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WRK / LDN: SHAPING LONDON'S FUTURE WORKPLACES

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Shaping London's future workplaces

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Shaping London's future workplaces

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FOREWORD

It is fascinating to note that the coffee shops of the City of London in the 17th and 18th centuries, which provided alternative ways of working to the exchanges and merchant houses of the day, are now replicated in a world where the workplace has broken free from the shackles of the fixed desk. As then, social interaction is recognised as a key factor in a successful service economy. Its impact is disrupting the traditional methods of space provision. As just one example is WeWork, which describes itself as “a place where we’re redefining success measured by personal fulfillment, not just the bottom line. Community is our catalyst”. Only six years in business, the company has a market capitalisation of \$16 billion, with 800,000 square feet in London which it hopes to double in 2017. It is the Uber and Airbnb of the office market.

In spite of this new flexibility, the capital still needs offices – yet Government policies on permitted development rights have had a serious impact on some boroughs' supply of commercial space.

Technology is also changing how things are made. Quieter and cleaner, new ways of making can be integrated into mixed-use developments in a way that was once unacceptable. We must not forget that while the volume of manufacturing has been dropping in London, it still provides a substantial number of jobs in industries that mix less easily with other forms of development. Yet space for industrial uses is also under threat as the demand for housing pushes up land prices. London needs a stronger city-wide strategy to protect existing industrial sites and to plan for May 2019 when the current exemptions to permitted development are removed.

The speed of change in the way we work in the future will undoubtedly increase, and as the Mayor considers the contents of his next London Plan, he must ensure that London becomes smarter as a City in its supply of data, in its digital capacity and its ability to adapt with buildings flexible enough to absorb radical new ways of working.

Peter Murray

Chairman, New London Architecture
October 2016

Left Brompton factory, west
London © Grant Smith

EXECUTIVE SUMMARY

Informed by roundtables and interviews with over 70 representatives from across business and the built environment, as well as policy and literature review, this NLA research examines how London can ensure its future resilience through its provision of space and land for business.

Though the impact of the EU referendum vote is as yet uncertain, in a post-Brexit world, it is clear that London will have to work very hard to attract and retain the best global talent. Availability, affordability, quality and location of workspace will be critical.

Yet space for commercial and industrial uses are under threat as the demand for housing pushes up land prices and planning policies favour conversion of offices to residential use. London needs a stronger city-wide strategy and leadership to protect affordable spaces for small businesses and industrial sites.

We need to design buildings and spaces that are more adaptable to the changing demands of contemporary business. This need to accommodate more uses in less space presents opportunities for innovative ways of thinking about how and where we work.

The research highlights eight recommendations for the London Mayor to ensure London's future resilience as he sets out the next version of the London Plan:

- 1) Create an adaptable, open and smart city
- 2) Integrate workspaces with transport infrastructure
- 3) Protect London’s industrial land and uses
- 4) Provide affordable space for new and expanding businesses
- 5) Investigate new mixed-use typologies
- 6) Pilot new design-led industrial developments
- 7) Promote the wellbeing agenda as part of planning policy
- 8) Plan for a multi-generational workforce

1) Create an adaptable, open and smart city

Streets, cafés, and public spaces have all become places of work, as technology has disrupted the traditional structure of the office. Collaboration, flexibility, innovation and adaptability have all become fundamentally important in business creation and growth.

London needs adaptable buildings to ensure its future resilience. Just as co-working hubs provide flexibility for business, so the city at a wider scale should provide a robust, flexible framework to support future economic activity and growth.

- The Mayor should prioritise a strategic approach to a flexible, adaptable, networked, open city.
- Cross-borough working is needed to ensure that new commercial and industrial development is provided where it is most needed.
- Improving digital connectivity in the capital should be a priority.
- Research is needed to measure the value of ‘third spaces’, like libraries, cafés and clubs to the wider London economy.
- Buildings should be open and adaptable to accommodate changing requirements.

2) Integrate workspaces with transport infrastructure

Improvements in transport infrastructure are making locations beyond the centre more accessible, while many businesses are moving outside of their traditional office locations. Major new infrastructure, such as the opening of Crossrail in 2018, will have a profound impact on commuting patterns and where businesses locate.

As London looks to expand opportunities for living and working beyond the centre, uses around its transport hubs should be intensified, integrating commercial space with residential, along with high-quality public realm.

- A series of super-connected hubs along public transport links could help to reinvigorate declining town centres.
- Rethinking London’s relationship to the wider South East could support local business growth, reducing commuting times and responding to the demand for flexible working.
- Identifying and classifying disused or underused assets around transport hubs in public ownership – both land and buildings – should be a priority for public bodies.

3) Protect London’s industrial land and uses

Land and space for commercial and industrial uses are under threat due to massive demands for housing and higher land values. Uncontrolled office-to-residential developments have already resulted in the loss of thousands of square metres of office and industrial spaces across the capital.

About 50 per cent of industrial land in central London has disappeared since 2001, and vacancy rates for industrial spaces are nearing unsustainable levels of 5 per cent¹. Greater demand for online retailing means that people now expect products to be delivered in even shorter timescales, and so a good location with easy access to central London is more important than ever.

