

Image Credit: HTA Design LLP

Alton Renewal Plan Community Needs Assessment: Phase 2



Contents

Context and Overview

Workshop 1: The Community Spaces – Hub & Spoke Model

Alton Renewal Plan

Visioning the Future

Rich Pictures – Shared Needs Mapping

Personas

Community Co-location Strategy – Block A and Block D

Workshop 2: Governance and Partnerships

A Collective Cat's Cradle

Governance Session

Partnerships Session

Local Model in Practice

Live Prototype

Recommendations

Appendices

3

5

6

8

9

17

27

28

32

34

35

36

40



Context and Overview

The Community Space Needs Assessment for the Alton Renewal plan was commissioned in December 2024 by Our Roehampton on behalf of Wandsworth Council – the report for which was published earlier this year. This was followed by a **Community Dinner Table and Community Spaces discussion** on 30th April 2025, with **two co-design workshops** there after. Both workshops took place at the Methodist Church Hall with representatives from a diversity of groups and organisations from Roehampton.

The themes of the workshops were as follows:

Workshop 1: The Community Spaces – Hub & Spoke Model (17th June)

The first workshop delved into the needs of the community and how they might be met with the **proposed hub-and-spoke model** (a central community building and other community spaces), informing the Renewal Plan's approach to service provision and co-location preferences.

Workshop 2: Governance and Partnerships (1st July)

The second workshop examined governance models in the context of best practice for the **operation of future community spaces**. This was explored through a group exercise around existing governance models. This was followed by a presentation on partnerships and how they operate, using Wandsworth Town Property Partnership as a comparable local example.

01

**The Community
Spaces – Hub & Spoke
Model Workshop**

Alton Renewal Plan

Community Spaces & Planning



Image Credit: HTA Design LLP

Overview from HTA

The HTA Presentation by Iain Sherman & Martha Hiles:

- Detailed the proposed **community spaces** within the context of the overall **Alton Renewal Plan**.
- Focused on **Portswood Place (Block D)** and **Block A** for this key phase.
- Outlined the proposed **relocation of statutory services** from **166 Roehampton Lane** to new community spaces.
- Shared **design parameters** on building heights for Portwood Place critical to the upcoming **planning application**.
- Demonstrated a practical example of what square footage figures represents in a real world setting.
- Emphasised how **co-location of services** will inform this ongoing design process and collaboration with community organisations.

Anna Singleton, Head of Regeneration at Wandsworth Council added:

- **Future Space Planning:** Additional spaces are anticipated in the future, as outlined by HTA to include the Parish Hall and Focus Hall and existing spaces within the Alton.
- **Colocation Discussions:** Continued dialogue around co-location into Portswood Place and Block A will support this coordinated approach to all assets.
- **Enabling Next Steps:** Aligning this will help keep the upcoming ballot and planning application on track. There will be bespoke engagement to inform the community about the ballot.
- **Ongoing engagement activities** with community will run throughout the summer of 2025 and beyond.

Exercise 1: Visioning the Future

Elements of a thriving future in Roehampton

Community spaces to grow our own food

Social events that help us understand each other's perspective and ongoing workshops to build our skills

Reliable transport

No discrimination

A sense of belonging

Food sustainability - growing our own

Multicultural, many stories/backgrounds

Collaboration, working together

A diverse community that can flourish

Good society – families, relationships, working well, staying healthy, and helping each other

Community leaders and networks, affordable food, food security – food as community

Accessible outdoor areas for community use, increasing exercise and physical activity for all ages

Age appropriate design e.g. chair aerobics, intergenerational opportunities

Connections: being together and having relationships

Community cohesion – energy, creating a legacy where the community is listened to, growing, and empowered

A holistic approach to the library, e.g. student study areas, a tree house, a comfortable place to play

Centring families

A ladies-only leisure centre and swimming pool

Setting a shared vision and understanding how to get there. We are part of this future and we have with a strong voice. Listen to us.

Individual action and collaboration

More GPs

Communities all working together - we need all sorts of action to support our community. Do not make us in competition with each other! We need ongoing support.

Elements that enable that future

Understanding that social value is key

Partnerships & capacity building allows this to happen!

Persona: Food and Catering Services



This persona provides food, often facing high demand and is often at the forefront of meeting a basic provision and critical need within the community.

Needs

- Larger catering facilities.
- Newer, modern kitchen facilities.
- Resources for deliveries and storage.
- An accessible site.
- Outdoor space, including outdoor growing and seating space.

Key Attributes

- Provide a place of trust and safety, tackling isolation and providing support.
- Often low-cost or free provision of food.

Challenges

- Insecure/insufficient storage and lack of delivery access.
- Sharing a kitchen can be very difficult without a tested, operational partnership model in place

Opportunities

- A training kitchen, providing demos for cuisines from different cultures and skills training/career pathways.
- A community cafe co-located with other services, creating a warm and welcoming space for everyone and social value impact metric alignment.
- The increased footfall from shared services co-locating at the same site.

Persona:

Older People's Services



This persona might provide a range of services, from catering, art, design and craft – fostering a sense of community.

Key Attributes

- Provide a place of trust and safety, tackling isolation and providing support.
- A variety of services provided, including creative activities.

Opportunities

- Clustering services together, providing a central space for community – also creating opportunities for collaboration.
- A community directory sharing information.
- Intergenerational learning and service design with other users to align social value impact.

