

LONDON BOROUGH OF HAMMERSMITH & FULHAM

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

Date: 29/03/2023

Subject: Civic Campus Programme Update

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Responsible Director: Jon Pickstone, Strategic Director of Economy

SUMMARY

1. The Civic Campus programme will transform the Grade II listed town hall to be one of the most environmentally positive and accessible community buildings of its type in Britain. Work on site is well advanced and together with the new public realm, commercial and cultural enterprises, the campus will be at the heart of a rejuvenated West King Street, supporting a vibrant and inclusive Hammersmith town centre.
 2. This report provides a progress update and the plans for the coming year. A presentation will be given at the meeting.
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RECOMMENDATIONS

1. For the Committee to note and comment on the report.
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Wards Affected: Hammersmith Broadway

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The Civic Campus programme will create a new space for residents and the public within the West King Street area. This enables additional job opportunities through the s106 agreement; additional office space; and more genuinely affordable homes.
Doing things with local residents, not to them	Delivery of the Civic Campus programme will create a new public space to be enjoyed by all members of the local and wider community who have been engaged and consulted throughout the process.

Being ruthlessly financially efficient	A full technical, legal and competitive procurement process has been completed and a commercial strategy developed to drive new income.
Taking pride in H&F	The refurbishment of the Town Hall and completion of the new build will enable the delivery of the wider Civic Campus programme, creating a new and rejuvenated space for residents and the public within the West King Street area.
Rising to the challenge of the climate and ecological emergency	New Smart technologies and innovative ground source heat pump technologies will reduce carbon emissions and energy use, delivering an environmentally positive heritage building and heat network

Background Papers Used in Preparing This Report

None

DETAILED ANALYSIS

Background

1. The strong business case for the Civic Campus responded to the need to deliver the regeneration of West King Street and address the necessary remedial works to the failing old Town Hall. This compelling case remains, with the scheme still on track to create a modern, accessible, and inclusive campus for the whole community.
2. The social and economic benefits envisaged for the scheme are being met and exceeded:
 - the Town Hall building will operate as a multipurpose building. It will be a meeting space for the public, an arts and cultural hub, council office accommodation and refurbished civic and community space and will establish an income-generating venue for events and hospitality.
 - new office accommodation will enable 'hybrid' working that will help reduce the Council's wider property portfolio;
 - the design of the building has been co-produced with the Disabled Residents Team, making it truly accessible for all;

- over 200 new homes are in construction, of which over 52% are genuinely affordable;
 - affordable workspace in development can serve target STEM industries
 - the new cinema, shops, café and public plaza will create a culturally vibrant neighbourhood
 - a community offer will encourage community value from the space, for example homework clubs for local children and young people.
3. Whilst the primary financial case was avoiding high town hall remedial costs, wider financial benefits for the scheme are now in development:
- the Council is taking full ownership of grade A offices to let commercially.
 - guided by an ambitious commercial strategy, there are plans to work in partnership with an external catering operator to drive revenue from the various new and refurbished events spaces at the Town Hall.
 - the transition to remote working during the pandemic has highlighted the potential to achieve efficiencies by consolidating the workforce to the new Civic Campus, thereby reducing the need for wider accommodation.
 - wider monetary benefits through increased business rates and council tax in addition.
4. The aim is to deliver the most environmentally positive scheme possible contributing to the Council's ambitious environmental targets. The combination of new Smart technologies and innovative ground source heat pump technology will reduce carbon emissions and energy use, helping to minimise running costs and making the town hall one of the most environmentally sustainable grade II listed buildings in the country.

