

The background is a collage of several photographs showing people in a market setting. In the top left, a man in a white cap and a woman in a brown hijab are visible. In the center, an older man in a light-colored jacket is looking down. To the right, there are images of fresh produce, including red tomatoes and green leafy vegetables. At the bottom, a young girl in a pink and white shirt is looking down. The collage is overlaid with semi-transparent white rectangular boxes containing text.

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ECONOMICS • RESEARCH • ANALYSIS

Whitechapel Vision -  
Economic and Employment  
Impacts Study

A Final Report by  
Regeneris Consulting

Tower Hamlets Council

Whitechapel Vision - Economic and Employment  
Impacts Study

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Regeneris Consulting Ltd  
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## Executive Summary

- i. Regeneris Consulting was appointed by Tower Hamlets Council to undertake a headline assessment of the economic and employment impacts that might be secured by delivery of the Whitechapel Masterplan, and in particular of the New Civic Hub component – one of the six ‘key place transformations’ set out in the Masterplan.
- ii. This assessment used a range of assessment approaches to generate indicative estimates of the employment and economic impacts of range of changes arising from the Masterplan, including new commercial space, new public sector employment, new housing, and improved public realm and connectivity.
- iii. The key findings of the study are outlined below.
  - **The Whitechapel Masterplan could create up to 5,800 net additional new jobs in Whitechapel.** This figure includes up to 1,800 construction jobs (lasting ten years), 2,500 jobs at the Civic Hub, 270 jobs generated by additional indirect and induced spending related to the Civic Hub and new housing, and up to a further 1,200 jobs generated by the wider catalytic effects of the regeneration scheme, accommodated in the area as a result of the new commercial development (including opportunities to expand and enhance the existing cluster of biomedical facilities in Whitechapel).
  - **As some of the impacts in Whitechapel will be displaced from elsewhere in Tower Hamlets,** the impacts at the borough wide level will be lower. However it is still anticipated that **the Whitechapel Masterplan could generate up to 3,600 net additional new jobs in Tower Hamlets.**
  - **The Civic Hub investment itself would be expected to create 2,500 direct jobs and a further 40 indirect and induced jobs in the Whitechapel area,** as well as supporting the wider catalytic impacts of the masterplan (eg increasing inward investment, providing new space for growth sectors), which could generate up to an additional 1,200 net additional jobs.
  - In addition to the economic impacts, the analysis in this study of a series of other civic hub developments highlights that **a new civic hub building could provide a range of wider benefits including annual cost savings for the local authority, improved accessibility of public services, enhanced local heritage and civic pride, and demonstrating leadership in developing environmentally sustainable buildings.**

# 1. Introduction and Overview of the Masterplan

- 1.1 Following its role providing economic inputs to the Whitechapel Masterplan, Regeneris Consulting was appointed to produce a short study setting out the economic and employment impacts of the Masterplan's delivery and specifically the role of the proposed Civic Hub.
- 1.2 This study focuses on three tasks
- A review of the potential economic impact of delivering the Masterplan
  - A review of the economic and employment impacts of Civic Hub development projects elsewhere
  - Drawing conclusions on the potential impact of the Whitechapel Civic hub and why this is important for the delivery of the Masterplan (and LB Tower Hamlets as a whole)

## Whitechapel Masterplan

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- 1.3 The Whitechapel Vision Masterplan Supplementary Planning Document (SPD) is a local planning document to guide new development within the Whitechapel area over the next 15 years. The SPD is a material consideration in the determination of planning applications and will provide greater certainty for developers. The consultant team supporting the development of the Masterplan was made up of BDP, Regeneris, Montagu Evans and Urban Flow; the plan was approved on 4<sup>th</sup> December 2013.
- 1.4 The Masterplan outlines the potential to deliver significant commercial and residential development in the area over the next 15 years. Economically, the plan focusses upon how Whitechapel can generate more value from its existing strengths in Bio-Medical, Creative and Retail Sectors, supporting long term job creation and economic opportunity.

