programme Manager for year 1 | £30,000 |
| Sub total | | £186,000 |
| Contingency | | £10,000 |
| <u>TOTAL</u> | | <u>£196,000</u> |
| IN KIND SUPPORT | | |
| Provision of workshop / office space | 3 years rent free space for Cultural Programme Manager and Cultural Programme activities | £30,000 |

9.0 APPENDICES

9.1 Appendix 1: Carriage Works Community Vision

The following are extracts from the Carriageworks Community Vision. The full document can be accessed at <https://carriageworks.org.uk/our-vision-2/>

The Carriageworks and Westmoreland House have been derelict for 25 years. Many people have only known the buildings as a burden that are 'too hard to tackle'. As such they contribute to the image of a whole city quarter. Despite their presence, however, recent years have seen a turnaround in the fortunes of Stokes Croft with many new businesses emerging, bringing a life and vitality to the streets. It was therefore to be expected that thoughts would turn, albeit not for the first time, to the future of the Carriageworks and Westmoreland House and how to ensure that they make a positive contribution to the local area.

This Community Vision is the work of the residents, businesses and organisations of Stokes Croft and the surrounding communities of St Pauls, Montpelier, Kingsdown and Cotham. Our work has been supported by Bristol City Council.

The Vision deals with big ideas and principles rather than fine details. It aims to be ambitious but at the same time seeks to build consensus in our communities and retain what we believe is overall viability. It sets out how we would like to see the buildings and the surrounding land used, and the contribution we would like them to make to the ongoing success of our communities.

In early 2011 local residents started discussions with Bristol City Council to ensure that the dereliction of the Westmoreland House and Carriageworks site would be addressed. It was decided to prepare a Community Vision for the site as a way of expressing the ambitions of the local neighbourhood.

This would then be used to find a suitable developer. A Stakeholder Group made up of local residents, organisations and businesses was established to oversee the process with a smaller Contact Group being responsible for more detailed involvement.

In August, using funding from the Homes and Communities Agency, 2nd Regeneration Ltd was appointed to lead the process of consulting on and writing the Vision. Throughout, volunteers from the local community formed an essential part of the process. There were two phases to the consultation.

Phase 1 of the consultation was launched on 16th September: A press call resulted in coverage in local newspapers, radio and television. A Leaflet and questionnaire was delivered to approximately 7000 local households. A project website was established at carriageworks.org.uk with an online questionnaire. A rickshaw provided by Pedal Walla was used to advertise the consultation and attract people at events. Social networking using Facebook and Twitter promoted the consultation. Regular emails were sent out to a mailing list that grew to 650 addresses. Drop-ins staffed by volunteers and 2nd Regeneration were held on 29 September and 4, 6, 12 and 14 October. Street surveys were carried out on 17 September and 14 October. Voxpops were recorded in the final week of consultation and published on the website. Many local businesses, especially retail, were directly approached for their response to the survey.

Phase 1 of the consultation ran for four weeks and ended on 15 October. In all there were 1436 responses to the survey plus additional emails. The responses were analysed with the raw data made available on the Carriageworks website. A workshop for the Contact Group and additional people from the Stakeholder Group was held on 4 November with the aim of

starting to develop the final vision. This included a tutorial delivered by the University of the West of England on how to assess the viability of a property development. The workshop found consensus in ideas for how the site should be developed.

Phase 2 of the consultation was launched on 1 December and followed unanimous approval of a Vision Discussion Paper by the Stakeholders Group on 22 November.

Drop-ins were held on the weekend of 3-4 December at which participants were asked to vote on 8 draft vision statements that condensed the aspirations stated in the first round of consultation. Phase 2 of the consultation ended on 7 December.

The Community Vision was then amended, and this final version approved by the Stakeholder Group on 15 December.

The Consultation Findings

Phase 1

The questionnaire to establish people's thoughts about the future of the Carriageworks attracted 1436 responses. People also contributed their views via email, drop-ins, community meetings and other engagements. The Results 55% of responses came from the area immediately surrounding the site and 39% came from other parts of Bristol. Respondents represented a cross section of users of the area with 59% passing through, 54% living locally, 45% spending leisure time in the area, 44% shopping locally and 19% working in the area.