Needs

- Intergenerational services/facilities.
- An accessible site, including disabled parking.
- Outdoor space, including outdoor growing and seating space.

Challenges

- Limited opportunities for intergenerational mixing.
- Operational reality of delivering an older people's service.
- Unsafe, aging spaces.

Persona:

Education and Training



This persona might provide any services ranging from formal further education, SEN education, adult literacy, to vocational training.

Key Attributes

- Offering opportunities to train locally, particularly with young people.
- Clear opportunities for career pathways made accessible for all.

Opportunities

- Build capacity aligned to social value procurement commitments from Wandsworth Council.
- Having a well-designed accessible space will allow for the educational opportunities to be more accessible.
- Bringing people through the door through other services in a shared space increases viability and enhances collaboration.

Needs

- Greater accessibility, e.g. courses that run on the weekends, more free courses, and more support for home learning.
- Paid work experience facilities.
- Volunteering opportunities that turn into job opportunities.

Challenges

- Shared spaces can be difficult if some clients are vulnerable.
- Local opportunities can be difficult to access.

Persona:

Advice and Support



This persona might provide users counselling, legal aid, domestic abuse support, tenant advocacy, employment assistance to residents, improving lives for those who are most vulnerable.

Needs

- Confidentiality – spaces where people can talk in private.
- Ensuring areas have flow, bringing people into the right places – visibility is key.
- Safe, warm, and free spaces.
- Recognition of the importance of cultural identity.

Key Attributes

- A core range of services that can be critically important for users.
- Aligned service provision to support holistic support for all beneficiaries.

Challenges

- Entry points must be inclusive and welcoming.
- Need trusted advice-givers.
- Wayfinding and kerb appeal – getting through the door.
- Private consultation spaces.

Opportunities

- Embedding Advice and Support service provision within the heart of community spaces will strengthen confidence and build capacity across multiple areas.
- Co-locating services and providing shared informal spaces fosters spontaneous interactions that build community, reduce isolation, and enhance well being beyond what formal services alone can achieve.

Persona: (Mental) Health and Wellbeing



This persona's work will often emerge from a dual role with others, with health & wellbeing improvements achieved through physical activity, arts & culture, or through support.

Key Attributes

- Providing services that often overlap with the work of other personas, e.g. Families and Young People, Health & Wellbeing, Education & Training.

Opportunities

- Greater opportunities for human-centred design of place-based services. A shared impact evaluation framework can capture health and wellbeing improvements.

Needs

- Trips, events, and experiences that improve wellbeing.
- Rehabilitation facilities.
- More accessible exercise and fitness classes.
- Counselling/therapy services.
- Trust.

Challenges

- Lack of dedicated secure, safe spaces to seek support.
- Lack of experts and language translation, with some terms not being directly translatable.
- Stigma.
- Lack of awareness about mental health.
- Underdeveloped bespoke social prescribing framework.

Persona: Sports and Physical Activity



This persona's work may range from providing fitness classes, running sports teams, or other physical activities for wellbeing.

Needs

- Cultural and religious opportunities for activities.
- Activities to cater for SEND.
- Women-only spaces.
- Seating for parents and carers.
- Accessibility and safety.
- Outdoor space for physical exercise, e.g. swimming pool, climbing.
- Community clubs in large venues.

Key Attributes

- Lots of collaboration with other personas, e.g. Families and Young People and Health and Wellbeing.
- Can link outdoor and indoor activities.

Challenges

- Wayfinding.
- Costs, both for parents and carers as well as for the persona.
- Funding for grassroots initiatives.
- Support structures for families.
- Unsafe, aging spaces.

Opportunities

- A shared space can provide inclusive access to sports and physical activity information, helping residents engage with preventative health education in a welcoming, community-led environment.
- Links public realm and other outdoor play areas to buildings through a partnership model aligned to public health policy.

Persona:

Arts and Culture



This persona's work may range from music, play, and learning for young people, as well as community cohesion through creativity. They may play a dual role in improving health and wellbeing as well.

Needs

- Greater representation (working with different communities, e.g. interfaith events).
- Intergenerational accessibility.
- Outdoor space for creative activities.
- Capacity building to deliver events without risk.

Key Attributes

- High profile creative service delivery that often overlaps with the work of other personas, e.g. Families and Young People, Health & Wellbeing, Education & Training.

Challenges

- Lack of community space for Arts and Culture.
- Limited space for larger Arts and Culture events.
- Public liability and delivery risk high.
- Limited storage space.

Opportunities

- Connecting people, place, and public realm that brings life to shared spaces.
- Create inclusive opportunities for all by embedding creativity into all engagement.
- Build on the London Borough of Culture through Arts and Culture creative health impact.
- Public art commissions that enhance public realm within new plans.

Persona:

Families and Young People



This persona's work with families and young people will often also overlap with other personas, e.g. Education and Training; Arts and Culture; and Sports and Physical Activity.

Needs

- More family-based, intergenerational activities.
- Outdoor spaces for gathering, restful spaces, as well as playgrounds.
- Safe, inclusive, and dedicated accessible spaces with freedom to play for young people.

Key Attributes

- Providing activities and services that meet a key need for the wellbeing of young people.
- Delivering accessible, educational activities for young people with SEND.

Challenges

- Language barriers, multilingual guidance is needed on what's available.
- Absence of a dedicated Play Strategy tailored to the Alton Renewal Plan.

