

13 Fitzroy Street Economic Benefits Assessment

Draft report

Workspace Group

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The economic benefits of the proposed development at **13 Fitzroy Street, Fitzrovia**

The uplift of Mixed B co-working floorspace will provide new jobs and enhance Camden's office mix, allowing Camden Borough Council to meet its objectively assessed office floorspace requirements.

The proposal

Other details:

Uplift of 197 sq.m of Mixed B co-working floorspace
354 sq.m of ancillary café

Construction benefits

£21.5 m
Construction value
(total construction cost)

£14.8m GVA
Economic output
(additional GVA p.a.)

124 Jobs
Construction jobs
(temporary jobs over the 1.6 year build period)

146 Jobs
Supply chain jobs
(indirect/induced 'spin-off' jobs supported)

Operational and expenditure benefits

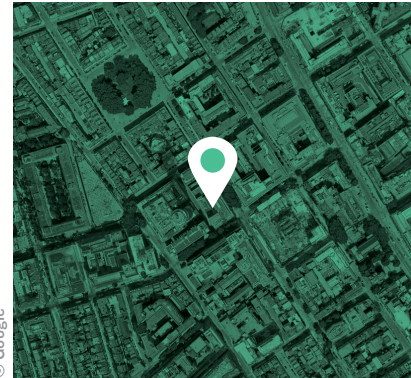
32 Direct / FTE jobs
(includes 17 FTE jobs from the ancillary café)

15 Supply chain jobs
(includes 8 indirect jobs from the ancillary café)

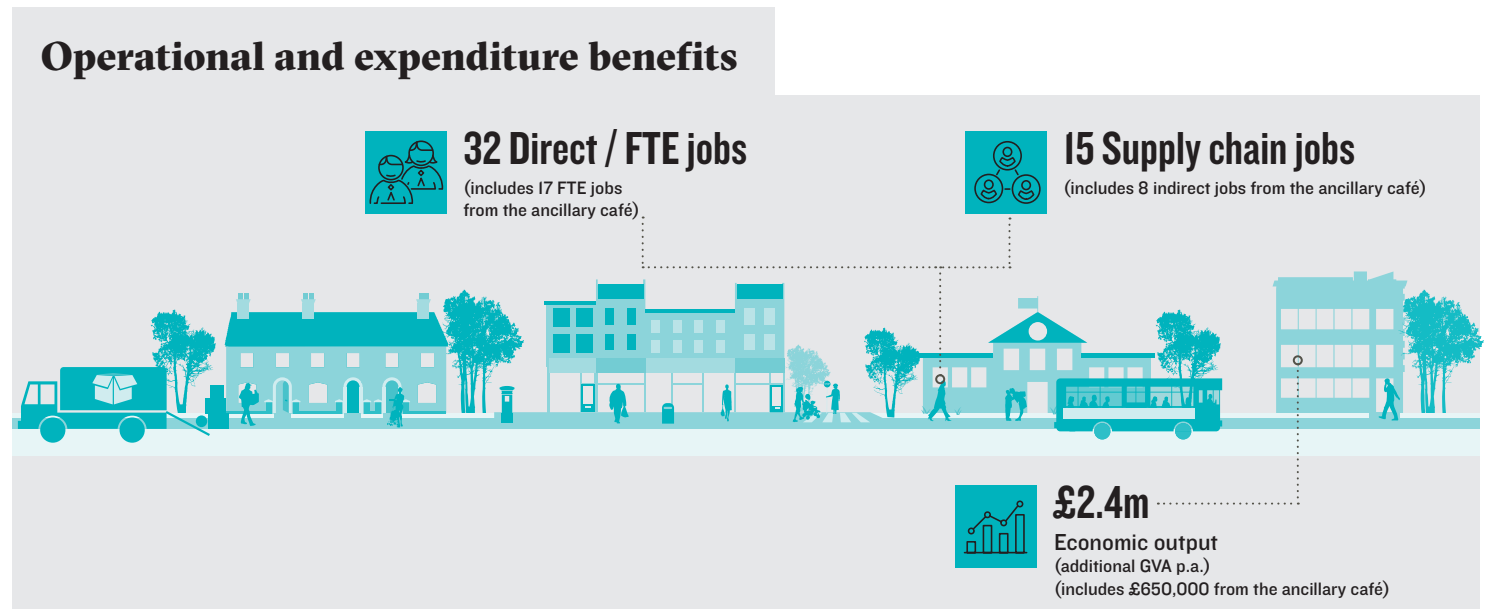
£2.4m
Economic output
(additional GVA p.a.)
(includes £650,000 from the ancillary café)