## New Civic Hub

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- 1.5 The Civic Hub Concept was developed after consultees stressed the importance of the Royal London Hospital buildings to the area. With LB Tower Hamlets reviewing their office accommodation strategy, the possibility of the council relocating to Whitechapel and using the RLH site was considered to be a significant opportunity within the context of the Masterplan.
- 1.6 The headline principles underpinning the Civic Hub, as set out in the Masterplan, are:
- Position Borough services at the heart of the community
  - Create significant new employment opportunities in Whitechapel within the public sector
  - Promote other uses within the Civic Hub including retail, leisure and community and cultural facilities to create a new type of town hall
  - Allow the sensitive re-use of the historic former RLH buildings, with retention of the historic frontage

## 2. Assessing the Economic Impact

2.7 The indicative economic impact of the Masterplan and specifically of the Civic Hub component has been assessed at headline level for both Whitechapel and Tower Hamlets, taking account of the following drivers of economic impact:

- **Commercial Development** – the Masterplan will lead to creation of around 75,000 square metres of new or improved office, retail, hotel and leisure space in Whitechapel, with the opportunity to accommodate significantly greater economic activity and employment in the area. Demand for this new space will be driven by the housing, civic hub and wider catalytic impacts (below). The construction activity to develop new premises will also create significant employment over a limited period.
- **New Housing** – demand for new local economic activity will arise from new housing construction, additional spend in the area by new residents, and additional public sector employment generated to meet the needs of the additional residents (eg new teachers, health services etc)
- **Civic Hub** – which will involve direct job creation and new indirect (supply chain) and induced spend (additional local spend generated by new employee)
- **New Employment Generated by Wider Catalytic Impacts** – creating new economic activity and employment (as well as associated indirect and induced impacts), in the new and improved commercial spaces in Whitechapel, as a result of:
  - The clear vision and enhanced attractiveness of the area encouraging inward investment
  - The creation of new spaces supporting growth in important local sectors (Bio-Medical, Creative Production, Culture & Entertainment and Public Services)
  - Provision of new space to support business start-up and enterprise
  - Community and Cultural Space to support new leisure and social activity in the area.

2.8 The Masterplan recognises the importance of Whitechapel’s existing businesses, including those operating as part of Whitechapel market, which perform an essential role in providing goods and services for local communities and contributing to the vitality and vibrancy of the area. It proposes the growth and enhancement of the street market, and acknowledges the opportunity to support existing retail and service businesses within Whitechapel to ensure that they are ready to capitalise upon the changing demographic profile and increased demand that will arise as the Masterplan is realised.

### Impacts from Commercial Development

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2.9 It is estimated that, in total, around 75,000 square metres of new or improved retail, office, hotel and leisure floorspace will be brought into use in the Whitechapel area. The breakdown of these uses is shown in Table 2.1 below.

2.10 Using these initial estimates of use class, alongside HCA Employment Densities Guidance (2010) it is estimated that the sum of all commercial uses within the new floorspace created under the Masterplan will **provide working space for around 5,400 jobs**, as shown in Table 2.1 below.

## Whitechapel Vision - Economic and Employment Impacts Study

- 2.11 These estimates set out the gross employment supported in the buildings that would be developed under the Whitechapel Masterplan. While several of these buildings are currently not in use (including the Royal London Hospital buildings), there is economic activity taking place in several of these buildings. Some of these uses may continue in the new or improved premises, while some others may be displaced by new activity.

Table 2.1: Breakdown of Employment Space in Whitechapel under the Masterplan

Use Class		Floorspace (square metres)	Employment Density (sqm per FTE Employee)	Total FTE Employees supported
-	<b>Civic Hub</b>	20,200	8	2,500*
<b>A1</b>	<b>Shops</b>	10,900	18	610
<b>A/B</b>	<b>Offices / Services</b>	17,500	16	1,100
<b>B</b>	<b>Office</b>	10,800	12	900
<b>C1</b>	<b>Hotel</b>	10,800	N/A**	250
<b>D2</b>	<b>Leisure</b>	4,400	65	70
<b>Total</b>		<b>74,500</b>	<b>-</b>	<b>5,430</b>

\*Based on initial local authority estimates. Note that this does not represent the whole Council workforce: the Civic Hub will form one part of the Council's operations.

