

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Councillor Sharon Holder, Cabinet Member for Public Realm

Date: 07/11/2024

Subject: Neighbourhood Improvements and Place Shaping Projects

Report author: Russell Trewartha, Assistant Director-Capital Projects

Responsible Director: Bram Kainth, Executive Director of Place

Summary

The Climate Change and Transport Capital Projects Portfolio is working in close partnership with local communities to project manage, design, and develop a suite of neighbourhood improvement and place-shaping projects across the borough.

The proposals also include the design and delivery of a range of permanent and interim placemaking public realm improvement measures on the Wandsworth Bridge Road corridor and South Fulham area which will lead to a range of benefits for the resident and business community.

Recommendations

1. To agree the programme for the development of neighbourhood improvements place shaping, surface access and corridor projects that tackle a variety of issues such as safety, traffic, noise and air pollution, business growth, climate adaptation, rewilding, flood mitigation, lowering carbon, and well-being.
2. To agree the programme for the design and delivery of safety improvement and placemaking public realm interventions on the Wandsworth Bridge Road corridor and South Fulham area.
3. To delegate to the Executive Director of Place, in consultation with the Cabinet Member for Public Realm, the authority to adjust the project priorities and budgets (within the overall approved budgetary allocation) for the programmes at recommendations 1 and 2 above, as necessary.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The intended suite of projects will lead to a range of place-making benefits to the public realm which will enhance our residential and business communities

Creating a compassionate council	The project development phases will listen empathetically to the voice of stakeholders
Doing things with local residents, not to them	Resident co-production and engagement will be embedded into the culture of the how the projects are developed
Being ruthlessly financially efficient	Each project will have a dedicated cost plan that is carefully monitored to ensure best value for each stage of delivery, working with our supply chain partners to identify efficiencies. Secured external capital grants, developer contributions or revenues should replenish cash flow budgets
Taking pride in H&F	The intended delivery outcomes will help create new streetscapes and places that we can all be proud of
Rising to the challenge of the climate and ecological emergency	Embedding opportunities for climate adaptation, flood mitigation and lowering carbon will be built into the ethos of the project development

Financial Impact

The projects recommended in this report require investment of £1m as follows:

Capital Scheme	2024/25 £m	2025/26 £m	Total £m
Neighbourhood Improvement and Placemaking Scheme	30	70	100
Wandsworth Bridge Road and South Fulham Place Making Programme	870	30	900
Total Capital Investment Required	900	100	1,000

The required £1m investment can be fully funded from the existing Place capital programme (from existing Council reserves). External funding opportunities will continue to be pursued for these schemes, and for related future schemes, with the aim of reducing the call on Council reserves. Any requirement for future funding to further develop and deliver related projects will be considered as separate decision reports (including any secured external funding at that time).

Kellie Gooch, Head of Finance (Place), 30 October 2024

Verified by James Newman, 31 October 2024

Legal Implications

The Council has the powers to undertake these schemes as a highway authority under the Road Traffic Regulation Act 1984.

The Council's Contract Standing Orders apply. There will need to be a procurement strategy setting out how these works will be procured. The use of a call off from the existing Highways term contract would be a means of complying with them. The works will be below the threshold for the advertising and competition requirements

under the Public Contracts Regulations 2015 (or the Procurement Act 2023 if after 28 October 2024) to apply.

This is a key decision and needs to be included in the key decision list on the Council's website.

John Sharland, Assistant Director of Legal Services, 31st October 2024

Background Papers Used in Preparing This Report

None

DETAILED ANALYSIS

Proposals and Analysis of Options

1. The Climate Change and Transport Capital Projects Delivery Service is in the process of developing a suite of neighbourhood improvement and placemaking projects across the borough. These projects are being shaped in close partnership with the local community who have approached us for support to respond to their concerns and issues, so the Council is developing and recommending co-produced neighbourhood improvements.
2. We are also working closely with the Wandsworth Bridge Road Association and stakeholders to co-produce the permanent redesign of the Wandsworth Bridge Road corridor and concurrently deliver an interim corridor place making programme. This will set an exciting public realm transformation footprint for the future permanent measures. New streetscape transformation is also planned for East and West Fulham working closely with residents.

Neighbourhood Improvement and Placemaking Scheme

3. The proposed Neighbourhood improvement and placemaking scheme is set out at Table 1 below and requires additional investment of £100,000 over and above existing funding allocations. In the case of all the proposals, residents have approached us asking for support to assess and develop solutions to issues in their neighbourhoods; the programme below responds to this, indicating the likely nature of the project types based on information available.