Local Authority revenue benefits

£343,100
Business rate revenues (p.a.)
(this includes £284,800 from the ancillary café)



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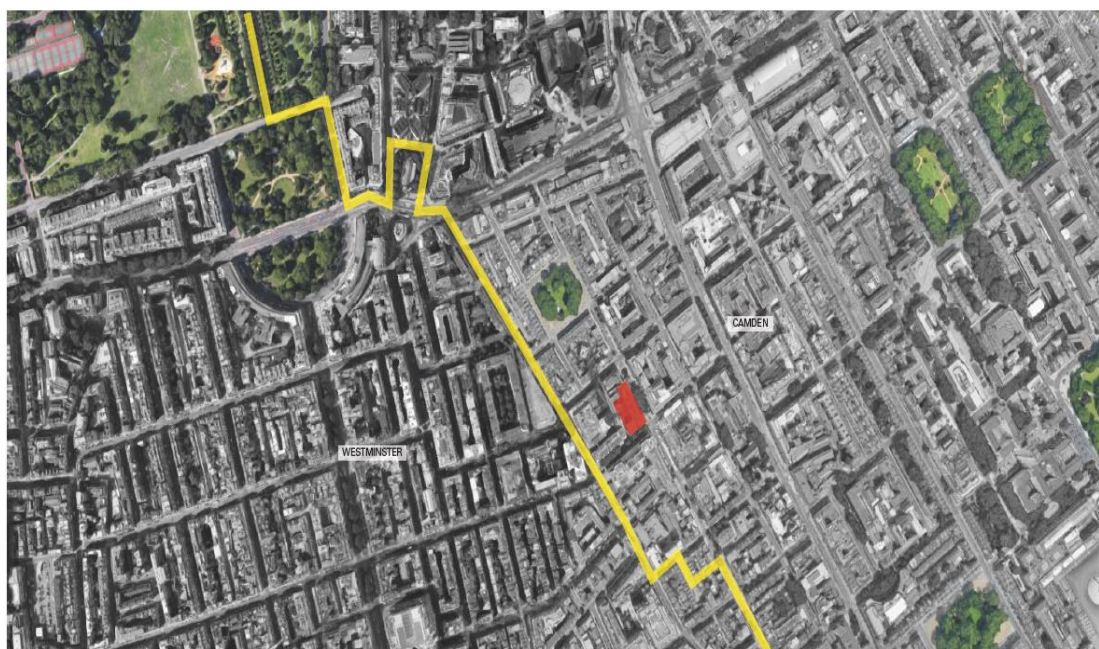
1.0 Introduction

- 1.1 This report has been prepared by Lichfields on behalf of Workspace Group Plc (“Workspace”). It assesses the potential economic benefits of the proposed employment development at 13 Fitzroy Street, Fitzrovia, located within the London Borough of Camden.

Proposed development

- 1.2 This site is located on the corner of Fitzroy Street and Howland Street, near to the BT Tower. The site is bounded by Cleveland Mews to the west and Maple Street to the north. Goodge Street underground station is also located within a short walking distance (0.4 kilometres) of the proposed development (see Figure 1.1 below).

Figure 1.1 Site Location Plan



Source: Workspace Group/Squire and Partners

- 1.3 The proposal is for an office development, comprising an uplift of 197 sq.m GIA co-working floor space within a two-storey extension to Block B. This will be added to the total refurbishment of 12,056 sq.m GIA on site. A further 354 sq.m ancillary use café will be added as part of the development. The proposed development will add to Workspace’s fast-growing network of creative co-working space that enables small businesses to work alongside one another within an entrepreneurial environment.
- 1.4 A summary of the uplift and total co-working floorspace is provided in Table 1.1 below.