- Expanding exemptions to permitted development rights to protect London’s designated industrial and commercial land and spaces should be a priority for the Mayor. London needs a stronger city-wide strategy and leadership to protect existing industrial sites in the right places.

- Local authorities should undertake a ‘business needs assessment’ as part of their Local Plan to identify the needs of industrial occupiers.
- Stronger documentation is needed at a local level to identify the diversity of industrial activity in London, and to highlight its value in terms of its affordability and contribution to local economies. This could support a wider educational campaign on the importance of the sector to the city.
- Use classes should be reviewed to accommodate modern industry, urban logistics, making and manufacture, and to reflect the reality of how these uses support local communities and economic ecosystems. More consideration should be given to the balance between what is defined as a primary and ancillary use of a site.

4) Provide affordable space for new and expanding businesses

London faces an acute and growing shortage of affordable workspace, which is essential in supporting SMEs and start-ups.

Some boroughs are already redefining public ‘hub’ assets such as libraries and community centres to incorporate affordable and shared workspace. Third sector and community-led organisations are providing alternative models for affordable workspace, alongside or integrated with affordable housing, in local neighbourhoods.

- The Mayor should work with boroughs and developers to make quantifiable provision for affordable workspace a key part of planning policy, including provision in new developments.
- Boroughs should incorporate shared and open workspace in Local Plans, so they can test and measure its value.
- More innovative combinations of varied spaces and leasing arrangements in individual developments should be encouraged to support a diverse ecology of businesses in local areas.

5) Investigate new mixed-use building typologies

New types of buildings that integrate living, working, making, logistics, manufacturing and/or leisure are already starting to appear in major cities worldwide.

As land costs remain high, the need to accommodate more uses in less space calls for greater density and intensification of development. Bolder steps are needed to ensure that workspace is integrated within new mixed-use building types, and not lost to higher-value uses.

- Local authorities should encourage early stage discussions between developers, space managers and occupiers to create more mixed-use schemes and encourage more innovative typologies of design and development that accommodate diverse uses.
- The Mayor should look to other major international cities for examples of how industrial and commercial uses can be integrated at neighbourhood level.

6) Pilot new design-led industrial developments

One of the reasons that older light industrial buildings are disappearing from cities is that they are seen as blots on the landscape and unsuitable neighbours to residential areas. Pilot projects with the involvement of major developers and policy makers could provide an inspiration and impetus to generating new light industrial structures.

- The Mayor should promote pilot schemes for modern design-led industrial developments, especially those for ‘clean tech’ including small-scale manufacturing and digital fabrication. This should also identify best practice for co-locating industrial and residential uses in areas not currently designated for industrial uses.
- Design-led solutions for industrial schemes could address the critical need to accommodate industrial and logistical uses closer to the potential customer at a time when land values are increasing. By allowing for multi-tenant occupancy, high-rise industrial schemes could become the norm by providing the developer/owner with sufficient return in the face of rising land values.

7) Promote the wellbeing agenda as part of planning policy

Workers are choosing to work in cities with high-quality amenities, cultural activities, leisure provision and a focus on health and wellbeing to support a more balanced lifestyle.

While much has been done to champion wellbeing within the office space itself, promoting a wider place-based approach to design and planning has a key role to play in the wellbeing agenda, by encouraging walking and cycling and providing spaces for respite. It also supports local economic growth by providing safer, more pleasant and more environmentally sustainable spaces in which to work.

- The Mayor and local authorities – which now have responsibility for public health – should support design and development that actively seeks to promote physical activity and mental wellbeing.

8) Plan for a multi-generational workforce

While there is much focus on attracting and retaining tech-savvy millennials, the shape of the global workforce is in fact much more diverse in terms of age, as we are living and working longer.

Research shows that older workers are often as keen to work flexibly as younger employees, while policy makers and companies have begun to recognise that the experience and skills of older generations are vital in boosting growth. ‘4G’ workplaces, in which there are at least four generations of workers, will become more common as people delay retiring from work.

- London should pilot workspace concepts that specifically aim to bring together younger workers and entrepreneurs with senior professionals in an environment that can be adapted to different needs. This could help to generate innovative business ideas that can be put into practice using experience and leadership



CHAPTER 1: INTRODUCTION: WORK IN LONDON

‘The city is one large workplace, so the workplace needs to be more like the city’

Despina Katsikakis, Transforming Workplace

‘Work’ of an infinite variety has shaped London’s entire urban landscape – from the legacy of great Victorian industrial buildings to the huge modern sheds housing logistic and manufacturing operations, and from glass and steel commercial towers of the iconic changing City skyline to workshops in railway arches and tiny craft studios. But, as the quote above suggests, the entire city – including its streets, cafés, shops, parks, public spaces, libraries, community centres and homes – is now synonymous with work, as the speed of change in technology becomes even faster and the boundaries between working, living and leisure ever more indistinct.