Opportunities

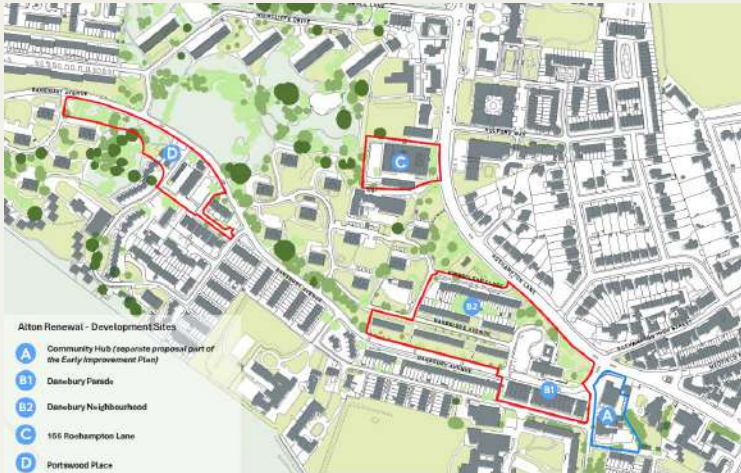
- Well-designed, inclusive shared space and infrastructure creates more accessible activities for families and young people, supporting broader engagement.
- Measure real social impact through increased participation, wellbeing, and connectedness – evidence that can shape future impact investment and policy.

Exercise 3: Community Co-location Strategy

Block A and Block D

The proposed renewal of Roehampton community infrastructure involves two anchor sites:

- **Community Hub (Block A):** Designed as a community-rooted **gateway building** with a public library as its anchor.
- **Portswood Place (Block D):** Designed as a vibrant, visible **Family Hub**.



Alton Renewal Sites: Existing Estate & Development Sites. Image credit: HTA Design

Findings Summary

Together, these buildings will deliver a **coordinated ‘hub-and-spoke’ model** of care, culture, and connection. The **final configurations are subject to planning approval**, but both layouts reflect extensive community engagement and strategic priorities outlined through workshops and the Community Space Needs Assessment. Principles that the community endorsed were:

- **Accessibility:** Physical (e.g. disabled access), temporal (e.g. evenings/weekends), and social (e.g. culturally inclusive and welcoming).
- **Safety and Trust:** Create spaces that are secure yet welcoming, with private support where needed.
- **Flexibility:** Reconfigurable areas that adapt over time.
- **Cultural Representation:** Reflect Roehampton’s diversity through design and programming.
- **Collaboration over Competition:** Foster synergy between co-located services instead of isolating them.
- **Operationally viable** as a community asset with capacity support to deliver this.

Block D: Portswood Place



Aerial view of two current draft options of Portswood Place.
Image credit: HTA Design

Role: Central, high-visibility, multifunctional family anchor with an on-site GP surgery.

Recommended Functions:

- **Community Kitchen and Café:** Inclusive, culturally sensitive, warm and welcoming.
- **Training and Education:** Includes job support, adult learning, and volunteering.
- **Confidential Advice:** Mental health, family wellbeing, and employment.
- **Flexible Multi-use Hall:** Cultural events, interfaith gatherings, and community dinners.
- **Reception and Wayfinding:** Accessible, central welcome point.

Why Portswood Place?

- Ideal for services that require **visibility** and **trust-building**.
- A **public anchor** in a GP surgery that draws footfall and serves as a **collaboration point** for local organisations.
- Central location, strong public realm potential and **proximity to bus stop**.
- Opportunity for ground floor **affordable retail units**.
- **Strong public realm** around this location.

Portswood Place: Family Hub

Layout Options Exercise

(Subject to Planning Approval)

Option 1: Ground, First, and Second Floor Layout

Overview:

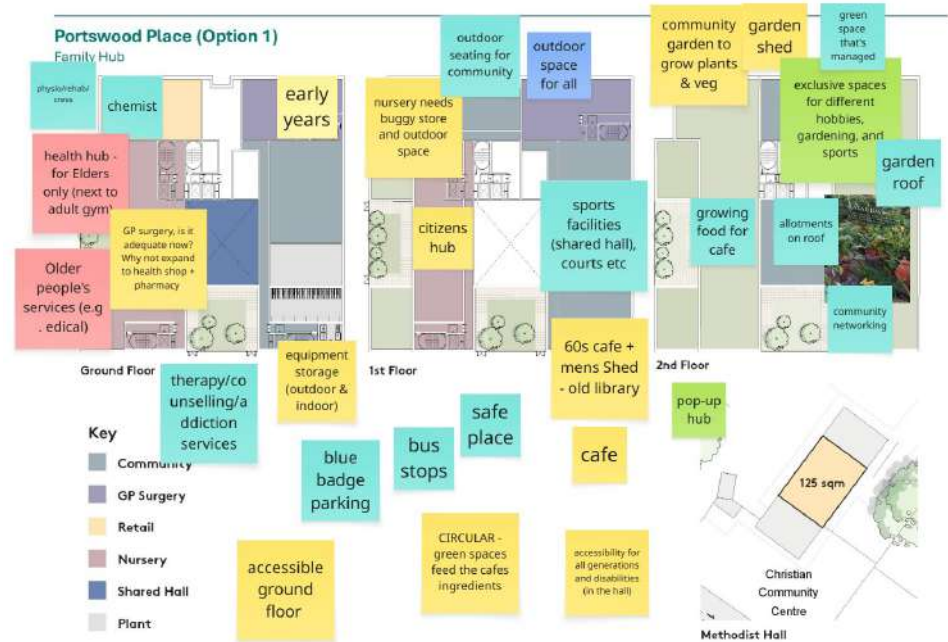
- Three-storey hub.
- Nursery across ground floor and 1st floor.
- 2nd floor designated as potential 'pop-up hub'.
- Visible shared hall and street-facing retail.