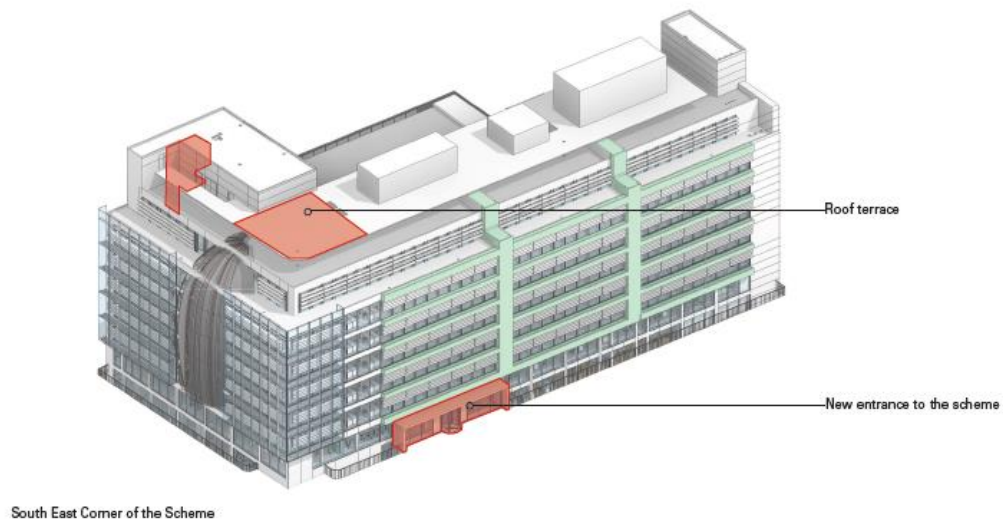
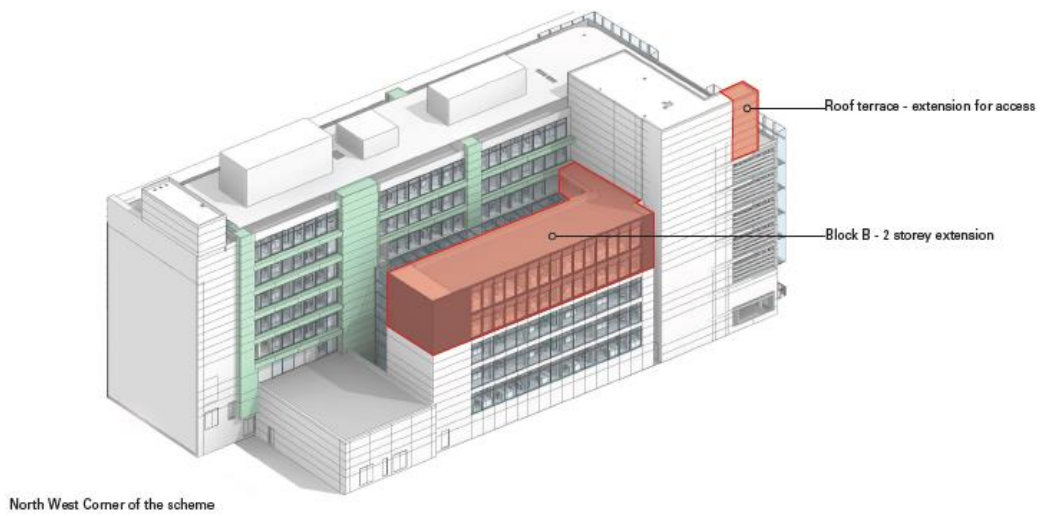
Table 1.1 Proposed development summary

Use	Floorspace (sq.m) GIA
Total B1 co-working floorspace	12,056
Uplift in B1 co-working floorspace	197
Ancillary café	354
Total	12,607

Source: Lichfields analysis

1.5 The site is currently occupied by Arup, who use the building as their headquarters but are set to relocate in 2022. The proposed development is illustrated in Figure 1.2 below.

Figure 1.2 Proposed Development

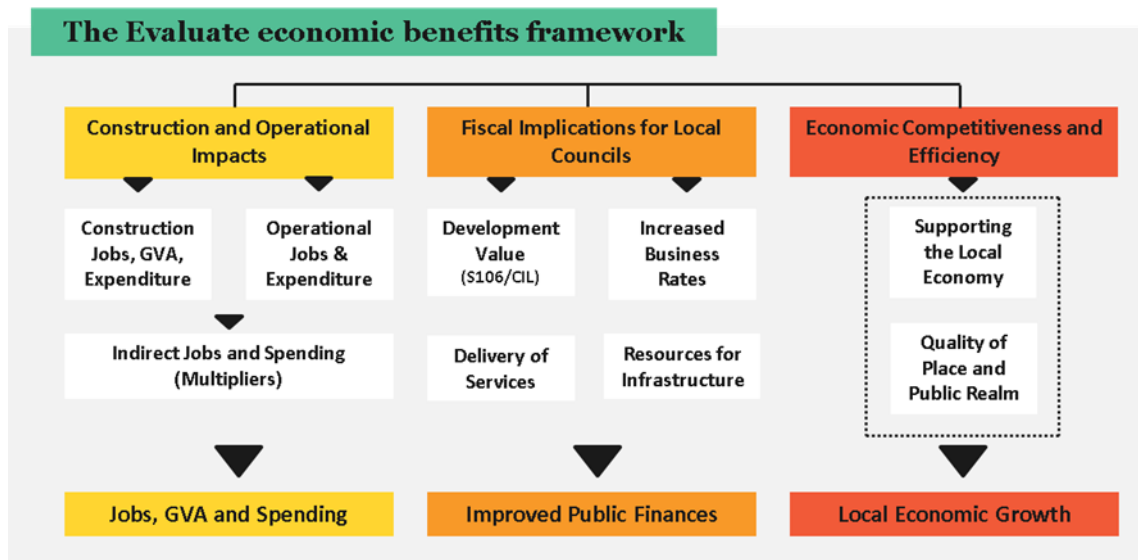


Source: Squire and Partners

Study Framework

- 1.6 This report draws on the Evaluate methodology developed by Lichfields, which provides an analytical framework for assessing the economic impacts arising from new development. This framework, as it relates to the analysis for the proposed development, is shown in Figure 1.3.