\*\* Assumed that this will be a 150 room Mid Market Hotel (1 FTE required per 1.67 Bedroom)

- 2.12 The existing activity in these buildings however, means that not all of the 5,400 jobs to be accommodated in these buildings would be net additional jobs. The scope of this study has not enabled a detailed assessment to be made of current employment in the buildings to be developed under the Masterplan, however Table 2.2 below sets out scenarios for the net additional employment that would be enabled by the new commercial workspace.
- 2.13 The scenarios remove the economic activity that we know will be net additional for Whitechapel (ie the Civic Hub employment), and then remove a proportion of the remaining gross jobs that would simply be displaced from the local area, including a low displacement scenario (20% displacement assumption), medium displacement scenario (50% displacement assumption) and a high displacement scenario (80% displacement assumption).

Table 2.2: Estimating Net Additional Employment Generation through the Whitechapel Masterplan

Scenario	Gross Jobs Supported within New or Improved Workspace	Assumed Existing Employment on these sites	Net Jobs Supported within New or Improved Workspace
1. Low Displacement Scenario	5,430	590	4,840
2. Medium Displacement Scenario	5,430	1,470	3,970
3. High Displacement Scenario	5,430	2,340	3,090

Note: All figures are rounded to the nearest 10 FTE jobs.

- 2.14 On the basis of this analysis, we would conclude that **the new commercial development in Whitechapel will enable new workspace to accommodate between 3,000-5,000 net additional employees in Whitechapel.**

## Construction Jobs Created by Commercial Development

- 2.15 As part of the Masterplanning work, Montagu Evans estimated the total cost of commercial and housing developments under the Whitechapel Masterplan to be approximately £900m. For the purposes of this analysis, we have assumed that this total cost is split equally between commercial and housing development, with both to be delivered over a ten year period (housing construction impacts are shown in the following section).
- 2.16 Based on an approximate cost of £450 million, and using data on 'average turnover per full time equivalent employee' for the construction sector, over a 10 year construction period, this would mean that the development would support **approximately 900 FTE construction jobs per annum over a ten year build period<sup>1</sup>**.

## Impacts from New Housing

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- 2.17 Regeneris has used its Housing Impact Model to make assumptions about the additional local spend which could be realised as a result of increase in the resident population delivered through the Masterplan. This modelling is based on the assumption of 3,474 new homes built, accommodating just over 7,000 new residents.
- 2.18 Analysis of additional employment impacts driven by new housing are based on three main effects:
- Employment relating to construction spend
  - Employment relating to increased local household expenditure
  - Additional public sector posts to support new residents.
- 2.19 These impacts have been modelled and in the sections below the estimates of employment impact are set out, along with an overview of the methodology behind this impact modelling.

## Employment Relating to Housing Construction Spend

- 2.20 The potential construction costs of the scheme are estimated at approximately £450 million. Using data on 'average turnover per full time equivalent employee' for the construction sector, over a 10 year construction period, this would mean that the development would support **approximately 900 FTE construction jobs per annum over a ten year build period<sup>1</sup>**.

## Household Expenditure Impacts from New Housing

- 2.21 The impact model estimates the likely income of households in the proposed development based on the breakdown of house types and the likely price range of each house type.
- 2.22 For each income group, the typical expenditure on different categories of goods and services has been determined using data from the local authority retail study (Retail and Leisure Capacity

<sup>1</sup> For the purposes of this study we have assumed that these construction jobs will be primarily based on site or near-to-site and so will be captured in the local area. However, this assumption would need further testing in a full economic impact assessment.



Study, 2009, Roger Tym& Partners). For each category sensible assumptions are made about the proportion of spend spent in Whitechapel, and across the local authority area.

- 2.23 The model then deducts indirect taxation to arrive at a figure for total spend, and converts this to jobs using an estimate of output per full time equivalent employee in different sectors. Finally, we apply indirect and induced multipliers (from Homes and Communities Agency guidance) to arrive at a total jobs figure for each impact area.
- 2.24 Based on this analysis, we estimate that approximately **280 jobs across LB Tower Hamlets** will be supported by additional household expenditure from the 3,474 new houses built through the Whitechapel Masterplan. Of these, it is estimated that up to **110 will be new jobs in the Whitechapel area<sup>2</sup>**.

### Public Sector Jobs Supported Generated by New Housing

- 2.25 Local residents will require a wide range of services including education (pre-school, schooling) and health (dentists, GPs, hospitals).
- 2.26 It is estimated that for every 100 residents of the scheme there would be 4.7 jobs in such services, with the majority in public services but also some private provision. The level of demand generated by the new local resident population of around 7,000 people could support approximately **330 jobs in LB Tower Hamlets**, both directly in the public services themselves and through the induced effects of people in those jobs spending their income in the local area. Of these, it is estimated that approximately **120 will be new jobs in the Whitechapel area**.