Respondents were asked what mixture of uses they would like to see built on the site.

- 75% said community facilities,
- 66% said arts facilities,
- 53% said residential,
- 50% said shops,
- 49% said leisure, and
- 38% said business units.

The questionnaire also asked who should ideally lead any redevelopment of the site.

- 51% of respondents said a community organisation with the right skills,
- 33% said it doesn't matter so long as they get on with it,
- 8% said a private developer, and
- 3% said the existing owner.

The Phase 1 responses show the desire for the site to benefit the local community not only through the activities on the site but also through the development process.

The popularity of arts facilities reflects recent trends, and other uses including residential, retail, and leisure attract support as well. A mixed development is clearly the preferred approach. The additional comments show that space for local businesses is supported, but large office blocks are not. One contentious area that emerged is car parking. Many people are concerned about traffic and pollution levels and therefore want to see site parking very restricted, especially given the site's proximity to public transport routes. However, others are concerned that a lack of site parking would exacerbate existing problems on surrounding streets. Traders also want to see parking provision for shoppers increased.

Phase 2

300 people took part in the second phase of consultation, 90% of whom participated in the drop-ins.

Overwhelming support was given for the Vision.

- 97% of people support the overall vision statement.
- 95% of people support our wide interpretation of the activities that comprise 'community facilities'.
- 78% support the creation of a route through the site.
- 95% support active uses on the ground floor.
- 77% support mostly mixed residential on the upper floors.
- 97% support the design approach.
- 93% of people support our delivery approach.

The only contentious area remains car parking.

- 33% of people said that there should be "just adequate" provision and
- 30% said there should be "as little as possible".
- 28% said there should be a greater "sufficient" level of car parking
- 6% said there should be as much as possible.

So two thirds of people are in favour of limiting parking, but it is an issue that attracts great passion and is likely to remain a topic of heated debate as the project progresses.

Vision. It also endorses the guidance for the development of the site contained in the City Council's planning guidance document SPD10. Full details and results from the consultation are available in the Technical Appendix. 8 The Overa

The Vision

The Carriageworks development will make a positive contribution to the economy, culture and environment of Stokes Croft and surrounding area. It will be a mixed-use development that is home to many activities, businesses and people. It will be a buzzing, vibrant place for people from the local communities and from further afield. We want to see the dereliction of this site addressed as a priority and are keen to work with any organisation that embraces our vision for the future.

Community Uses

We want this site to be developed for a broad range of uses that are accessible to the community. Flexible, accessible spaces need to be included to accommodate a range of activities that directly contribute to the vitality and character of the local area. This might include business units as well as shops, arts space, cafes, performance space and meeting spaces.

Through Routes

Creating new open and inclusive spaces on the site is important for many of us. This could be achieved by designing a new pedestrian route through the site connecting together public spaces that can contribute to a vibrant local culture; these public spaces might host activities such as a market and performances. Good design and management will need to be exercised to avoid conflicts with other site users e.g. residents living nearby, neighbouring businesses etc.

Active Uses on the Ground Floor

We want to see the site opened up with active uses (e.g. shops, small businesses, market, cafes, arts, workshops etc.) both on the Stokes Croft frontage and inside the site. The units will need to be provided in a range of sizes that are viable for local businesses and be flexible in design in order to adapt to future changes; they will need to be managed to ensure a good mix at all times

Upper Floors

We recognise the benefit of residential development on the upper floors to boost viability. We want to see a true mix of housing types for sale and for rent including private and social housing, both low and high cost; a range of sizes should be provided to suit a mix of needs, from single people to families. We do not want to see a gated community or a monotype development. Some small business and other uses on the upper floors may also be appropriate.

Car Parking

An amount of car parking that is “just adequate” should be provided on the site. The parking provision should balance the need to make best use of space on the site whilst avoiding increases in parking congestion and pollution in the surrounding area. Residents and businesses should have sufficient access to their premises.