Figure 1.3 Evaluate Analytical Framework



Source: Lichfields analysis

- 1.7 The analysis focuses first on the key quantifiable impacts of the development during the construction phase, before considering the wider qualitative effects of the role that new co-working floorspace will have in the context of supporting economic growth more generally.
- 1.8 For proposed developments which include co-working floorspace, the scale and type of economic impacts are generally determined by:
- The scale of capital investment in the scheme, including any significant infrastructure requirements, which generate employment and economic output during the construction phase;
 - The quantum and type of employment floorspace included in the development that will generate additional jobs and economic output once the development is operational; and
 - The scale of fiscal benefits that would be generated from business rates.

Report structure

- 1.9 The remainder of this report is structured as follows:
- **Section 2** reviews the existing economic and commercial market conditions of the local area;
 - **Section 3** assesses the potential economic impacts of the development construction phase;
 - **Section 4** assesses the potential economic impacts of the uplift and total co-working floorspace included in the development;
 - **Section 5** assesses the potential economic impacts of the ancillary use café floorspace included in the development;
 - **Section 6** examines the fiscal implications of the proposed development;

- **Section 7** assesses the wider impacts and effects on economic competitiveness associated with the proposed development; and
- **Section 8** draws overall conclusions.

2.0 Economic and Regeneration Context

2.1 This section establishes the baseline socio-economic context for the proposed development at 13 Fitzroy Street, Fitzrovia, highlighting key economic and commercial property trends at the Borough level.

Population and Labour Market

2.2 The resident population of Camden in 2017 amounted to 253,400 people¹, and is projected to increase by 18.5% by 2037². This increase will mean Camden gains an additional 46,800 residents over the 20-year period, taking the Borough's total number of residents to 300,200 people.

2.3 In 2017, 71.1% of the Borough's working-age population (people aged 16-64 years) was economically active, a level lower than the London and Great Britain averages (78.2% and 78.4% respectively)³. Out of the Borough's economically active working age population, 6.5% were unemployed, which amounts to 13,200 people. This was higher than equivalent rates for London (5.4%) and Great Britain (4.5%).

2.4 In 2017, a higher proportion of the Borough's working age population (60.0%) held NVQ+4 (National Vocational Qualification 4+) level qualifications than the working age populations of London and Great Britain (51.8% and 38.6% respectively). In 2017 71.3% of residents were employed in professional and technical occupations at associate level or above which is considerably higher than the London and Great Britain averages (55.4% and 45.6% respectively).

2.5 In 2018, median gross resident wages in the Borough amounted to £766.60 per week.⁴ The equivalent rate for London was approximately 12.5% lower (£670.80) and the Great Britain median (£571.10) was 25.5% lower than in Camden. The same dataset also shows median workplace wages in Camden equated to £741.50 per week⁵, which was higher than London (£713.20), and Great Britain (£570.90).

2.6 According to the Business Register and Employment Survey (BRES), 373,800 people were employed in Camden during 2017⁶. The Borough's largest broad industrial groups were professional, scientific and technical services (20.3%), health (12.3%), information and communication (11.2%) and business administration and support services (10.2%). A relatively high proportion of people were also employed in education (9.6%).

Regeneration

2.7 Deprivation at the local level is measured using the Indices of Multiple Deprivation (IMD), which uses a number of datasets to rank areas across seven sub-domains of deprivation that range from access to health services to income levels⁷. These categories are combined to produce an overall deprivation rank for each local authority in England. The IMD 2015 identifies that out of all 326 local authorities in England, Camden is ranked amongst the 69 most deprived authorities.