### Impacts from Civic Hub Development

- 2.27 The re-development the Royal London Hospital Buildings as a Civic Hub could form a highly important strategic development at the heart of the Whitechapel Masterplan. Use of the building for local authority employment will offer significantly better employment outcomes for the immediate local area than other redevelopment options. The table below provides an overview of potential economic and employment impacts of the Civic Hub and alternative approaches.

Table 2.3: Headline Assessment of Economic Impacts of Alternative Development Options for the Royal London Hospital Buildings

Potential Uses for the Royal London Hospital Buildings	Initial Assessment of Economic and Employment Impacts
Civic Hub	<ul style="list-style-type: none"> <li>The working estimate is that the new Civic Hub facility will support 2,500 FTE employees in Whitechapel.</li> <li>The new Civic Hub would have the potential to act as a catalyst to support the delivery of other aspects of the Masterplan, delivering up to a further 1,200 jobs in the area.</li> <li>In comparison the alternative options for redevelopment of the Royal London Hospital buildings would have significantly less potential to catalyse these wider benefits.</li> </ul>

<sup>2</sup> Note: this data draws on spend retained in the 'Whitechapel' area as defined in the 2009 Retail and Leisure Capacity Study, which covers a wider area than the Whitechapel Masterplan area, hence this figure for jobs created in Whitechapel may be a high estimate.

2.28	T h e	Hotel Development	<ul style="list-style-type: none"> <li>An up-market hotel (similar to the 98 room Bethnal Green Town Hall Hotel), for instance, would support in the region of 80 jobs</li> <li>This development option would also remove this as a public building, reducing the positive impact of a high quality public building, open to the community, in a central position in Whitechapel.</li> </ul>
	p r o p	Leisure Use	<ul style="list-style-type: none"> <li>Market testing as part of the Masterplan has not identified a need for sufficient new leisure uses in the area to justify this as a realistic use for the building.</li> <li>There could be potential for part of the building to be utilised for leisure uses however, alongside the Civic Centre option.</li> </ul>
	O S e d	Residential Conversion	<ul style="list-style-type: none"> <li>The building is unlikely to lend itself well to residential conversion, whilst maintaining the quality of the external building.</li> <li>This development option would also remove this as a public building, reducing the positive impact of a high quality public building, open to the community, in a central position in Whitechapel.</li> <li>This option would create no direct new employment on the land.</li> </ul>
	C i v i c H	Office Conversion	<ul style="list-style-type: none"> <li>Based on employment density guidance (HCA, 2010), it is estimated that this would generate workspace for up to 1,700 new employees.</li> <li>This development option would also remove this as a public building, reducing the positive impact of a high quality public building, open to the community, in a central position in Whitechapel.</li> <li>It is also uncertain that there would be sufficient private sector demand for this level of new office space in Whitechapel area at present.</li> </ul>

ub development at the Royal London Hospital Buildings, would create **2,500 new full time equivalent jobs in Whitechapel**. While these jobs would be new to Whitechapel, they would not be net new jobs across Tower Hamlets, as they would simply be displaced from the current local authority base at East India.

2.29 The new public sector employees and visitors would create additional local expenditure. For the sake of this analysis, we have assumed the following:

- An average of 2,250 employees on-site each day (based on 90% occupancy of workstations and the office size as set out in the Masterplan), each spending an average £6 per day in the local area (including transport, food and drink, other retail)
- An average of 1,000 visitors to the Civic Centre per day<sup>3</sup>, each spending an average of £3 in the local area (including transport, food and drink, other retail).

2.30 This would mean annual total spend with local shops and services of around £4.1m. Taking the average turnover per employee in the retail sector locally, this level of additional spend in Whitechapel would translate to approximately **36 new full time equivalent jobs in Whitechapel**.

2.31 These new jobs would create further indirect and induced benefits in the local area. Based on a local multiplier (1.15 for Whitechapel), it is estimated that this additional expenditure by Council employees and visitors would create around **five further FTE jobs in Whitechapel**.