Strengths:

- **High Flexibility:** Seasonal or rotating uses on 2nd floor.
- **Good Footfall:** GP surgery and aligned services will attract walk-ins.
- **Community Use Retail Provision** on ground floor.
- **Clear Vertical Zoning:** Calm spaces separated from active areas.
- **Outdoor Spaces:** Multiple floors with outdoor space for play and connection, as well as strong links to public realm.

Shared Services Allocation – Option 1:

- **Ground Floor Retail** - Local Community Use (F2), Nursery (F.1), Community Kitchen + Café (E(b)), GP/Health Services (E(e)), Reception & Wayfinding (F.2(b)), Retail (E(a)).
- **First Floor** (Use Class F.1/F.2): Advice Services (F.2(a)), Adult Learning/Training (F.1(a)), Parenting Support (F.1).
- **Second Floor** (Use Class F.1/D2): Pop-up youth/family programming, cultural exchange, flexible community use (F.1/D2).



Portswood Place: Family Hub

Layout Options Exercise

(Subject to Planning Approval)

Option 2: Ground and First Floor Layout

Overview:

- More compact, 2-storey model.
- Nursery still spans two floors.
- Shared Hall at heart of building.

Strengths:

- **Efficient Layout:** Easier for families to navigate.
- **Stronger Co-location:** Health, education, advice, and retail all nearby.
- **Green Courtyard:** Centrally located for buggy-safe play.
- **Satellite Unit:** Enables cooking clubs, youth enterprise, or cultural pods.

Shared Services Allocation – Option 2:

- **Ground Floor** (Use Class E/F.2): Nursery (F.1), GP/Health Services (E(e)), Reception (F.2(b)), Café/Retail (E(a/b)), Shared Hall (F.2(c)).
- **First Floor** (Use Class F.1): Advice & Counselling (F.2(a)), Family Programmes (F.1), Youth & Mentoring Support (F.1).



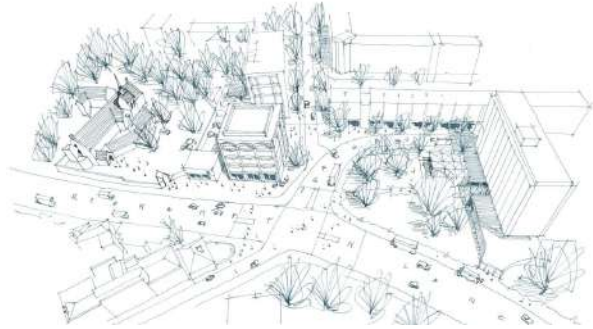
Portswood Place: Family Hub Layout Options

(Subject to Planning Approval)

Feature	Option 1	Option 2
Floors	3 (G + 1 + 2)	2 (G + 1)
Flexibility	High (pop-up 2F)	Medium (Hall crucial)
Outdoor Access	Across floors	Courtyard focus
Shared Hall	Centrally placed	Centrally placed
Health Services (GP)	Yes	Yes
Retail	Street-facing	Smaller, tucked
Green Innovation	Potential rooftop hub	External annex space
Accessibility	Requires stairs/lift	Simplified access
Community	Distributed	Stronger ground-level links

Block A: Community Hub

Role: A new landmark gateway building at a neighbourhood-scale with a civic square and library as anchors.



*Aerial view of the Community Hub from Roehampton Lane and an aerial view from Danebury Avenue.
Image credit: HTA Design*

Recommended Functions:

- **Youth and Family Spaces:** Sensory play, afterschool programs, and youth-led design.
- **Older People and Intergenerational Services:** Chair aerobics, storytelling, and men's café.
- **Cultural and Identity-Based Activities:** Women-only leisure, and heritage programming.
- **Training and Support Rooms:** Niche or specialist offers such as ESOL, and CV clinics.
- **Storage and Logistics:** Back-of-house needs for community food, event delivery, etc.

Why Block A?