¹ Office for National Statistics (ONS), Mid-Year Population Estimates (2018)

² ONS, Population Projections 2017, (2018)

³ ONS, Annual Population Survey (2018)

⁴ ONS, Annual Survey of Hours and Earnings – Resident Analysis (2018)

⁵ ONS, Annual Survey of Hours and Earnings – Workplace Analysis (2018)

⁶ ONS, Business Register and Employment Survey: Open Access (2018)

⁷ Ministry of Housing, Communities and Local Government (MHCLG), Indices of Multiple Deprivation, (2015)

- 2.8 In addition to the higher than average level of overall deprivation, Camden ranks more poorly in several sub-domains of deprivation including barriers to income. The Borough is ranked 65 out of the 326 local authorities in this sub-domain, indicating this form of deprivation is one of the more significant challenges the Council faces in terms of driving prosperity.
- 2.9 Additionally, at the local level, the lower super output area (LSOA) the proposed development is in has high levels of overall deprivation and in several sub-domains. The LSOA is ranked among the 5.3% most deprived in England and is ranked among the 11.3% most deprived in the income sub-domains.

Employment Floorspace

- 2.10 According to the Greater London Authority's (GLA) London Office Policy Review 2017⁸, employment in London is projected to increase by 619,300 jobs from 2016 to 2041. The increase in employment is estimated to generate demand for an additional 6.06 million sq.m of office floorspace over the period to ensure that demand is met.
- 2.11 At the Borough level, Camden is estimated to require an additional 574,145 sq.m of office floorspace over the period, while having capacity for 467,700 as of when the GLA's report was published. This will be a challenge for the Council to meet as Camden is spatially constrained due to the surrounding London Boroughs, meaning there is little available land for developing additional office floorspace. A development that provides additional B1 use floorspace would help alleviate some of this pressure and support the Council in the challenge it faces.
- 2.12 At the Borough level, the Employment Land Review Study (2014)⁹ identifies that Camden will require between 616,307 sq.m to 774,912 sq.m of office floorspace between 2011 to 2031. This is higher than that outlined in the GLA's report. This suggests that Camden will need to provide additional office floorspace to meet expected demand.
- 2.13 As identified in LB Camden's Employment Land Study (2014), start-up and SME businesses represent a significant proportion of the Borough's economy, with a key issue being identified as providing appropriate floorspace for start-ups and SMEs in terms of scale, form and location.

Summary

- 2.14 Camden generally performs well compared to London and Great Britain across a number of labour market and economic indicators. The Borough's workforce is characterised by highly skilled residents and educational attainment. In addition, median resident wages in Camden are higher than London and Great Britain on average.
- 2.15 Despite the strengths of the local economy, the Borough faces challenges including: tackling deprivation and providing enough commercial floorspace of different types and in the right locations. These factors could limit future economic growth in the Borough if not addressed. The proposed development specifically responds to the requirement for additional flexible space for local SMEs by providing high quality, accessible business accommodation.

⁸ Greater London Authority (GLA), London Office Policy Review, (2017)

⁹ London Borough of Camden, Employment Land Study, (2014)

3.0 Construction Impacts

- 3.1 This section sets out the potential economic impacts arising from the construction phase of the proposed development at 13 Fitzroy Street, Fitzrovia. The key impacts relate to new employment opportunities and additional economic output that will be generated during the construction phase.

Direct Employment

- 3.2 Using data from the ONS Annual Business Survey (2018), it is possible to estimate the number of years of direct employment the construction phase of the proposed development will generate by dividing the build cost by the cost of goods, materials and services per construction worker each year in London (£108,147)¹⁰. Based on a construction cost of £21.5 million, it is estimated that the development will generate 200 person-years of construction employment over the duration of the construction period, equivalent to an average of 124 jobs per year over the construction phase (estimated to be approximately 1.6 years).
- 3.3 Although national and regional construction firms often use their own labour on projects, it is typical that a share of the contractors employed is drawn from the local labour pool. It is difficult to determine the likely source of labour to fill these jobs before contracts have been let. It is reasonable to expect a proportion of the construction jobs to be taken up by local workers, particularly if measures are in place to raise local skill levels and encourage local recruitment (e.g. through apprenticeships).

Indirect and Induced Employment

- 3.4 Commercial construction involves purchases from a range of suppliers who in turn purchase from their own suppliers via the supply chain. The relationships between the initial direct spending and total economic impacts are known as the ‘multiplier effect’, which demonstrates that an initial investment can have much larger economic benefits as this expenditure is diffused through the economy. The construction industry is recognised as part of the UK economy where there is a particularly high domestic benefit in the supply chain.
- 3.5 It is expected that local businesses in Camden will benefit from trade connections established during the construction phase of the proposed scheme. As a result, further indirect jobs would be supported locally within the economy through the suppliers of construction materials and equipment.
- 3.6 In addition, businesses would also be expected to benefit to some extent from temporary growth in expenditure linked to the direct and indirect employment effects of the construction phase. While only a portion of these benefits would be felt in the local area, it would be anticipated that the local economy would gain a large temporary boost from the wage spending of workers within shops, bars and restaurants, and other service facilities. Such effects are typically referred to as ‘induced effects’.
- 3.7 ONS Detailed Input-Output Tables (2019) indicate that the construction industry has an indirect and induced employment multiplier of 2.174¹¹. Applying this employment multiplier to the 124 direct construction jobs per year derived above indicates an additional 146 indirect and induced jobs could be supported per year of the construction phase. This is in addition to the 124 direct jobs.