Table 1: Neighbourhood improvement and placemaking Capital Portfolio

Proposed Project	Ward	Potential Project themes	Target delivery
Rivercourt Road	Ravenscourt	Road and cycle safety and noise pollution	Q3 24/25
Coningham Road - Lime Grove area	Coningham	HS2 traffic mitigations / Road safety, parking, and noise pollution	Q4 24/25

Wormholt Road area	Wormholt	HS2 traffic mitigations / Road safety, parking, and noise pollution	Q4 24/25
College Park	College Park & Old Oak	HS2 traffic mitigations	Q1 25/26
Baron's Court area	Hammersmith Broadway	Road safety and well-being	Q1 25/26
McFarlane Rd & Hopgood St	Shepherds Bush Green	HS2 traffic mitigations / Road safety, parking, and noise pollution	Q1 25/26
Brook Green	Brook Green	Road safety and well-being	Q1 25/26
Munster area	Munster	Road safety and well-being	Q2 25/26
Auriol Road Area	Avonmore	Road safety and well-being	Q2 25/26
Fulham Road and Parsons Green Lane area	Parsons Green & Sandford	Road safety and well-being	Q3 25/26
Acton Town	College Park & Old Oak	HS2 traffic mitigations	Q3 25/26

4. The project development lifecycle of these schemes typically includes:

- Identifying the issues, needs and wants of the community through meaningful co-production and the establishment of residents working groups.
- Options identification, technical assessments, surveys, concepts, and feasibility design development to reach a preferred design solution.
- Further co-production, engagement, and consultations
- Preliminary designs that technically defines an assured proposal.
- Detailed design, construction drawings which are fit to build to cover all series drawings, setting out plans, utility plans etc and traffic management.

5. These projects will be delivered through a combination of in-house and procured project management and community engagement. The programme will also utilise the services of the council's existing highway term contractor, FM Conway Ltd.

6. Each project that is developed through this portfolio will subsequently be presented to the Cabinet member as a scheme approval decision report requesting the approval of any further capital expenditure if applicable for their implementation.

7. Concepts will be produced that align with the Council's Climate Change and Transport priorities and will also help future proof and mitigate the borough's network from large developments and nationally significant infrastructure projects.

Wandsworth Bridge Road and South Fulham Place Making Programme

8. The Capital Projects Delivery Service is working with the Wandsworth Bridge Road Association (WBRA), Transport for London and London Borough of Wandsworth to co-produce a permanent redesign of the Wandsworth Bridge Road corridor and the main junctions to deliver the ambitions of the longer-term road transformation.
9. The primary objectives of the plans are to reduce dominance of motor vehicles, creating a safer, more pleasant, and accessible environment for walking and cycling along the corridor and improving air quality, with enhanced placemaking for local shopping hubs, creating more inviting and attractive spaces which strengthen the sense of community and promote economic sustainability.
10. Working closely with the WBRA and other business and community stakeholders, we are also bringing forward the design and delivery of interim public realm improvement measures this year on the Wandsworth Bridge Road corridor and side streets that will lead to a range of place making benefits for the resident and business community.
11. A dedicated residents' working group has also been established to co-produce a programme of public realm improvement schemes in Fulham East, focussing on two key projects, creating a new public space at the Bagley's Lane/Harewood Terrace/Imperial Road Waterford Road Roundabout and redefining the streetscape at Bagley's Lane/Harwood Terrace/Imperial Way; looking forward the programme also includes creating a new urban design vision of Imperial Road.
12. The programme for these workstreams is set out at Table 2 and requires additional investment of £900,000 over and above existing funding allocations. Works priorities and milestones may be adjusted if additional funding is able to be identified during the programme lifecycle.

Table 2: Wandsworth Bridge Road and South Fulham Area Place-Making Programme

Scheme	Ward	Potential Project themes	Delivery target	Budget allocation
Permanent Wandsworth Bridge Road & South Fulham Placemaking Programme (feasibility & design)				
Wandsworth Bridge Road permanent public realm transformation programme development: junctions and corridor development	Sands End	Cycle and pedestrian safety, greening and well being	Ongoing	£40,000

Fulham East public realm-programme of schemes and South Fulham Cycleway	Sands End/Parson Green & Sandford	Road safety, greening, and well-being schemes	Q4 24/25	£50,000
Fulham West public realm-programme of schemes	Sands End	Road safety, greening, and well-being schemes	Q1 25/26	£30,000
Sub total				£120,000
Interim Wandsworth Bridge Road Placemaking Programme (design & construction)				
High Street enhancements		Removal of street clutter including unnecessary sign boards, posts and bollards, a simple and cohesive approach to the style of street furniture, providing new public benches, parklets and seating, increasing the amount of greenery and low-level planting along the corridor, and creating simple, attractive, and welcoming spaces for the benefit of the local community.	Q3 24/25	
Side Street place making improvements	Sands End	New planting and greenery, improved public seating, more cycle parking, shopper bays and footway widening at some junctions	Q3/4 24/25	£710,000
Carriageway improvements		To highlight the presence of the 'mini-town centres' along the corridor, the application of a varied road surface texture, colour and carriageway design improvements proposed at two locations along Wandsworth Bridge Road: between Ryecroft Road and Clancarty Road and between Woolneigh	Q2 24/25	

		Street and Hugon Road		
Safety improvements		Upgrading crossings along the corridor to improve safety for pedestrians and cyclists, and exploring other temporary minor junction safety works	Q3/4 24/25	
Project and programme management		Staff Capitalisation	8%	£70,000
Sub total				£780,000
Total				£900,000

13. This programme is being delivered through a combination of in-house project management and design and delivery by the council's existing highway term contractor, FM Conway Ltd. A detailed interim programme delivery plan is in place and delivery on the ground started in August 2024 and will continue into Q1-2 2025.