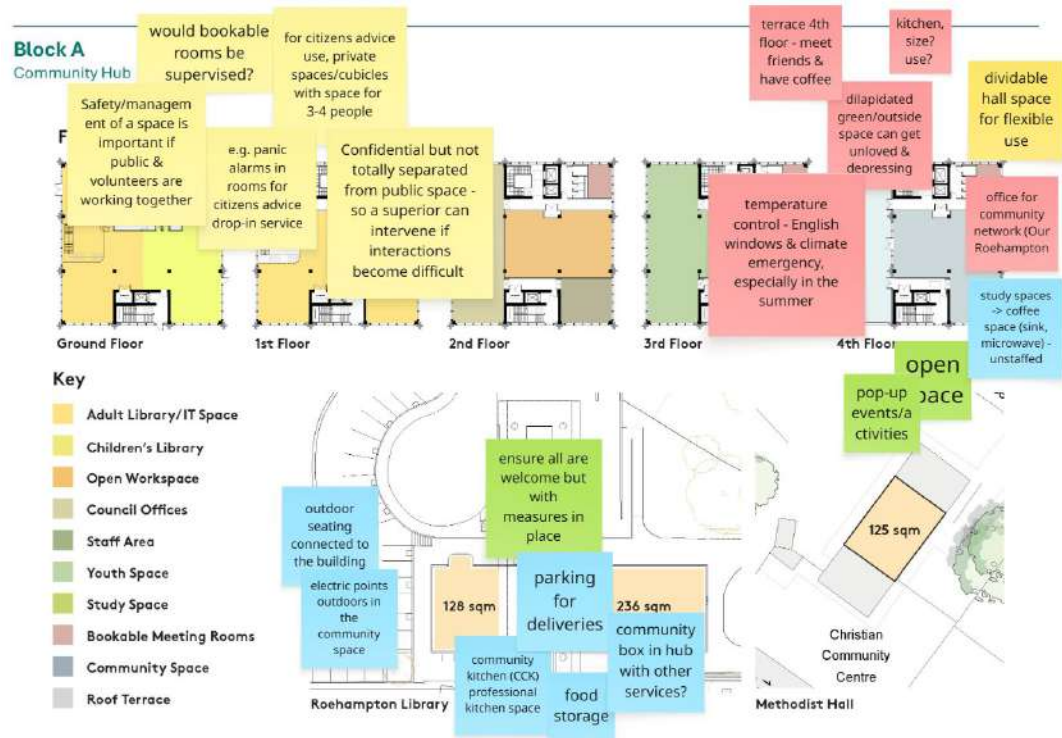
- **Ideal for Hyperlocal Programming:** Well-suited to small-scale, community-led initiative.
- **Supports Informal Experimentation:** Low-pressure environment where residents can prototype ideas.
- **Library as a Trusted Anchor:** Boosts footfall and provides a familiar, welcoming entry point to learning, resources, and wider support.
- **Offers Flexible Areas for People to Relax:** Supporting both planned and spontaneous use, with plenty of amenity and dwell space.

Block A Layout: Community Hub

(Subject to Planning Approval)

Overview

Block A will be a landmark **gateway building** at the heart of the Renewal Plan, marking the entrance to a new neighbourhood hub. This four-storey, multi-purpose space, anchored by a new public library will support local, grassroots, and identity-led activity. With flexible, welcoming spaces for community use, cultural events, and personal support, it will sit beside a **new civic square** and new council offices. Block A will be a **landmark** — an inclusive, supportive place where diverse groups can collaborate, test ideas, and drive community-led initiatives.



Block A Layout: Community Hub

(Subject to Planning Approval)

Shared Services Allocation and Associated Use Classes

Block A has a proposed flexible layout over 4 floors which could host a mix of **community and specialist services** aligned with the following planning use classes:

F.1 (Learning & Non-residential Institutions)

- *Youth & Family Programmes, ESOL, CV Clinics, and Intergenerational Activities.*
- **Linked Personas: Education and Training; Families and Young People; and Older People's Services.**

F.2 (Local Community Use)

- *Community gatherings, faith-based programming, and local advice hubs.*
- **Linked Personas: Mental Health and Wellbeing; Arts and Culture; and Advice and Support.**

D2 (Assembly & Leisure)

- *Women-only leisure, chair aerobics, sensory play, and cultural events.*
- **Linked Personas: Sports and Physical Activity; Families and Young People; and Arts & Culture.**

Ancillary Storage & Logistics Areas

- *Back-of-house for food distribution, and event setup.*
- **Linked Personas: Food and Catering Services.**

Block A Layout: Community Hub

(Subject to Planning Approval)

Strengths Aligned to Personas

Youth and Families (Families and Young People Persona)

- Activities like sensory play, after school programmes, and study spaces.
- Spaces for intergenerational learning and play.

Older Adults (Older People's Services Persona)

- Programming such as chair aerobics, men's café, and storytelling.
- Physical accessibility and quiet spaces for comfort and inclusion.

Support Services (Advice and Support Persona)

- Confidential rooms and visible, welcoming entry points.
- Co-location of specialist advice (e.g., mental health, employment).

Cultural Identity (Arts and Culture Persona)

- Dedicated space for interfaith events, workshops, and women-only leisure.
- Representation of Roehampton's diverse cultural voices.

Education and Skills (Education and Training Persona)

- ESOL, adult learning, and CV support integrated in informal settings.
- Encourages accessible, local skill-building opportunities.

Health and Wellbeing (Mental Health and Wellbeing Persona)

- Offers quiet, restorative environments and group wellbeing activities.
- Safe, stigma-free design supports open access to care.

02

Governance and
Partnerships
Workshop

A Collective Cat's Cradle

Participants were invited to work with a ball of wool to **weave a conversation** about **what they love about the Alton Estate**. We were all connected during this reflective practice, sharing ice lollies and bonding over our shared love for the Alton.



Governance Session: Purpose

This session aimed to **demystify governance** in charitable and community organisations, reflect on current models in practice at the Alton, and explore how governance influences both day-to-day operations and long-term partnerships.

Participants were prompted to share how their organisation is governed, identify the **benefits and challenges**, and consider whether **alternative governance structures** might better support future collaboration and sustainability.



Governance Session

Key Concepts Introduced



Brendan Conway outlined the **definition and importance of governance**, especially in the charitable context:

***Governance** is the system through which organisations are directed, controlled, and held to account.*

Good governance is essential to:

- Advance charitable aims and maintain public trust.
- Attract funding, resources, and support.
- Enable effective decision-making and manage risks.
- Promote accountability, transparency, and a positive organisational culture.

