

**LONDON  
REVIEW PANEL**

[REDACTED]  
London Borough of Hammersmith & Fulham

March 2021

Dear [REDACTED]

**London Review Panel: North End Road Area Plan, LB Hammersmith & Fulham**

Please find enclosed the London Review Panel report following the design review of North End Road Area Plan on 8<sup>th</sup> March 2021. I would like to thank you for your participation in the review and offer ongoing Mayor's Design Advocate support as the scheme's design develops.

Yours sincerely,

[REDACTED]  
Mayor's Design Advocate

cc.

All meeting attendees

Jules Pipe, Deputy Mayor for Planning, Regeneration and Skills

Philip Graham, Executive Director of Good Growth, GLA

Patrick Dubeck, Head of Regeneration, GLA

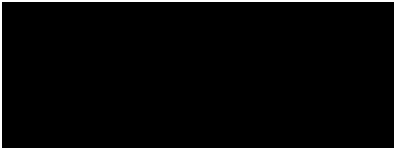
**LONDON**

**REVIEW PANEL**

**Report of London Review Panel meeting  
North End Road Area Plan, LB Hammersmith & Fulham**

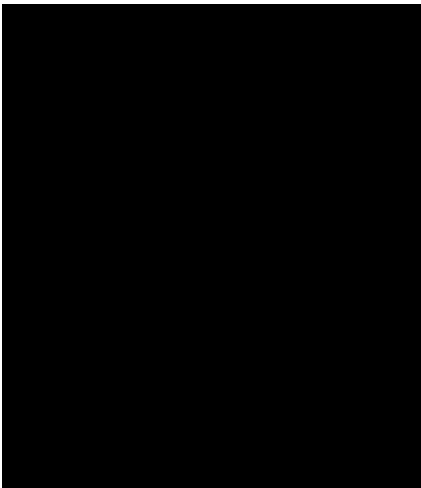
Tuesday 8<sup>th</sup> March 2021  
Review held remotely

**London Review Panel**



MDA (Chair)  
MDA  
GLA Regeneration

**Attendees**



LB Hammersmith & Fulham (Area Regeneration Manager)  
LB Hammersmith & Fulham (Communities & Regeneration)  
  
LB Hammersmith & Fulham (Senior Highways Engineer)  
LB Hammersmith & Fulham (Complex Schemes Manager)  
  
Carver Haggard (Design Team)  
Carver Haggard (Design Team)  
  
GLA Regeneration (Project Officer)  
GLA Environment (Project Officer)  
GLA Regeneration (Panel Manager)

**Report copied to**

Jules Pipe  
Philip Graham  
Patrick Dubeck

Deputy Mayor for Planning, Regeneration and Skills  
GLA  
GLA


**Confidentiality**

Please note that while schemes not yet in the public domain, for example at a pre-application stage, will be treated as confidential, as a public organisation the GLA is subject to the Freedom of Information Act (FOI) and in the case of an FOI request may be obliged to release project information submitted for review.

## **Project location**

North End Road from the junction with Chesson Road & Thaxton Road in the north, to St. Johns' Church in the south including connections to side streets and Coomer Place carpark.

## **Presenting team**



LB Hammersmith & Fulham (Area Regeneration Manager)  
LB Hammersmith & Fulham (Complex Schemes Manager)  
Carver Haggard (Lead Architect)

## **LB Hammersmith & Fulham introduction**

LB Hammersmith & Fulham (LBHF) provided scene setting and context for this project. LBHF described the history of the road with its longstanding market, once a key high street but now suffering from decline due to online retail and changing customer expectations. The road is dominated by heavy traffic and there is a high degree of socio-economic polarisation with the road linking deprived and wealthy areas. LBHF have developed a plan that is committed to community-led redesign of this high street area with priorities around the enhancement of the market and supporting the growth of existing and new businesses. LBHF procured Carver Haggard through the GLA's Architecture Design and Urbanism Panel (ADUP) in 2018 to under a three-part area assessment and community engagement. This included research into the mix of streets and uses, differences between day and night activity and a survey of the perception of the high street. Engagement was undertaken over three months with shoppers, market traders and community representatives. A catalogue of potential future projects was produced using evidence from the engagement. Elements that the community saw as positive included the street market as a source of affordable fruit and vegetables, the diverse range of international food shops and the emerging ethical and organic businesses. Key areas for improvement included addressing the busy traffic, making the space more enjoyable for pedestrians, building on the range and appearance of shops, protecting and improving the street market and more urban greening.