Reasons for Decision

14. To tackle a variety of issues such as safety, traffic, noise and air pollution, business growth, climate adaptation, rewilding, flood mitigation, lowering carbon, well-being.

15. These measures will be designed and delivered in co-production through relevant residents working groups and engagement.

Equality Implications

16. As schemes are developed and potentially taken forward, equality implications of any future recommendations for implementation will be carefully assessed.

17. The project delivery teams will engage with the Disabled Residents Team for their strategic advice to help achieve an accessible and inclusive street environment as part of our scheme delivery.

Risk Management Implications

18. There is some risk that the capital cash flow investment allocated to this place shaping programme cannot be replenished by other future funding meaning further council capital resources are required. However, capitalised project engineering resources are essential for shaping schemes to a project stage gate that can leverage inward capital investment for the borough that would otherwise risk being greatly diminished. On balance it is more probable that a proportionate injection of capital development investment will reap longer term financial benefit for the borough. To mitigate this risk, it is advised that the

capital investment programme is closely monitored and that a financial investment plan is developed supported by a targeted risk register. This must be regularly reported against to safeguard against losses.

19. There is high risk to not investing in the delivery of neighbourhood improvements, which if paused would lead to reputational issues given residents have approached us to help them identify issues to improve their neighbourhoods. There is an associated reputational risk that residents are not informed of any developments, delays or impact to their neighbourhoods. It is therefore recommended, and in line with the Value “Doing things with local residents, not to them”, that residents are kept fully informed about initiatives in their area and the impact and benefits these will bring.
20. Management of these schemes is interconnected and complex and as a result there is a programme risk that the management of the schemes is not coordinated and controlled leading to over expenditure, delays in delivery, and reputational damage to LBH&F. It is therefore recommended that a thorough and detailed programme and management plan is developed with supporting change control, risk register and governance.

Jules Binney, Risk and Insurance Manager, 2nd July 2024

Climate and Ecological Emergency Implications

21. Localised neighbourhood improvement and placemaking schemes are likely to contribute positively to achieving the council’s Climate Change targets as the issues and solutions sought are likely to be intrinsically linked to reducing noise and air pollution, lowering carbon and flood mitigation.

Hinesh Metha, Assistant Director-Climate Change, 10th July 2024

Procurement implications

22. The Neighbourhood improvement and placemaking Capital Portfolio at Table 1 may require the future consideration of a procurement strategy setting out how these works will be procured over and above in house project management resources and frameworks and placing works orders through the Council’s existing highway term contractor FM Conway.
23. The Wandsworth Bridge Road Place-Making Programme will place project management, design and works orders through the council’s existing highway term contractor (FM Conway Ltd) which commenced in April 2017 for a period of 5 years, with permissible three one-year extensions. The term contract is designed for all public highway projects and programmes of works. The contract is based on a tendered schedule of rates, which are general for any scheme (small, medium, and major public highway projects) over the life of the contract period. The contract allows a maximum value of £4m per project using the tendered schedule of rate items, or £9m per project using target pricing. This therefore makes the contract generic for any project the council wishes to develop and implement over the period of its term.

Local Economy and Social Value

24. All the proposed projects will inject value into the local economy because they will deliver a variety of streetscape improvements that seek to enhance our neighbourhoods as places to live and work and this will help attract inward investment in our borough.

Personnel

25. All the neighbourhood improvements and place shaping programmes will be managed by existing project management and engineering resources in the Capital Projects Delivery Service in partnership with other Place Department teams, and supplemented by supply chain resources to ensure the required technical skills and expertise are made available.

Health and Wellbeing

26. All the proposed projects will lead to health and wellbeing improvements for our communities, for example they might explore ways to reduce noise and traffic pollution introducing street environments that are greener and safer places to live and work.

Consultation

27. The Capital Projects Delivery Service is working closely to engage and co-produce with residents to start shaping project development, some examples include:

- A resident's working group has been established for Fulham East to start to shape a programme of road safety, greening, and well-being schemes in the area.
- Officers have met with residents from Rivercourt, and a dedicated working group has been formed.
- Officers have also met with residents of Wormholt, Brook Green and College Park ward to hear about the concerns on their streets and intend to form dedicated working groups.
- Officers have been engaging with residents from Devonport Road, Warbeck Road, and Coverdale Road regarding issues in their area.
- Continued close partnership working with the Wandsworth Bridge Road Association has supported the development of the 2024/25 Placemaking Programme and future corridor improvement ambitions were consulted upon at the May 2024 Spring Fayre, receiving positive feedback from residents.

List of Appendices

None