2.32 It is also possible that local services may be better places to supply goods and services to the Council at a Whitechapel location, however this has not been factored into the assessment at this

<sup>3</sup> At present the Town Hall gets around 500 visitors per day on weekdays and 60 per day on weekends. Given additional frontline services at the Civic Hub, we have assumed that this number would approximately double for the purposes of this assessment. This assumption would need further testing in a full economic impact assessment.

stage, as it is assumed that all businesses across Tower Hamlets would be equally well placed to supply goods and services to the local authority and that location of a business within Whitechapel would not make a significant difference to local authority procurement.

- 2.33 Given that the hospital is currently empty, locally these benefits would almost all be additional. Clearly, however at a borough level, the relocation will not be creating new jobs for the borough - these jobs will primarily be displaced from the current local authority location<sup>4</sup>.

### Wider Catalytic Impacts

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- 2.34 As highlighted above, the commercial development activity under the Masterplan will generate a supply of new and improved workspace in Whitechapel, with opportunity for increased office, retail, leisure and hotel activity. The demand for part of this new space will come from existing users, the direct and indirect effects of local authority employment at the Civic Hub and demand driven by residents in the new housing in this area.
- 2.35 Further demand stimulation will be needed however to ensure this new and improved workspace is fully occupied. The catalytic impacts of the Civic Hub investment and the wider Masterplan will help to create the conditions to stimulate this demand through a range of factors, as set out in the sections below.

### Enhanced Environment for Inward Investment

- 2.36 The clear vision for Whitechapel and enhanced attractiveness of the area is expected to enhance the area as an inward investment location for businesses and developers:
- Currently, the Royal London Hospital Buildings are boarded up and inaccessible, creating a barrier to the Southern part of the Masterplan area. The Civic Hub option provides an opportunity to break these barriers and provide a more coherent, permeable and inclusive solution.
  - The Civic Hub investment would both enhance the attractiveness of the area and demonstrate the Council's commitment to the Whitechapel Masterplan, both of which would contribute to enhancing the area as an investment location.
  - The Council's demonstration of commitment to the area, and the wider investment this would help to catalyse, would also offer an opportunity to support the "healthy high streets" agenda which is set out in the recent report of the Tower Hamlets Fairness Commission. This could include encouraging and promoting "healthy" businesses, particularly in relation to fast food and financial services.

### New Business Space for Growth Sectors

- 2.37 The creation of new and enhanced commercial floorspace in Whitechapel will provide room for the further growth and strengthening of local growth sectors which may previously have been restricted by lack of quality workspace, including:

<sup>4</sup> The new location may offer greater opportunities for associated local expenditure than the current Town Hall, so there may be additional impacts beyond the displaced activity. For the purposes of this assessment however we have assumed that all of this new spend in Whitechapel would be displaced from elsewhere in Tower Hamlets. This assumption would need further testing in a full economic impact assessment.

- Health - given the presence of the Royal London Hospital and over 30 other health related businesses operating within the area
- Education – with several schools, FE providers and Queen Mary University all located in the Masterplan area
- Creative Production, Culture and Entertainment – with a relatively high proportion of creative businesses already operating within the Masterplan study area.

### New Space for Business Incubation

- 2.38 Business incubation space or other small business space could form part of the Civic Hub proposals or be provided in other buildings within the Masterplan area, creating new high quality space for local start-up businesses to set-up in Whitechapel, which may not previously have been available.
- 2.39 Lambeth's New Town Hall (see Appendix A) is an example of a new civic hub facility that will incorporate space for new enterprise start-ups.

### New Community and Cultural Space

- 2.40 Provision of new community and cultural space, particularly within the Civic Hub proposals would provide facilities to enable new leisure activities to take place in Whitechapel, supporting additional employment in this sector.
- 2.41 The other civic hub developments analysed through this study (see Appendix A) incorporated a range of complementary facilities, including conference and banqueting space, space for weddings and civil ceremonies, new libraries, cafes and health and fitness facilities.
- 2.42 It is very difficult to quantify the impacts of these wider catalytic impacts (and is beyond the scope of this headline impacts report), however the summary table in the following section sets out the potential additional employment that could be generated in the Masterplan area as a result of these impacts.
- 2.43 On the basis of the developments set out in the Whitechapel Masterplan, it is reasonable to assume that these net new job creation figures could be achieved, however a more detailed economic impact study would be required to further test this assumption.