¹⁰ ONS, Annual Business Survey, (2018)

¹¹ ONS, Detailed Input-Output Tables, (2019)

Economic Output

- 3.8 The construction phase of the development will also make a major contribution to local economic output, as measured by Gross Value Added (GVA). GVA is a measure of the difference between what is produced as output (goods and services) and the inputs (raw materials, semi-finished products etc.) used in the production of those outputs. It represents the additional value that is added through economic activity.
- 3.9 Based on 2018 Experian data, the construction sector generates on average £58,344 GVA per worker annually in London¹². Applying this to the direct employment impact of the scheme (as derived above), it is estimated that the direct construction activity could generate £7.3 million of direct GVA and an additional £7.5 million of indirect and induced GVA for each year of construction¹³. This equates to around £14.8 million direct, indirect and induced GVA per annum. It should be noted that not all of this will be retained locally.

¹² Experian, Gross Value Added, (2018)

¹³ To calculate indirect construction GVA a multiplier of 2.04 has been applied to direct construction GVA. The multiplier is from data within the ONS Input-Out Tables in 2019.

4.0 Operational Impacts - Co-working Floorspace

Uplift in Floorspace

- 4.1 This section assesses the economic impacts of the 197 sq.m GIA uplift in B1 co-working floorspace included in the proposed development. The floorspace will generate additional direct, indirect and induced employment and economic output, providing a boost to the local economy and surrounding area.

Direct Employment

- 4.2 Based on employment densities from the Homes and Communities Agency (HCA) Employment Densities Guide (2015), the net additional 197 sq.m GIA of B1 co-working floorspace is expected to support 15 full time equivalent (FTE) once complete and operational¹⁴. This will support SME business growth in the local area.

Indirect and Induced Employment

- 4.3 Indirect jobs will be supported by the uplift in co-working floorspace as a result of additional spending on goods, supplies and services in the surrounding area. The spending of wages by the additional employees of the uplift in co-working space once complete and operational will support induced employment in other local shops, services and firms.
- 4.4 Using employment multipliers from the HCA's Additionality Guide (2015), of 1.29 and 1.45 for the local and regional levels, it is possible to estimate the number of indirect and induced jobs that will be supported by the proposed development.¹⁵ It is estimated that the additional 15 FTE jobs will support a further 4 indirect and induced FTE jobs in local services and other firms in the area. At the regional (London) level, a total of 7 indirect and induced FTE jobs are expected to be supported in services and firms (7 FTE jobs includes the 3 FTE jobs in the local area).

Economic Output

- 4.5 As with the construction phase of the development, the operational phase will also make a significant contribution to local economic output and GVA by supporting the creation and growth of small businesses. The additional direct jobs created could deliver £1.7 million of direct GVA per annum once the uplifted B1 co-working floorspace is complete and operational.

Total Co-working Floorspace

- 4.6 This section assesses the economic impacts of the total 12,056 sq.m GIA B1 co-working space on site and the uplift 197 sq.m GIA of B1 co-working space as mentioned above. The total floorspace once complete and operational will generate additional direct, indirect and induced employment and economic output, providing a boost to the local and wider economies.

Direct Employment

- 4.7 Based on employment densities from the Homes and Communities Agency (HCA) Employment Densities Guide (2015), the total B1 co-working floorspace will support 833 FTE jobs once

¹⁴ Homes and Communities Agency (HCA), Employment Densities Guide, (2015)

¹⁵ HCA, Additionality Guide, (2015)

complete and operational. This will support creative co-working practices and small businesses in the local area.

Indirect and induced employment

4.8 Indirect jobs will be supported by the total B1 co-working floorspace once complete and operational as a result of additional spending on goods, supplies and services in the surrounding area. The spending of wages by the small businesses and entrepreneurs on site will support induced employment in other local shops, services and firms.

4.9 Using employment multipliers from the HCA's Additionality Guide (2015), of 1.29 and 1.45 for the local and regional levels, it is possible to estimate the number of indirect and induced jobs that will be supported by the proposed development. It is estimated that the additional 833 FTE jobs support a further 241 indirect and induced FTE jobs in local services and other firms in the area. At the regional (London) level, a total of 366 indirect and induced FTE jobs are expected to be supported in services and firms (366 FTE jobs includes the 241 FTE jobs in the local area).