LBHF have used this research to shape a brief to deliver on the aspirations for this community. Key objectives within this brief are to ensure a mutually beneficial relationship between the street market and the other shopfront businesses. Other objectives include enhancing the public realm and providing air quality improvements. LBHF are in a challenging position in owning little land and property around North End Road. Despite this LBHF are looking to maximise the benefit of their land ownership of a nearby car park (Coomer Place) by providing a new piece of civic infrastructure which addresses a range of ambitions and issues. LBHF have been running a series of pilot projects to gather additional feedback from the community for more detailed proposals. Examples of these pilots include increasing the places to dwell on the high street through temporary use of private forecourt spaces, collaborating with Royal College of Art White City campus to select a student to design new road crossings, a market recycling project and hosting an E-cargo bike offer to local businesses. In addition, LBHF have made available a free electric zip van for businesses and installed more electric vehicle charging points. LBHF have also engaged a markets and high street specialist to develop a delivery service plan for retail revival. LBHF are committed to ongoing community engagement to ensure the success of the project objectives while allowing for adaption to address changing needs.

## **Design Team presentation**

Carver Haggard provided details of site being an area of market gardens in the 19<sup>th</sup> century to feed London's growing population. The street market enjoyed its heyday in the mid-20<sup>th</sup> century. The west of the road is characterised by larger stores while the east of the road is the location of the street market which is occupied by parking when the market is closed. The street is busy with issues around congestion, waste and recycling collection and storage and street user conflicts exacerbated by market pitches spilling out onto road, pavements and side streets. Previous No Car Days have proven successful in allowing the community to enjoy the street and explore its potential. The team have used their research and engagement to determine these project deliverables;

- Improve the street market bays including matching existing long-term traders' pitches and raising the kerb to match the pavement
- Provide more and improved places to dwell including new seating areas and extending paving, shared surfaces and planting where there are opportunities to do so such as around St. John's Church
- Urban greening by planting more trees and adding SUDS, rain gardens where possible
- Install more appropriate power to traders and attractive feature lighting market, primary lighting to west of street and spotlighting to trees
- Improve the working corners where the market interfaces with side streets by greening and integrating the working infrastructure, new seating and planting.
- Provide moments such as at key gateways where there are opportunities for gable end signage or murals and parklets for seating
- Retain but reduce street parking and include more EV charging points and explore more Car Free Days
- Explore long term plans to reduce and manage through traffic to enable to expansion of the market to both sides of the street
- Improve connection to Coomer Place from North End Road

The design team's next steps include testing their proposals against additional survey and costing information and then producing a plan for prioritisation of interventions and activities. The palette of materials, graphics and wayfinding strategy and street furniture catalogue/curation will also be developed in the next stage.

## **Zero Coomer Place outline brief**

LBHF presented their initial brief for their car park site at Coomer Place. As one of the few LBHF owned sites near North End Road, LBHF are looking to unlock its potential to support the various ambitions of the wider North End Road project. These include providing storage and amenity facilities for market traders, housing e-vehicle charging infrastructure and housing cargo bikes for use by traders and high street businesses, supporting the emerging ethical business cluster, providing spaces for people to meet near the high street, providing community gardening and supporting recycling and ethical start-ups. The current programme of spaces including retaining car parking spaces at ground level. At first floor an enclosed space would offer community space for local groups to meet, a community kitchen and market manager space. At second floor a greenhouse growing space and beehive for local food is proposed. The proposal is intended to be temporary (5-7 years) as the site is identified for housing delivery. The proposals will be tested with the community and a design, delivery and operator teams are being procured soon with Carver Haggard providing design champion support.