## Summary of Impacts

### Net New Job Creation

2.44 Table 2.4 below sets out a summary of net new job creation generated as a result of the Whitechapel Masterplan.

Table 2.4: Net Additional Job Creation as a Result of the Whitechapel Masterplan

	Whitechapel	Tower Hamlets	Notes
Construction Impacts			
Commercial Development - Construction	900	900	Note: these jobs are all assumed to last for ten years.
Housing – Construction	900	900	
Construction - Total	1,800	1,800	
Supply of New Office, Retail, Leisure, Hotel Workspace			
Net additional employment that could be supported	3,970	3,970	Note: this assumes the medium displacement scenario as described above.
Demand for new Economic Activity and Employment			
Civic Hub – direct employment	2,500	0	Note: these jobs would simply be displaced from the current local authority base, so there would be no net new employment across Tower Hamlets
Civic Hub – indirect and induced effects	40	0	
New Housing – new public sector employment required	120	330	Note: these figures will be reached over the course of ten years as new homes are built and new residents gradually move in.
New Housing – local resident spend	110	280	
Catalytic Impacts	Up to 1,200	Up to 1,200	Note: this figure is based on the remaining available workspace created, but will depend on the demand for this space generated by the catalytic benefits described above.
<b>Masterplan Total</b>	<b>Up to 5,770 Net Additional FTE Jobs in Whitechapel</b>	<b>Up to 3,610 Net Additional FTE Jobs in Tower Hamlets</b>	Note: These figures include construction employment, on the basis of full time equivalent jobs over a ten year period.

2.45 The Masterplan acknowledges that promotion of employment and skills through a range of locally-delivered provision will be necessary in order to maximise the potential for local residents to take up the new job opportunities which may arise as a consequence of the delivery of the Masterplan, as well as supporting engagement in the wider London labour market. Delivery partners may include local providers of skills and training, major local employers, and third

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sector organisations, as well as outreach and engagement through the Council's own Employment and Skills Service. The proposed Civic Hub could potentially accommodate employment service functions which would provide a local focus for this activity.

### 3. Wider Benefits of the Civic Hub Development

3.46 In addition to the direct, indirect and catalytic economic and employment benefits of the Civic Hub, the analysis of five case studies (as set out in Appendix A) suggests several areas of additional financial, social and environmental benefits which have been generated by such developments elsewhere. A new Civic Hub in Whitechapel would have the potential to deliver these benefits for Tower Hamlets. These benefits include:

- **Creating Cost Savings** – across the five civic hub schemes reviewed, all aimed to generate annual cost savings for the local authority, ranging from £0.5m to £4.5m annually.
- **Accessibility of Services** - the movement of Tower Hamlets Council to a more accessible location within the borough would make the local authority services more accessible to more residents. The right mix of complementary facilities could also provide enhanced opportunities to engage the boroughs more disengaged residents. The Wigan Life Centre is an example of a civic hub scheme that have taken this further by seeking to bring a wide range of public services together in a single building to enhance accessibility of services.
- **Enhancing Local Heritage and Civic Pride** – improving and maintaining an important historic building, with an aim to enhance local civic pride, was an important factor in the development of the Croydon Civic Hub.
- **Providing Leadership in Developing Environmentally Sustainable Buildings** – all five of the civic hub schemes reviewed aimed for high environmental sustainability in their buildings, with the Croydon and Brent examples in particular aiming to set very high benchmarks for their area in this respect.

## Appendix A - Case Studies

A.1 The sections below set out an overview of five civic hub developments in England and the impacts they generated in the local area:

- Brent Civic Centre
- Camden Civic Centre
- Croydon Civic Centre Complex
- Lambeth New Town Hall
- Wigan Life Centre



## Brent Civic Centre

### Type of Development

- 3.47 Brent Civic Centre opened its doors in June 2013 and was designed to enhance the efficiency of Brent Council through an integrated delivery of services to residents all under one roof, and to accelerate the regeneration of the Northern part of Wembley. The centre includes the new Wembley library “The Drum”, a landscaped garden, exhibition and gallery space and community rooms. The centre has brought all council services, which was previously 14 scattered buildings, under one roof.