Design

We want the new development to be designed to a high quality with good environmental standards. The Carriageworks building should be restored to its former glory but other existing buildings may or may not be retained. We want to see full use being made of roofs to provide opportunities for biodiversity and the creation of gardens, perhaps for growing food.

Delivery

We are looking for a developer who will go the extra mile to deliver a scheme of which we can be proud. We are determined to find the best developer for the job who will ensure that we are continually involved in the development process and who will champion our Vision. It is accepted that there will need to be some level of flexibility in the choice of developer.

9.2 Appendix 2: Willis Newson

Willis Newson, is a locally-based arts consultancy with a national reputation for developing and delivering place-based arts programmes that support community and individual wellbeing. As well as managing creative programmes, Willis Newson works with clients to deliver strategic consultancy, business planning, feasibility studies, fundraising, research and evaluation. Established in 2001, we have been based locally in Montpelier and Stokes Croft for the past 17 years.

Having delivered a range of arts and cultural strategies, arts programmes and public art commissions across Bristol over the past 17 years, we have a good understanding of the context of this development in terms of:

- Bristol's Cultural Strategy
- Bristol City Council's Public Art Policy and Local Planning
- Bristol's arts and cultural community
- The local Business Community
- A wide range of local stakeholders including community, voluntary sector and wellbeing organizations

Previous local projects delivered by Willis Newson have included (see Case Studies in Appendices for more information):

- The development and delivery of a Public Art Plan for Junction 3, a development of housing, shops, business units and a library in Easton.
- The development of an art and culture strategy for North Bristol NHS Trust, which including setting up the hospital arts programme Fresh Arts and delivering an ambitious and award winning public art programme for the hospital which included 2 3-day festivals of Culture, Creativity and Care.
- Leading an international architectural competition and a process of community consultation on behalf of University Hospitals Bristol NHS Foundation Trust which led to the redevelopment of the Façade of the Bristol Royal Infirmary by award-winning architects Nieto Sobejano.
- Commissioning decorative security gate and railings for Ashlar's housing development in Old Market
- Consulting and scoping a feasibility study and business plan for the establishment of the Bristol Arts and Health Forum
- Commissioning an artist-designed roof garden for Dolphin School, Cheltenham Road, Bristol
- Working with Rev David Moss to fundraise for and lead the commissioning of stained glass access doors and an accessible walkway to create a community room at St Michaels Church, Windmill Hill, Bristol
- Working with the chaplaincy team at University Hospitals Bristol NHS Foundation Trust to design an award-winning flexibly-functioning multi-faith sanctuary for the hospital

We are experienced in working creatively to engage stakeholders to understand their needs and aspirations and are skilled at thinking strategically to develop innovative, practical and achievable proposals that marry together stakeholder aspirations with the business imperatives.

We have delivered over 200 creative programmes for local authorities, NHS Trusts, commercial developers, universities, schools and community organisations including a local Church.

We are skilled at working within multi-stakeholder teams to deliver projects of various scales and levels of complexity.

Fundraising

We are experienced and successful at raising additional funds towards our programmes. For example, we recently raised £22,500 from Arts Council England towards an arts programme at North Bristol NHS Trust.

Professional

We use robust project management processes, ensuring a solid framework of professionalism and efficiency. We have a reputation for delivering exceptional results to tight deadlines.

Passionate

The Willis Newson team believe that art has the power to improve people's lives and we are passionate about the beneficial effects it has on place-making, community development and health and wellbeing.

Research and Evaluation

Experienced in both delivering and evaluating programmes, we understand research and evaluation and have worked with the University of West of England over 10 years to collaboratively develop credible research and evaluation resources for our sector, funded by research grants from the European Social Research Council.

People people

We build strong relationships with clients to develop informed and tailored solutions to their needs. As a result, we have worked with many of our clients more than once. We are known for our ability to develop sensitive, intelligent and creative responses to client and user needs.

Award-winning

We are dedicated to the highest quality of work and have won awards from Building Better Healthcare, Arts & Health South West and the Royal Society for Public Health.

Team Approach

We work as a team. This means that we can offer a range of skills according to the project needs and we can offer flexible resourcing and continuity of cover during holidays or illness.