## London Review Panel's Views

### *Summary*

The panel commend LB Hammersmith & Fulham and Carver Haggard on the detailed and interesting project presentation. The panel are supportive of this project and agree it is more important than ever to connect the local authority officers, design team and stakeholders in these long-term community focused projects. The drawings were beautiful and conveyed the care and attention that the team has invested in the project. The panel would like to note the exemplary role LB Hammersmith & Fulham have taken as client on this project, drawing together many complex issues and seeking to improve these through this joined up and complex project. The team at LBHF should be applauded and the panel would suggest this projects' clienting example would be a fantastic case study for other authorities.

The team are encouraged to consider how the architecture and design work with the high ambition around greening and a zero-carbon future in its material, maintenance and procurement. The ambitious nature of the project means that the team need to be delivery focused where they can make the most impact. This project is assembling a supportive framework that encourages cooperation and collective dialogue. This project is fundamentally democratic in its approach and process and the team are commended in their strategy for engagement to date and are encouraged to continue with this through codesign and prioritisation of budget with the community. The team are advised that street markets can be difficult to manage, and will evolve and migrate, and the project should aim to provide the framework and structure to support the flexible nature of market trading. The market proposals need a clear understanding of the trader operations and requirements and the team are advised that without achieving this there cannot be success across the wider project as material and planting improvements will be overlooked when the market is in full swing. Having a clear understanding of what happens on the market from the early hours of setting up right through to clearing down in the afternoon/evening will help to unpack how the public realm interventions can support and work with the operational requirements of the market.

Zero Coomer Place is an exciting proposition and the panel encourage the team ensure it is connected back to the activities and groups on the high street through the brief and operator. The proposition could help unlock the full potential of the market and enable it to operate in a much more sustainable way e.g. by providing storage and markets infrastructure. However, the brief for Zero Coomer Place is incredibly ambitious and may benefit from further interrogation and refinement to ensure the variety of uses are required and complementary to the wider project. The panel suggest the weaving of old and new materials to bolster the special moments along the street will create a rich patchwork identity. The team are encouraged to deliver incrementally rather than attempting to deliver the whole masterplan in one go as each piece of the jigsaw delivered is a success. These projects are never really finished and there will be testing, and review and new opportunities and constraints emerging throughout and beyond this projects scope. The work done to date is full of great intentions and the panel encourage the team continue this through in its delivery.

## Overarching comments

***A drawing to communicate and simplify a complex picture: The panel advise the team that it would be worth wrapping up the spatial strategy using a large isometric drawing that sets the spatial scope for the project (pushing it further around the edges) to try to simplify a complex picture.***

***Ongoing engagement: The panel advise ongoing engagement with the community as the proposals and budget develop.*** It is useful to share with the community what things cost to aid discussions around prioritisation of interventions. The community can then be part of making the choices about where to spend the budget first. The team should also prepare for the reality of face to face codesign again as lockdown lifts. A quantity surveyor joining the team early can help steer cost decisions before going out for further consultation and this is crucial for both the developed high street proposals material choices and the emerging Zero Coomer Place brief. These types of projects can be volatile to cost so the team are encouraged to get fixed prices as early as possible.

***Every small piece delivered is a win: The panel would encourage the team to deliver what they can, where they can with the best value of the budget available.*** Resources are tight, there is not a lot of money or officer time to spend and there are many moving parts in this project. The panel recommend the team not get slowed down by obstacles such as absentee landlords but move around these obstacles to achieve the parts of the jigsaw that can be achieved more quickly for meaningful change. The panel advise the team to consider every small piece of the project delivered a win, rather than wait to have deliver the whole plan in its entirety to be considered a success as often these masterplans can be buffered by reality.

***Spread of project focus: The panel would suggest that the team focus their budget and interventions of key elements rather than the current even spread along the length of the road.*** The panel believe that by ordering the priorities for improvements the team will be able to concentrate and deliver on those elements with greatest impact, while less important but additional improvements can follow as budget and time allows. The panel suggest the project focus could be the green side streets, the functioning market and the bigger gateway spaces where most impact can be delivered.