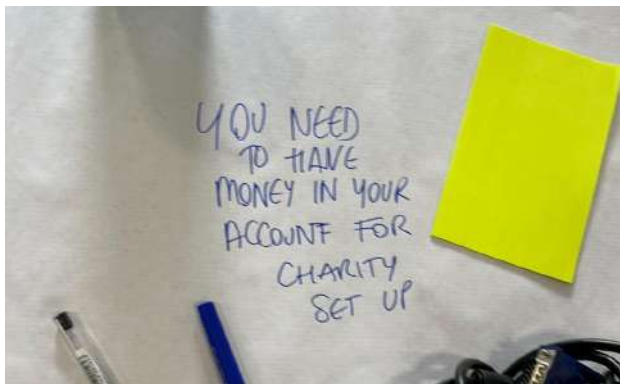
The presentation also described the **four main UK charity structures**:

1. **Charitable Incorporated Organisation (CIO)**
2. **Charitable Company (Ltd by Guarantee)**
3. **Unincorporated Association**
4. **Trust**

It acknowledged **other legal forms**, such as **Community Interest Companies (CICs)** and **Community Benefit Societies (BenComs)**, which are not technically charities but serve social aims.

Governance Session

Group Governance Reflection



Participants worked in **small groups** to reflect on their current governance and discuss its **alignment with their charitable aims** and **operational needs**. Their reflections brought forward key insights:

Benefits

- Governance offers **structure, legal protection, and legitimacy** – especially useful when applying for funding or entering formal partnerships.
- **Established charitable trusts and national organisations** present in the workshop shared how strong governance supports long-term planning and accountability.

Challenges

- Several groups commented that **their governance models are not fully aligned with their charitable aims**, creating tension between day-to-day work and formal obligations.
- **Flexibility** was flagged as a critical need – some current models limit an organisation's ability to pivot or respond quickly to new opportunities or community needs.
- Some **small CICs and emerging groups** noted they had **not yet established a formal governance model**, which hinders their ability to **attract long-term funding or secure space**.

Governance Session

Group Exercise: Emerging Themes

1. Diversity in Approaches

One table had a particularly **diverse representation**, including **global, national, and local charities** — all echoed a shared reality: **there is no perfect model**, and every governance type comes with trade-offs.

2. Appetite for Learning

There was a **shared appetite for change and learning**: participants expressed a willingness to **re-examine and evolve their structures** to be more fit-for-purpose in future partnership contexts.

3. Aligning with Need

Across groups, the **importance of aligning governance with community leadership, shared values, and partnership goals** was emphasised.

The session highlighted that governance is not only a technical requirement but a **living framework** that must evolve with the organisation's mission, capacity, and partnerships. For the Alton community to thrive in a collaborative model like hub-and-spoke, **governance models must support flexibility, trust, shared leadership**, and **sustainable funding pathways**.

This dialogue laid the foundation for deeper exploration into how **organisations across Roehampton might shift, formalise, or diversify their governance structures** to support joint working and collective impact in the Renewal process.

Partnerships Session: Purpose



The second half of Workshop 2 focused on exploring the **principles of effective partnership working** – a vital step as Roehampton prepares for the delivery phase of the Alton Renewal. Participants were invited to consider what makes partnerships sustainable and equitable, particularly in complex, multi-stakeholder environments like community hubs.

One of the **key takeaways** from the session was a **clear ask from participants**: the need to **develop a formalised partnership model** that reflects Roehampton values, supports community-led activity, secures impact investment, and enables shared governance and delivery.

Partnerships Overview

What Makes a Good Partnership?

Drawing from Royal Society of Arts' (RSA) [Connected Communities framework](#) (2015), the presentation outlined four dividends of well-functioning partnerships:

1. **Wellbeing Dividend** – Partnerships can increase health and happiness through stronger social ties.
2. **Citizenship Dividend** – Residents gain agency and influence, beyond being seen as service recipients.
3. **Capacity Dividend** – Building social networks enhances resilience and collective impact.
4. **Economic Dividend** – Investing in relationships can reduce costs and improve outcomes across sectors.

A strong partnership:

- Is **relational, not transactional**.
- Embeds **equity** and **transparency**.
- Recognises **community time** and **labour** as **valuable**.
- Co-designs **shared goals, metrics,** and **responsibilities**.

Who carries the risk?

1. **Community groups are expected to shoulder disproportionate risk**, often without the structural support or protections afforded to public bodies.
2. **Administrative and compliance burdens remain unreformed**, placing pressure on grassroots organisations to function like quasi-public bodies without equivalent resources.
3. **There is a persistent assumption that 'community' means 'free'**, leading to **underinvestment** and unrealistic expectations.

Local Model in Practice

Wandsworth Town Property Partnership (WTPP)



Proposal for 9 Ram Street (credit: GRID architects ltd)

Participants also learnt about the **Wandsworth Town Property Partnership (WTPP)** – [a live example](#) of this model being successfully delivered locally.

With **ongoing support from key officers at Wandsworth Council**, the WTPP brings together a diverse range of partners from the public, private, and community sectors to secure **long-term community benefit through equitable property partnerships**.

There is **opportunity for shared learning** between Wandsworth Town and Roehampton through the WTPP's work with Regenerate to deliver a 10-year social value lease on the ground floor unit of on 9 Ram Street.