Economic Output

4.10 The total co-working floorspace will make a significant contribution to the local economic output and GVA by supporting a greater overall level of economic activity. The additional direct jobs would deliver a total of £92.4 million of GVA per annum once the total co-working floorspace is complete and operational.

Summary

4.11 The proposed development will provide Camden with much needed creative co-working floorspace that enables small businesses to work alongside one another within an entrepreneurial environment. The total co-working space will support small businesses once complete and operational with break-out spaces and dedicated meeting rooms.

5.0 Operational Impacts - Ancillary Café

5.1 This section assesses the economic impacts of the 354 sq.m GIA of ancillary café space included in the proposed development.

Direct Employment

5.2 Based on employment densities from the Homes and Communities Agency (HCA) Employment Densities Guide (2015), the 354 sq.m GIA of ancillary café floorspace will generate 23 jobs (17 full time equivalent (FTE)) once complete and operational.¹⁶ This will provide residents with the opportunity to take up new full-time roles near to where they live.

Indirect and Induced Employment

5.3 As per the B1 co-working floorspace, indirect jobs will be supported by the occupier of the ancillary floorspace spending capital on goods, supplies and services in the surrounding area. The spending of wages by employees of the ancillary café will also support induced employment in other local shops, services and firms.

5.4 Using multipliers from the HCA's Additionality Guide (2015), of 1.29 and 1.45 for the local and regional levels, it is possible to estimate the number of indirect and induced jobs that will be supported by the proposed development.¹⁷ It is estimated that the additional 17 FTE jobs, will result in a further 4 indirect and induced FTE jobs in local services and other firms in the area. At the regional (London) level, a total of 8 indirect and induced FTE jobs are expected to be supported in services and firms (8 FTE jobs includes the 4 FTE jobs in the local area).

Economic Output

5.5 As with the construction phase of the development, the operational phase will also make a significant contribution to local economic output and GVA by supporting the creation of new employment. The additional direct jobs created could deliver £650,000 of direct GVA per annum once the ancillary cafe floorspace is complete and operational.

¹⁶ Homes and Communities Agency (HCA), Employment Densities Guide, (2015)

¹⁷ HCA, Additionality Guide, (2015)

6.0 **Fiscal Implications**

- 6.1 This section considers the benefits delivered by the proposed development that will accrue to Camden Borough Council to help fund the delivery of new social and community infrastructure and services.

Business Rates Revenue

- 6.2 The proposed development will generate additional business rates on the uplift in co-working floorspace. The additional business rates will provide Camden Borough Council with additional revenue through the UK Government's business rates retention scheme, helping to fund the running of both organisations and investment in important local and wider infrastructure and services.
- 6.3 Drawing upon existing rateable values and business rate multipliers, it is estimated that the uplift in B1 co-working floorspace could generate £58,300 business rates per annum. When combined with the total B1 co-working floorspace this totals £3.2 million per annum. In addition, once the ancillary café is considered this will generate a total of £284,800 per annum.

7.0 **Economic Competitiveness and Wider Impacts**

7.1 This section assesses the potential wider economic impacts of the proposed development and the effect it could have on local economic competitiveness.

Employment Floorspace

7.2 The provision of new co-working floorspace plays a significant role in developing economic competitiveness. The needs of businesses evolve over time as the nature of the economy changes; these needs can include a change in the type and size of premises required and/or their locational needs. In today's market, many businesses are moving towards more flexible working practices, requiring flexible serviced offices and lowering demand for fixed premises.

7.3 The proposed development will provide new co-working floorspace that will help meet the changing needs of business. The floorspace will be providing flexible office space providing different types of floorspace needed, and helping Camden provide new high quality business accommodation that will allow the Borough's economy to grow and diversify.

7.4 The additional floorspace will also help Camden to meet its requirement for new office capacity of 574,145 sq.m as set out in the London Office Policy Review. This is particularly important in the context of planned release in other parts of the Borough such as major regeneration areas at Euston and Kings Cross. In addition, Camden based on the latest London Office Policy Review (2017) has a deficit to meet demand up to 2016-2041. As business needs continue to evolve, new and flexible office floorspace such as that included in the proposed development will be required to meet different types of demand and segments of the market.

Quality of Place and Sustainability

7.5 The proposal site offers an opportunity to put in place buildings which fit cohesively with the surrounding urban area, enriching the quality of the local public environment. The enhanced environment will improve opportunities for social interaction between people of different communities, fostering social inclusion, community development and business interaction. This can have indirect economic benefits by increasing productivity (e.g. fewer 'sick days') as well as acting as a preventative measure on demand for health and services that can impact on public budgets.