### Complementary Uses

- 3.48 The centre hosts various events and exhibitions open to the public. There is a new wedding/ civil ceremony suite, a community hall and winter garden that can be used for conferences, banqueting or community activity, and a range of facilities for different functions.

### Cost Savings

- 3.49 The Civic Centre has been projected to save the council around £2.5m a year.

### Local Benefits

- 3.50 The project team held around 50 community engagement events with schools, local organisations and local disadvantaged or unemployed people, involving over 2,100 people. The project also involved 50 trainees working on the site, and facilitation of over 1,000 weeks' worth of training. Events also included information sessions at local schools and the College of North West London to raise awareness of the construction careers and apprenticeships available and support was provided around interview techniques.
- 3.51 Local employers were used during the construction phase, with around 500 workers on site during the peak of construction, with 24% of the workforce from Brent. Materials were sourced

from local suppliers where possible having a significant positive expenditure and employment effect in the local economy. The use of local suppliers on the project involved 28 local companies with a total spend of over £2.3million.

### Environmental Features

- 3.52 The building is designed as a resource efficient building, being around 70% more efficient than a conventional building. A notable feature is the CHP engine that uses 2<sup>nd</sup> generation waste biofuel to provide the cooling, heating and power base load, running for over 90% of the year. The system is primarily run from fish oil residue and is designed to handle around 10% of the buildings cooling, heating and electrical requirements. (Fish oil residue has been recognised by the Department for Energy and Climate Change and the Office of Gas and Electricity Markets as having the lowest carbon footprint of all current biofuel sources.
- 3.53 A carbon foot printing exercise which was carried out on the building revealed a 26% reduction in the projects carbon emissions as a result of the materials and methods used compared to standard methods and materials. The building achieved BREEAM outstanding<sup>5</sup> rating and significantly exceeded the threshold for this rating by improving the figure to a 72% energy efficiency reduction compared to a national standard building.

<sup>5</sup> Note: A development must achieve a 56% reduction in energy efficiency against the “notional” building to achieve BREEAM “outstanding” rating

## Camden Civic Centre

### Type of Development

- 3.54 The new civic building for Camden Council is anticipated to open its doors in Summer 2014. The centre will enable all of the Council's main service departments to be located in one place, for improved co-ordination and delivery of services to residents. The Contact Camden customer service centre will then support residents in accessing the services they need and will be a contact point for many of the Council's services. The new centre will also feature a main library and a children's library, a café, two swimming pools and a fully equipped gym.



### Complementary Uses

- 3.55 The Contact Camden customer services centre, library, cafe and all leisure services will be open to the public. The sports facilities are aimed at all ages, abilities and needs. The 100 station fitness gym and spacious exercise studios is expected to attract more than 5,000 members. The library is expected to attract in excess of 250,000 customer visits a year.

### Cost Savings

- 3.56 It has been estimated that the Council would need in excess of £77m over a 25 year period to refurbish and maintain the current old and inefficient council buildings. Relocating the Council's main service departments into a new more efficient building, enabling innovative and more efficient ways of working, is estimated to generate year on year savings in the longer-term. The increased environmental efficiency of the new civic centre is projected to enable annual savings of more than £500,000, based on current energy costs.

### Local Benefits

- 3.57 The construction of the new building has created many construction jobs locally. The involvement of the development with local schools and apprentices, will enable further benefits

to be retained locally. The new building will facilitate increased collaborative working and raised productivity within the council and amongst partners, to deliver improved services.

### Environmental Features

- 3.58 The new building is designed to keep maintenance and running costs down, and provide a low carbon, sustainable building to reduce energy costs and support the green agenda. The Council is hoping to achieve an outstanding rating in accordance with the BREEAM rating and has already achieved an outstanding BREEAM rating during the interim stage. Moving to the new site is estimated to achieve an estimated 64% cut in carbon emissions, which is equivalent to the annual carbon footprint of 435 Camden residents.

## Croydon Civic Hub

### Type of Development

- 3.59 The Croydon Civic Hub involves the closure of 11 council buildings and a move of 75 council services (as well as staff from Police, NHS and Jobcentre Plus) as part of the joint move to Bernard Weatherill House to enable all services to come under one roof. Croydon's new civic centre complex is situated in Croydon Town Centre and is made up of both the town hall and clock tower.