Notable features of the WTPP:

- **Co-designed governance** and decision-making.
- Transparent financial agreements, including **social value leases**.
- Strong **cross-sector representation** (e.g. local government, planning, asset management, community organisers).
- Focused on **unlocking space for community use**, including youth clubs, co-working, arts venues, and social enterprise hubs aligned to social value.

This model demonstrates how **meaningful, council-supported partnerships** can deliver tangible outcomes when grounded in shared values and collaborative structures.

Live Prototype

Roehampton Community Garden Project



Community Gardening Project at Paradise Co-operative in Wandsworth.

Credit: Paradise Co-operative.

Over the next two years, **Our Roehampton** will deliver a **community garden** at the Methodist Hall, adjacent to Portwood Place. It can act as a live prototype which the presentation on partnerships outlined is the optimum way to learn **governance and collaboration models** that reflect local realities. It can do this by:

- Exploring how **partnerships** form and evolve in real world.
- **Prototype** ways of sharing ownership, leadership, project management, and participatory budgeting and delivery.
- Providing a **practical, low-risk environment** to learn what works in real time.

Insights from this prototype can directly inform the development of a long-term partnership model for the Alton Estate.

The partnerships session reinforced that **building a structured, inclusive partnership model** is not just helpful – it is **essential**. There is an opportunity to learn from WTPP's example, apply those lessons through the Community Garden Project, and co-create a bespoke partnership model that reflects the strengths and diversity of its community.

Our Roehampton is well-positioned to lead on a community-led project that will start in October 2025 by combining **shared leadership, secured funds, potential council collaboration, and live testing**.

03

Recommendations

Recommendation 1

Progress the preferred options for Block A and Portswood Place by **incorporating community feedback** and **workshop insights** into the planning process, ensuring designs are inclusive, accessible, and operationally viable, with early capacity building for community organisations.

Use Community Feedback on Portswood Place and Block A to inform planning application

Once the findings from community needs assessment and workshops are incorporated into the planning application process, the preferred options for both Block A and Portswood Place should be progressed based on the following key criteria:

1. Community feedback and workshop insights

- Reflecting the priorities and aspirations shared through the Alton Community Space Needs Assessment and subsequent engagement with design team, residents, stakeholders, and voluntary sector partners.

2. Accessibility and inclusion

- Ensuring that both buildings are welcoming, safe, and fully accessible to people of all ages, backgrounds, and abilities.

3. Operational feasibility and long-term viability

- Supporting flexible use, strong local ownership, financial sustainability, and effective long-term management – starting capacity building early through a partnership model.

4. Spatial and transport considerations

- Working closely with Wandsworth Council planners to ensure alignment with planning policy, transport infrastructure, and public realm design.

Recommendation 2

Building on the trust, energy, and insight generated through both community workshops, we recommend establishing a **strategic, co-designed partnership** with the **Alton Renewal team** and **Wandsworth Borough Council**. Develop a shared **Theory of Change** as a practical tool for this place-based partnership.

The partnership should drive forward a shared vision for the future of the area and provide a practical roadmap for delivery — inspired by the success of the WTPP’s (Wandsworth Town Property Partnership) mission-led approach to building successful partnerships.

Build on Workshop Momentum through Strategic Partnership with Alton Renewal Team

First Steps – Immediate Action:

1. Galvaise Community Leadership Ahead of the Ballot (October 2025):

- Trust is now in place. Engage and mobilise the community leaders who actively participated in the workshops.
- Convene a **one-off roundtable** with community leaders to translate workshop insights into messaging, advocacy, and support for both resident ballot and the planning application — positioning them as trusted intermediaries at this pivotal moment.

2. Prototype Learning – Community Garden Launch (October 2025):

- Leverage the Our Roehampton-led Community Garden as a live prototype for co-design and community stewardship.

- Embed learning and evaluation into this prototype to inform how future public realm and community-led interventions are shaped and delivered.
- Showcase the garden as a **symbol of collaboration** — and a visible step towards the larger renewal and community wealth-building goals.

3. Collaboratively Develop Priorities (October 2025 – April 2026):

- Collaboratively develop key themes, design principles, and community priorities through participatory design to inform the Statement of Community Involvement.

4. Align for Long-Term Planning Application (2026)

- Begin early alignment with the Alton Renewal team to ensure community voices are structurally embedded in the planning application process.

Recommendation 3

Create a Strategic Partnership Framework that lasts the lifetime of the development

Co-design a **shared vision** rooted in lived experience and aligned with the Alton Renewal goals with community and council stakeholders. Establish a **formal cross-sector partnership** with clear roles and shared decision-making. **Develop a phased delivery roadmap** for the partnership with built-in accountability, and maintain open, inclusive communication by amplifying local voices and sharing progress throughout.

- 1. Co-Design a Shared Vision:**
 - Facilitate joint visioning sessions between community organisations, the Alton Renewal team, key officers, and political leadership within council.
 - Ensure the vision is rooted in lived experience while aligning with planning, housing, and wider Alton Renewal Plan objectives.
- 2. Build a Cross-Sector Partnership**
 - Bring together council officers, housing partners, schools, businesses, the voluntary sector, and media partners.
 - Formalise the partnership with clear roles, regular engagement, and shared decision-making processes.
- 3. Develop a Delivery Roadmap**
 - Create a phased action plan covering short-term wins (e.g. the Community Garden), medium-term milestones (e.g. ballot, early works), and long-term outcomes (e.g. full planning implementation, covenant strength within community organisations), and project legacy.
 - Embed review and reporting mechanisms to ensure accountability and responsiveness.
- 4. Invest in Communication:**
 - Work with local community champions, press, and the wider engagement team to share stories of leadership, progress, and partnership. Give the community a voice.
 - Keep communication open, frequent, and inclusive across all stages of the process.

