

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Report to:** The Economy, Arts, Sports and Public Realm Policy & Accountability Committee.

**Date:** 22/04/2024

**Subject:** Place Shaping Approach and Priorities

**Report of:** Cllr Andrew Jones, Cabinet Member for the Economy

**Report author:** Nicki Burgess, Head of Business & Enterprise

**Responsible Director:** Jonathan Pickstone, Strategic Director for The Economy.

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### SUMMARY

The Council's is taking the lead in shaping the places that people want to live, work, play and do business. This report presents the Council's place shaping approach to transform key town centres and priority areas. The vision is to create vibrant and connected hubs that celebrate their unique character and foster a keen sense of place. The report also outlines ongoing work to support vibrant secondary high streets which are at the heart of communities.

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### RECOMMENDATIONS

For the Committee to both note and comment on the report.

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**Wards Affected:** All

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Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	Our ambitious place shaping programme aims will create vibrant, accessible, and inclusive places for everyone.  Investment in town centres will boost footfall and trade supporting economic growth and job opportunities.

<p>Creating a compassionate council</p>	<p>Co-production with residents, and businesses is at the heart of our place shaping ambitions, to ensure the design of public realm is inclusive of the entire community.</p> <p>We will work with local businesses and cultural attractions and share joined up marketing to promote our places as destinations so there are business benefits for all.</p> <p>Our continued commitment to supporting secondary high streets will ensure that local centres are not left behind.</p>
<p>Doing things with local residents, not to them</p>	<p>The Council's Business Network and Enterprise Board are both primary vehicles for sharing information, engagement, and feedback with small and corporate businesses across the borough.</p> <p>Monthly meetings have been set up with Hammersmith BID, Fulham BID and Shepherds Bush Business Forum to ensure a collaborative approach to proposals. A new Arts and Cultural stakeholder group has been set up to create an ecosystem of cultural institutions across the Borough.</p>
<p>Being ruthlessly financially efficient</p>	<p>Place shaping projects are being funded through existing budgets or S106 wherever possible, with external sources of funding actively being identified and applied for.</p> <p>Further investment will be leveraged from the private sector through effective collaboration.</p> <p>The Finance AD is a member of the Place Shaping Board.</p>
<p>Taking pride in H&amp;F</p>	<p>By transforming places, we are promoting and providing a sense of ownership and pride among residents,</p>

	businesses, and other stakeholders in the borough.
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## Background Papers Used in Preparing This Report

None

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## Background

1. Place shaping is a multi-faceted approach to the planning, design, and management of public spaces. Place shaping capitalises and builds on a local community's inherent strengths and assets, creating an accessible and inclusive public realm that supports the local economy and helps build a unique identity and fosters a sense of place.

The Councils place shaping vision is to transform three key regeneration priority areas. It aims to enhance public spaces, integrate diverse uses, promote business and entrepreneurship, foster a vibrant cultural scene, and prioritise sustainability. The three areas are:

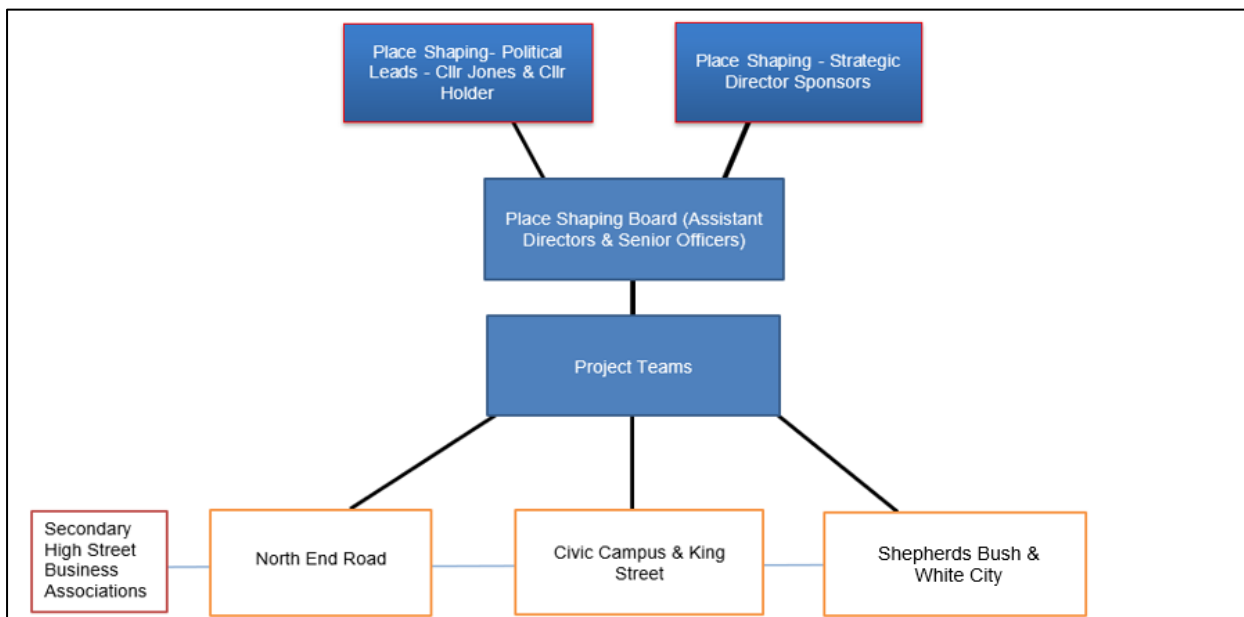
- King Street and the opportunities the Civic Campus presents as catalyst for change to rejuvenate Hammersmith town centre.
  - North End Road and the section 106 opportunities Earls Court Development present to develop a master plan and vision, and
  - Shepherds Bush and its connectivity with White City Innovation District and development of a public realm strategy.
2. Place Shaping ambitions align with the Local Plan, Arts & Cultural Strategy, Hammersmith SPD, Civic Campus Board, White City Public Realm Study, and the overarching aims of the Industrial Strategy.
  3. In addition, the Council's Business Network and Enterprise Board are both primary vehicles for engagement, sharing information, and private sector feedback with small and corporate businesses across the borough.
  4. This alignment with strategic documents and engagement will ensure synergy and coordination among various aspects of place shaping, including planning culture, economic development and co-production and ensure activities are inclusive of the borough's diverse community.
  5. This report sets out the Governance framework for accountability, strategic direction, co-ordination, and decision making, along with outlining emerging place shaping priorities for each of the three priority areas.

- In addition, the report conveys the continued support to secondary high streets and the activities being undertaken with local business associations to boost footfall and trade to grow and sustain the local economy.

### Place shaping governance

- The implementation of robust place shaping governance has been recognised as critical to ensuring joined up working across council directorates. Cross directorate project teams, each with a project lead have been established for each of the three priority economic development areas. The project teams drive the development and implementation of projects and workstreams and are also responsible for developing consultation programmes and driving engagement with external stakeholders.
- The Place Shaping Board provides leadership and strategic oversight of the workstreams developed and implemented by each project team. The group is made up of Assistant Directors and senior officers who act as the steering group to formalise place shaping initiatives across the identified workstreams for each priority area and challenge project teams to be creative and innovative in their approach. The board will ensure projects are running on schedule and within budget and eliminate any risks that may arise.
- The Strategic Director Sponsors are the key decision-makers for the place shaping programme to ensure alignment with activities across the Council and strategic plans.
- The Political Leads will offer scrutiny of placing shaping activities and will give approval for key decisions. A joint briefing now takes place with the political leads for Public Realm and Economy.

### Place Shaping Governance Structure



## **Meeting frequency**

11. The project teams, Board, Strategic Board and Political leads meet on a regular basis through a variety of monthly and bi-monthly meetings.

## **Identifying key place shaping priorities**

12. Cross directorate master workshops have taken place to bring officers together in person to identify key place shaping workstreams and priorities for each area as well as discuss wider strategic ambitions.