Construction update

5. The delivery of the Civic Campus is separated into two Design and Build contracts, both signed in December 2020.
6. Contract A (between the Council and Ardmore Construction Limited ('ACL')) is for the refurbishment of the existing Town Hall building. Contract B (between the West King Street Renewal Limited Liability Partnership (the 'LLP') and ACL) is for the new build construction including the new glass pod vertical extension on top of the Town Hall, affordable homes, home for sale, commercial units and public realm. The Council and A2Dominion Developments Limited each have a 50% share in the LLP.
7. The project has been impacted by wider economic factors affecting the construction and development sectors as a whole in the last few years. This includes the impact of the pandemic, Brexit, inflation crisis, a shortage and rising costs of labour and materials, the impact of the war in Ukraine and rising energy costs.
8. These wider market challenges sit alongside resolving some project specific issues. The work to refurbish the Town Hall has been subject to delays

because of an incident which occurred in May 2022. The matter was the responsibility of the contractor and was referred to the Health & Safety Executive (HSE) which imposed a “Direction to Leave Undisturbed” around the immediate area.

9. The HSE finally lifted their “Direction to Leave Undisturbed” in October 2022, although its report into the incident and how it occurred is still awaited. ACL has in the meantime instructed its own investigation. Since work recommenced on the Town Hall, the new steel framework has been procured and progress is again being made.
10. The construction of the new build residential and commercial blocks was unaffected by the site incident at the Town Hall however, delays to third party utility diversions beneath the commercial block which also houses the site wide energy centre, has had an impact on the programme. This is now resolved, and construction is making good progress with completions expected Summer 2024. The marketing suite is expected to open in Summer 2023.
11. The original public realm designs have been improved upon in response to feedback from the local planning authority to increase the amount of soft landscaping and biodiversity.

2023 / 2024 Programme

12. In addition to the construction activity, the wider Civic Campus programme includes a number of other workstreams which are already mobilised to deliver the commercial, transformation and place shaping strategies:

Commercial Strategy

13. There are three businesses that are central to the Town Hall commercial strategy: venue and wedding hire, performing arts and catering and hospitality. Work is underway with the council’s consultants, Activist, to launch the procurement process for the Town Hall catering operation later this year with a view to securing a suitable supplier by the end of December.
14. In keeping with commercial strategy recommendations, designs are being drawn up for the 6th floor café, bar and terrace. The fit out of this space is expected to be co-designed with the future operator and will form part of the catering operator tender specification.
15. Lettings agents, BNP Paribas, have been appointed to secure tenants for the premium office space in Block B and marketing is expected to be launched this summer.

Transformation

16. In May 2021 the council outlined to staff the Hello Hybrid Future plan to be delivered for everyone and all buildings. We focused on how we continue to

transform our workforce at pace, making the most of new opportunities, benefits and efficiencies that presented themselves post pandemic.

17. There will be an increased focus on the Digital Transformation that will support the vision for the Town Hall to be future proofed including Smart technology that should help improve energy efficiency and reduce operating costs.
18. A project for design and curation of the furniture throughout the Town Hall is underway This will cover public, civic and events areas with 100% reuse of existing furniture, where practically possible.

Place Shaping

19. The Civic Campus will be a catalyst for change to rejuvenate King Street and Hammersmith town centre. Work is progressing on a draft masterplan for Hammersmith to provide a planning framework for future development and strengthening the identity of the town centre This will include a focus on the King Street area to link the healthy, high quality pedestrian friendly public realm within and around the Civic Campus with wider improvements for the area.
20. The place making agenda for the Civic Campus also will intricately link to the Borough's Arts & Culture Strategy with a programme of events to launch the Civic Campus and to support and develop the cultural/arts and evening economy. The refurbished Town Hall will provide a platform for displaying local performing talent and showcasing the borough's heritage and archives.
21. The Council is leading a cohesive site-wide communications and marketing strategy to establish the Civic Campus as a major new social, cultural, and economic destination in London. This brand will embody three core civic qualities "Respected, Openness, Welcoming".
22. Overall the civic campus programme will help the borough meet ambitions set out in the Industrial Strategy 'Economic Growth for Everyone' through;
 - **A Great Place in London:** improve H&F town centres and commercial hubs to transform what they offer and enhance their reputation in Europe and around the world.
 - **Encouraging Enterprise:** making H&F the best borough in Europe for business to start-up, survive and grow: This will include a lettings strategy for the new affordable business units being delivered within the scheme.