Appendices



Brendan Conway & Shiza Naveed

Transformation by Design Ltd
July 2025



Appendix 1.

Acknowledgements

Thank you to the **community of the Alton Estate and Roehampton**, and to all who participated in this six-month Community Space Needs Assessment. Your time, insight, and open-hearted contributions — through surveys, conversations, and shared gatherings — have been **the foundation of this work**.

To everyone who showed up, spoke up, and helped shape this work, **thank you**.

Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.

— Margaret Mead

Appendix 2.

The Community Dinner Table and Community Spaces

30th April 2025

Context and Overview

The Community Dinner Table and Community Spaces Discussion took place on 30th April 2025 after the Community Space Needs assessment was published earlier this year. This was commissioned in December 2024 by Our Roehampton on behalf of Wandsworth Council.

Through interviews, stakeholder mapping, financial analysis, and site assessments, it presents **a detailed analysis of the current and future needs of community groups and residents** within the Alton Estate and the wider Roehampton area. All attendees were provided a copy of this report.

The evening began with a **discussion at the dinner table**, followed by **presentations** from Brendan Conway, the co-author of the report, and Iain Sherman, Associate at HTA Design. This was **followed by a Q&A** where attendees asked questions to the panel, which consisted of **Brendan Conway, Iain Sherman, and Anna Singleton**, Head of Regeneration at Richmond and Wandsworth Councils.



The Dinner Table

At the Roehampton Family Hub, we welcomed many communities from the Alton Estate to join us a delicious meal made by Rackets Cubed. While we all ate dinner, we hosted an **artful conversation across four tables**, asking ourselves and each other the following:

1. **What are we bringing to the table today?**
(introductions)
2. **What are the Alton's needs?**
3. **What skills and assets are at our disposal? What leverage do we have?**
4. **How can we commit to this partnership, in our respective roles, as a community?**



What are the Alton's needs?

Here's what you said:

Trust and consistency!

Some flats and shops are in bad condition – this can be depressing

Transport connections

Danebury Avenue feels 'closed-off'

Library needs to be refurbished

Fresh, affordable food

More paid opportunities for young people locally – unemployment is a problem

More community spaces + third spaces

Affordable venues (events, trainings, exhibitions) and shops on the high street

Use of outdoor spaces, e.g. picnic tables

Market and cafe space at the Library (children friendly)

Inviting young people to design spaces

To nurture groups and community leaders, e.g. subsidised rent for emerging groups

Swimming pool + better gym facilities

Need spaces for diverse groups, young people, and free activities for families

Adult education and training as well as dedicated spaces for sensory play

Outdoor electricity for events

Q3

What skills and assets are at our disposal? What leverage do we have?

Here's what you said

Many green spaces – Richmond Park, Putney Heath, Wimbledon and Putney Commons

Diversity of communities

Feels like outside London (less busy)

Affordable Council Tax

Brutalist architecture

The diverse expertise of so many people who live and work here

Beautiful landscapes

A wealth of active community groups and organisations

We are a very collaborative place

Active council officers

Multiple community connectors

Organising trainings, events, running community centres (often from scratch)

Local consultants

Resilience – many groups formed or were strengthened after the COVID lockdowns

Q4

**How can we
commit to this
partnership, in
our respective
roles, as a
community?**

Here's what you said

To be a good neighbour!

We have energy for co-creation

Engaging more young people in
the process

Bringing the 'two
Roehampton's' together

Using our strong sense of
community and connection

Dedication and motivation for
positive change

Capacity building

Using the diverse expertise of the many
communities here

Appendix 3.

Participant Feedback – Workshop 1

Comments from Workshop 1 :

Appreciate the efforts

Shared vision

Learned the process

We may have differing opinions of the needs, but we care about our community

I have learnt about each other & activities helping the community. I am not alone.

Enthusiasm for change

I feel hopeful for the future of the Alton Estate

I understand more about the needs/wants and constraints in regards to the design & allocation of buildings/spaces

Inclusivity, feeling valued, as part of a community

Frustration [that it will take time], but also passion

We feel heard now - at last!

Exciting, potential

I learned how to get feedback and take ideas, I feel excited to see the final version of this project

Sense of possibility and purpose

The importance of different perspectives/views - sense of belonging and power!

Opportunities to meet together - have my say. Great workshop

Working together, we can make big change and make our community better

About Transformation by Design Ltd

Transformation by Design is a strategic design collective that supports the delivery of transformative innovation in an era defined by social and environmental challenges. Key focus areas are mission oriented innovation and community-led regeneration.

For more information, visit
<https://www.transformationbydesign.co.uk>

Brendan Conway & Shiza Naveed

Transformation by Design Ltd
July 2025

The studio is a small practice with an emphasis on the wider collective.

Each project is carefully resourced with trusted talent from an expert network. Our transdisciplinary teams bring expertise that has both depth and breadth. Our network includes:



Rowan Conway



Shiza Naveed



Brendan Conway