## **Key work streams and priorities Hammersmith**

13. Four key work streams have been identified with a lead sponsor (Director or AD) for each. The key work streams are:

- Public Realm
- Community Safety
- Economic Activity
- Cultural Programming and Events

14. Current priorities seek to deliver short-term tactical interventions to improve the appearance of the town centre in the lead up to the opening of the Civic Campus. These short-term interventions will begin to seed change across the town centre and work towards achieving more ambitious goals. Priority projects include:

- Streetscaping improvements to the public realm including deep cleaning, removal, or maintenance to help declutter the high street along with small cosmetic enhancements and greening.
- A Wayfinding Strategy to improve connectivity across the Town Centre and between key sites and the river.
- Shopfronts Improvements to uplift the appearance of the high street.
- A4 Subway improvements to make pathways to and from the river safer, attractive and more accessible.
- Economic activation by exploring opportunities to bring empty units back into use for mean-while space including subsidising workspaces, spaces that can be used for creatives and makers, subsidising retail units for traders that would encourage footfall and increase the shopping offer.

It is recognised there is a need to develop an ambitious, long-term vision for Hammersmith town centre. The vision will act as the blueprint for renewal of the public realm whilst addressing the key structural challenges.

## **Key work streams and projects Shepherds Bush**

15. Four key work streams have been identified with a lead sponsor (Director or AD) for each.

- Public Realm and Traffic Options
- Economic & Cultural Activation
- Community Safety
- Strategic Sites

Current projects include:

- Activating the Green to support economy activity and improve safety
- Boosting the visitor economy/ Shepherds Bush Comedy Festival
- Shepherds Bush Market redevelopment- ensuring maximum benefits for the surrounding area including Uxbridge Road and Goldhawk Road
- Public realm and greening improvements

16. The Council is working in partnership with Imperial College and Imperial NHS Trust to conduct a public realm study with the aim of identifying a set of ambitious public realm interventions for Shepherds Bush, as well as better connecting Shepherds Bush with the White City Innovation District. Priority proposals will include rejuvenation of Shepherds Bush Green.

17. With the council's place shaping governance adopted the council is also ready to apply for external funding and is preparing an application via the GLA's Civic Partnership Programme.

## **Key workstreams and projects North End Road**

18. The council has invested £1.9m to improve the public realm including creating seating areas, replacing paving and kerbs, and improving market pitches. Place shaping objectives have involved working with the Government's High Streets Task Force (HTSF) to create a roadmap for transformation of the high street. They identified 5 key areas to help fulfil North End Road full potential:

- Creating a more pedestrian friendly environment with traffic easing measures
- Making the best use of assets and improving stakeholder engagement
- Improving the quality of the public realm and maximising the use of space
- Expanding and diversifying the street market offer
- Creating a coherent place identity for North End Road

19. Projects include:

- Cycle hub, markets storage and e cargo bikes on Coomer Place
- New branded trader equipment and opportunities for startups
- Market diversification – attracting new products and traders.
- Trader waste disposal
- North End Road traffic free Summer Festival

- Economic activation and attracting new businesses
- Shop front improvements.
- Improved lighting
- Wayfinding

As well as these smaller scale improvements, the upcoming planning application from the Earls Court Development Company presents an opportunity to finance larger-scale projects via their S106 obligations, including a transformative long-term plan to help reimagine the high street.

## **Supporting High Streets**

20. Working with local businesses the council has formed 7 High Street Business Associations over the last two years. Associations were encouraged to form and apply for a High Street Grant working together to develop initiatives to increase trade. They were also supported to become constituted and develop a delivery plan. Projects have included new branding wayfinding for Lillie Road Antiques Quarter, A 'Taste of Askew' where customers could eat a starter, main and desert in three different restaurants in Askew Road + a local magazine, an Arts Trail along the riverfront and a new web site for Parsons Green which is to be launched shortly. Shepherds Bush Business Forum are currently developing a map to show case local attractions and landmarks. Business Association meetings are held monthly with the council providing secretariat and facilitating initiatives including finding funding.

## **Conclusion**

21. As a Council, we have put in place a new way of working together across departments - enabling a joined-up approach to reimagining places and delivering place-shaping programmes. This is enforced by a governance framework that sets out accountability and strategic direction.
22. The process facilitates both long-term visioning and short-term activation to invest in places and public spaces before embarking on more transformational visioning and future proofing as we move towards sustainable, net-zero carbon future.
23. Next steps would be to seek feedback and input to refine and finalise the approach.