### Complementary Uses

- 3.60 As part of the development, the Braithwaite Hall in the clock tower and town hall are being refurbished, and will be available to the public as part of the redevelopment of Croydon's heritage. The complex will also be open for community use such as meetings, conferences and weddings; a cinema space in the clock tower will also be available for hire. The Croydon Adult Learning and Training Centre has moved into the town hall, providing dance and exercise classes in Braithwaite Hall.

### Cost Savings

- 3.61 The move to the Croydon Civic Hub, enabling the provision of Council services under one roof, is estimated to save the taxpayers more than **£2m** a year, due to the cost savings from no longer running numerous separate buildings. The environmentally sustainable features of the new building is also expected to save taxpayers money.

### Local Benefits

- 3.62 Croydon's new civic hub aims to benefit the entire community and support its ambitions to become London's third city. It is expected aid the town in attracting investment and stimulate further redevelopments. The development is aimed at raising Croydon's profile, heritage and build civic pride amongst residents.

## Environmental Features

- 3.63 The new Croydon civic hub complex will strongly support the green agenda through becoming one of the most environmentally friendly public buildings in the country. The building features will include solar panels, green roof, rainwater harvesting and recycling, combined cooling and electric car-charging points, which will help in reducing carbon emissions by around **25%**.

## Lambeth: Your New Town Hall

### Type of Development

- 3.64 The council currently employs more than 3,500 staff across various Council offices. The new Lambeth Town Hall will reduce the number of core Council offices from 14 to just two, and aims to significantly reduce annual revenue costs through reducing the number of operating office buildings. The development aims to get rid of inefficient spare council building capacity, which is likely to worsen with the projected further government funding cuts by 2016. There will be a new centre around the town hall in Brixton and various refurbishment and management changes will be made to enhance the attractiveness of Lambeth and effectiveness of the council.



### Complementary Uses

- 3.65 There will be space for new local enterprises and business and the town hall will be opened up to the community.

### Cost Savings

- 3.66 The development aims to save the council at least £4.5 million a year in running costs from 2017 onwards, resulting from the reduction in operating buildings and increased efficiency of use. This is equivalent to a 59% saving to the council.

### Local Benefits

- 3.67 The scheme is estimated to create 800 construction jobs, including 45 apprenticeships over the development period.
- 3.68 The old office buildings will be used for the creation of some affordable homes, which may enable economic benefits through attracting more people to the area and enabling more people to afford home ownership. The scheme aims to build 275 homes, of which 40% are aimed to be affordable homes. The scheme hopes to build civic pride, by opening up the town hall and enabling the community to use the space and access its facilities.

## Environmental Features

- 3.69 The development aims to achieve excellent standards in accordance with One Planet Living and the Building Research Establishment's Environmental Assessment Method (BREEAM), and thus support the sustainability agenda.



## Wigan Life Centre

### Type of Development

- 3.70 The Wigan Life Centre, which opens its doors in the New Year, consist of various community spaces grouped around a central organising hub, bringing council and community services together under one roof. The centre also includes a one-stop health and social care service centre, so that services provided by the Council, the Police, the NHS, the Fire Service and community and voluntary groups will all be accessible under one roof. A key part of the project is linking the service centre to various networks of contact points in each of the boroughs ten townships.



### Complementary Uses

- 3.71 The life centre consists of various community spaces that are now open for public use. . The facilities include a health and fitness centre that houses a 25-metre public swimming pool with a moveable floor to adjust the depth of the pool hoist for disabled access and 80 stations with the latest cardiovascular and strength equipment. The pool runs various lessons and activities, and has a 250 spectator viewing area. Other facilities include an information and learning zone, with various library facilities for all age groups.

### Cost Savings

- 3.72 The Life Centre has enabled the reduction of Council offices from 35 buildings to just five and will support them in the commitment to part of the savings they have set out in response to cuts in public funding.

### Local Benefits

- 3.73 Significant efforts have been made to ensure local recruitment of construction workers where possible. From November 2009, two out of three people working on the site are from the Wigan area, equating to around 200 out of the on-site labour force of 300 people in 2010.

## Environmental Features

- 3.74 The development will incorporate a centralised combined heat and power plant to reduce energy use; this typically achieves a 35% reduction in energy use. The construction company will use local and recycled materials wherever possible, and will seek to reduce construction waste, transport runs and avoid excavating.



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