Contribution to Economic Objectives

7.6 The potential economic impacts of the proposed development at 13 Fitzroy Street, Fitzrovia, align well with a range of national, sub regional and local policy objectives. The proposals would increase the supply of high-quality employment floorspace, which will help enhance economic prosperity through creating employment opportunities for local people and bring significant private sector investment to the area, thereby stimulating further regeneration across the Borough.

7.7 The table below summarises the strategic fit of the proposals with relevant planning and economic development strategies at the national, sub-regional and local authority levels.

Policy/Strategy		Relevant Key Message	Contribution of Proposed Development to Policy Objective
National	National Planning Policy Framework (2019)	<ul style="list-style-type: none"> Encourage sustainable growth; Help create the conditions in which business can invest, expand and adapt; and Be flexible enough to accommodate needs not anticipated in the plan and allow for new and flexible working practices. 	<ul style="list-style-type: none"> Generate 124 direct construction jobs and generate £7.2 million GVA per year of the construction phase; Capital investment levels of £21.5 million being injected into the economy; Accommodating flexible work spaces; and The net uplift 197 sq.m GIA of co-working floorspace will support 15 FTE jobs.
	National Industrial Strategy (2017)	<p>Local planning authorities should:</p> <ul style="list-style-type: none"> Help create an economy that boosts productivity and earning power throughout the UK; Harness the power of innovation; and Be flexible enough to accommodate needs of small and medium-sized businesses. 	
Regional	London Plan (2017)	<p>The London Plan includes the following objectives on economic growth:</p> <ul style="list-style-type: none"> Providing a business environment that accommodates up to 5.8 million jobs by 2036; Improvements to the competitiveness and quality of office space of different sizes should be supported by new office provision; and Increases in the current stock of offices should be supported, where there is authoritative, strategic and local evidence of sustained demand for office-based activities. 	<ul style="list-style-type: none"> Support high-value jobs on site through the construction phase; Provide new employment space for existing London residents and people planning to relocate to the Borough from elsewhere in the country; and Provide an uplift of 197 sq.m of co-working floorspace to help provide an environment that includes break-out spaces and dedicated meeting rooms.
Local	Camden Local Plan (2017)	<p>The Council's vision for Camden includes objectives such as:</p> <ul style="list-style-type: none"> Supporting proposals for the intensification of employment sites and premises where these provide additional employment and other benefits; Support businesses of all sizes in particular start-ups, small and medium-sized enterprises; and Maintain a stock of premises that are suitable for a variety of business activities. 	<ul style="list-style-type: none"> Deliver new high-quality office space to meet the needs of the local workforce; Generate 124 direct construction jobs; and Generate an additional £58,300 annually in business rates from the uplift in co-working floorspace.

8.0 Conclusion

8.1 The proposed development at 13 Fitzroy Street, Fitzrovia represents an opportunity for a large-scale investment into creating sustainable economic growth in the local area. The proposed development will include a quantum of new co-working space that will create a range of economic impacts that will benefit Fitzrovia, Camden and London.

8.2 Some of the more quantifiable economic impacts of the proposed development include:

Construction impacts:

- Creating approximately 200 person-years of construction employment, equivalent to 124 temporary construction jobs each year of construction at a range of skill levels;
- Supporting a further 146 jobs in services and other businesses from the wage spending of construction workers and supplier sourcing;
- Generating £7.3 million direct GVA and £7.5 million indirect and induced GVA per annum from the construction phase of the proposed development;

Operational impacts:

- Supporting a further 15 FTE direct jobs from the uplift in co-working floorspace and 7 indirect and induced jobs;
- Generating £1.7 million of direct GVA per annum from the uplift in co-working floorspace;
- Supporting a total of 833 direct FTE jobs across the whole building once it is being operated as co-working space; and
- Creation of much-needed B1 co-working floorspace to support the needs of start-up and SME businesses in LB Camden.

Table 8.1 Operational benefits summary

Use	Floorspace (sq.m) GIA	Total Jobs FTE	GVA
Total B1 co-working floorspace	12,056	833	£92.4 million
Uplift B1 co-working floorspace	197	15	£1.7 million
Ancillary café	354	17	£650,000

Source: Lichfields analysis

Fiscal impacts:

- Delivering an additional £58,300 of Business Rates revenues per annum once the proposed two-storey extension is complete and operational.

8.3 As well as these quantitative impacts, the proposed development will also have other non-quantifiable benefits including providing new co-working practices to support local business and making a significant contribution to economic and planning objectives at the local, regional and national levels.

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