***Invest where most need is: The panel suggest the team focus their budget and interventions of areas that are most in need such as those closer to areas of deprivation to the north of the project area.*** There is dramatic inequality along this road which requires more investment where there has been historically less financial support. The panel understand the current strategy is for the budget to be spread evenly across the road, with the ambition to draw people into the area from wealthier Fulham Broadway. The panel would encourage the strategy be reviewed to allow the budget to make the greatest impact on those who need it most, whilst encouraging mixing of communities both northwards and southwards with this area being a meeting place.

***A framework for a constellation of interventions: The panel encourage the team to consider their role as providing a supportive framework for the various projects to grow within, adapt and for new projects to continue developing in future phases.*** The team may not get everything they design delivered, and there will be surprises that are uncovered and included as it progresses. It is the team's strategy they are developing now that will enable these various disparate elements to come forward individually and flex successfully to achieve the overarching project objectives. Being more specific in priority interventions and more accommodating in more periphery elements will help nurture organic growth and improvements that can tap into the energy and vision for the area. Key to the success of this framework will be providing opportunities for beneficial coexistence of uses such as local food growing, market traders and restaurants. This may express itself as a side street being a hub of local fruit tree growing, encouraging shop owners to improve their shop fronts, canopies for all weather external space and providing seating in sunny spots. Provide space for the special and specific and grass roots projects that occur naturally will support the scheme.

***Catalogue of interventions: The panel agree that a list of improvements is a useful toolkit to support the project delivery now and provide a guide to future improvements as funding becomes available.*** While the priority items should be delivered in this project, there may be other elements identified by the team that the budget or time constraints does not stretch to. By capturing these in a handbook for the area, these additional improvements that are nice to have such as shopfront improvements and canopies may be unlocked in the future.

***Maintenance budget: The panel encourage the team consider the ongoing maintenance of the proposals including planting and materials.*** It may be all are adopted by LBHF maintenance teams who are happy to include their upkeep within their budgets, or local partnerships take ownership of parts or all the proposals. Understanding who will be responsible and how these spaces will be governed and maintained beyond the capital project works is critical to ensuring long term success.

### **Public realm and markets comments**

***Material palette patchwork: The panel would encourage the team to develop their material language and strategy including mending and expanding the individual plots, as well as consider cost, maintenance and adoptability.*** The panel agree that the team should more clearly state their intended material patterns as you travel down the road. Show how this is expressed in the acts of generosity the team are proposing in expanding the pavements and where invisible mending of the public realm fabric is proposed to continue the existing patchwork feel of materials. It may be there are key moments in the street where you focus your budget such as more expensive market kerbs. A materials handbook should be developed to allow for other bits of the public realm jigsaw be filled in as money comes forward beyond this project scope. There is also an opportunity in the approach to sustainability to inform the material choices, including reviewing what can be retained, recycled and reused as a priority over ripping out and throwing away. Material selections

should be robust knowing that markets are messy and hardworking environments, particularly prone to debris, litter and staining from produce and hot food.

***Corners and Side Streets: The panel suggest the corners to side streets are key to the success of the success of the market and as opportunities to introduce places to dwell.*** The panel encourage the team continue to focus on these transition spaces to curate the competing needs for market waste/recycling, trader storage, seating and planting. There needs to be clear areas for traders to be messy and areas for people to rest and this may be in conflict in some places and able to coexist in others.

***Ground constraints: The panel encourage the team to now understand the detail of the ground constraints and how this will shape the proposals for SUDs, planting and level changes.*** The panel note that the team are proposing some ambitious ground level interventions including SUDs, rainwater gardens and raising the market to pavement level. All of these will impact the ground section which was not presented in detail. These interventions will be dependent on the results of ground surveys that will highlight underground utilities and other constraints that will mean some restrictions on the locations of these proposals. The team are encouraged to expediate the survey results and its analysis so they can amend their proposals to the reality of site conditions, before taking these proposals back to the community for support. It would be a useful exercise to gather support from shop owners about who wants a tree planted outside their shop and if they would be willing to care for it as part of the engagement and planting layout strategy.

***Stakeholder and statutory authority consultation: The panel advise that the proposals to the levels of kerbs and shared surfaces will need targeted engagement with disability and access groups as well as highways teams at TfL and/or LBHF.*** The proposals for traffic calming, parking, emergency access and servicing requirements will need to be addressed early on to ensure the movement strategies work for the project's constellation of interventions.

***Evolving street markets: The panel would advise the team engage street traders again to understand how the situation and business model has changed due to Covid-19.*** Many existing traders have had to adapt such as moving to box deliveries, many have retired or moved on and there is now an influx of new local trader start-ups. Many local people want to work and shop more locally, and the team are encouraged to reflect on this and how it impacts the market.

***Street market precedents: The proposals for the market look promising and some of the ideas explored link to other Good Growth projects.*** There is an opportunity for this project to learn from these other examples including Brixton Rec, the Blue Market and Whitecross Street Market. GLA officers will be able to share learnings and contacts for these projects. Some notable challenges faced by all these market projects include clarity over the scope and type of storage provided and supply of power. The team are encouraged to make clearer and articulate the value of the market, highlighting this as the lynchpin in their manifesto and framework strategy.



## **Zero Coomer Place**

***Test now: The panel suggest looking to test the community and growing spaces now, by erecting greenhouses on some the car park and finding an empty shop to host community meetings.*** This will gauge the success and demand for the spaces while providing immediate amenity and activation. The global pandemic has created an environment where the team can experiment on site quickly to provide much needed support and use this to test the assumptions in the brief for their proposals. The panel advise the team to continue to work with this idealism with the urgency of the needs exacerbated by this emergency.

***Coomer Place as ‘meanwhile’: The panel would advise the team to consider what can and should be delivered at Coomer Place for the budget considering it is a ‘meanwhile’ project.*** The panel advise the team to list out what is being achieved using the £1.7 million in the context of the anticipated 5-7-year lifespan on this site and whether this demonstrates best value out of the project capital and revenue funding. The team are encouraged to clarify how long this structure is intended for this site, who will be operating it and where the costs to run it will come from. The panel suggest that it is designed with this temporary nature in mind and so can be demounted and moved to another site when needed to maximise its value and investment. The panel would encourage the team to consider 2 options. The team could look to simplify the structure, incorporating the proposed uses without the complexity and cost of a multi-storey structure (lifts, load bearing flooring etc.). Alternatively, the team could look to incorporate the future housing into this proposal by designing it as a structural slab allowing for first floor uses but designed so in time, it could support a number of stories above of housing. It could also enrich the housing brief by incorporating elements such as roof top growing space and ground floor market storage. ‘Meanwhile’ use should be a steppingstone for the next stage in a site’s contribution to the community. Dalston Eastern Curve was suggested as a good precedent to visit, providing sheltered community space.

***Coomer Place management and operation: It is critical to at an early stage to get the management and operators on board.*** This is an exciting proposal that is working very hard and the panel would encourage the team develop the detail of how it will be operated. The team should understand whether the council will manage it as part of the market, whether there is a standalone operator and where management overlaps occur such as with the market storage and public toilets proposed. If a standalone operator is the preferred solution, are they involved in delivering the social value integrated into the market such as through training young people as trader apprenticeships or other skills opportunities. There is lots of potential for an operator to also curate the bike cargo offer, links with restaurants and food production/supply and other joint services. There is also the potential for some of these ambitions to go unrealised if the operator is not involved in the briefing and development. Watch out for out of date business models for market activities; and be ready to rethink the relationship between the market users and the public realm as a broader territory of social value. The panel believe it is important to identify who holds the role that draws these various elements together, whether the council or the operator, and a clear governance diagram would help communicate this.

## **Next Steps**

The panel would welcome the opportunity to further comment on this exciting and aspirational scheme at a future appropriate stage in the project development. GLA officers will look to share other market project learnings with the team and will be in contact to arrange a separate session to discuss this.