We work everywhere and at every time of day and night. Buildings and spaces for work are now often more than physical containers for economic activity – in the contemporary knowledge- and service-led economies, they are often the expression of corporate values and identity. But these are just one, highly visible part of an intricate web of workplaces that also include more anonymous and mundane structures housing manufacturing, industry, services and support staff, and thousands of other functions that keep the city thriving. In recent years London’s economy has continued to grow, but land and space for commercial and industrial uses are under threat – especially because of the massive demand for housing a population expected to grow to more than 10 million by 2039 and the higher value thus accorded to residential property.

The long-term effects of the referendum vote to leave the European Union in June 2016 – despite 60 per cent of Londoners voting to remain, defying the national result – are at present uncertain, as the ‘Brexit’ decision to leave has also resulted in what is undoubtedly the most profound shock to the political landscape of modern times. This generates unprecedented uncertainty and instability about both the UK-wide and London economy, leading to lack of inward investment, redundancies, and – most significantly – companies reportedly starting to turn their attention to transferring staff to major cities still within the EU such as Paris, Dublin, Amsterdam, Berlin and Frankfurt, especially in the banking, finance and tech sectors. London has exceptional strength in the diverse fabric of its economy, however, and it is possible that ‘with a shortage of ... stock in many areas, slower growth rather than a rental decline is most likely’.² What is almost certain is that London will still have to work harder than ever to compete on a global level to attract and retain the best talent. Availability, affordability and – most importantly for the built environment industries – the quality of the spaces across the city in which we work will become ever more important. As work becomes ‘boundless’ and costs remain high, the need to accommodate more uses in less space – and thus for greater density and intensification of development – can present new opportunities for innovative ways of thinking about how and where we work, and the places that we need for it. Some of these possibilities – new, flexible building typologies that fully integrate living and working, and decentralised but super-connected hubs, for example – are explored in Chapter 6.

Left Cream café in Shoreditch
© Grant Smith

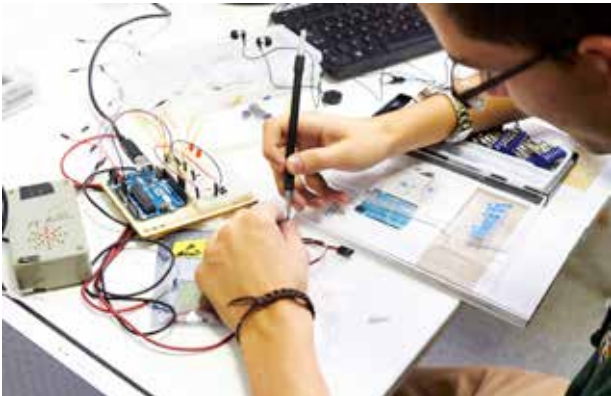
1.1 WHAT IS ‘WORK’ AND WHAT IS SHAPING HOW WE WORK TODAY?

‘If you ask people why they work, most will say for money’, writes Joanna Biggs in *All Day Long*, her study of contemporary Britain at work. But, as she points out, work is now not just ‘the essential but dull part of our lives’ in which we offer labour in return for wages.³ In the 21st century the technological revolution, globalisation and demographic shifts have radically changed the nature of work in every city around the world. Work is not just the output of products and services – it is also about the creation of personal and social value, meaning, identity and networks. This fundamental shift has and will impact on the types of space that we need for work and where these are located in the capital.

Undoubtedly technological innovation – most recently mobile innovation, social media and cloud technology – is the underlying force that has shaped a new world of work, freeing us from our desks and enabling (almost) everyone to work in any location they choose. Technology – evolving at a phenomenally fast rate – has disrupted the hierarchical structures of work and the workplace, and the need for collaboration, flexibility, innovation and adaptability are of fundamental importance in business creation and growth. The once dominant ‘command and control’ structures of the corporate world especially are becoming fragmented and decentralised, and these are being reflected in the physical structures of work environments and management practices, such as ‘agile working’. Working environments therefore need to be designed specifically to support innovation: ‘Without that, a lot of businesses just won’t keep up’, said Kevin Chapman, Head of Office Development at Lendlease at a recent NLA event.⁴

Technology has led to a more homogenous global business market, the blending of digital and physical workspaces, and a greater erosion of the historical boundaries between different business sectors. It has also increased expectations and transformed the relationship between employers and employees. The latter are ‘expecting far more from the technology they are provided with to do their jobs, and demanding the ability to use their own technology at work’.⁵ Alongside this, a recent report estimated that up to 47 per cent of jobs might be lost through automation.⁶ Consequently, successful cities and businesses will place more emphasis on attracting workers with more interpersonal, creative thinking, empathetic and social intelligence skills.⁷ Innovation as an end in itself has become a key driver, meaning that skilled programming/engineering talent is also more desirable. A parallel trend is the rise in popularity of ‘making’ and craft, often as a secondary job, as a reaction to homogenisation and to the separation from process created by large-scale business, mass production and technology.

Changing demographics are also upending the traditional notions of how we work. With longer lifespans – estimated to rise to 92 for women and 90 for men in the City of London by 2030, for example⁸ – people will be working longer, and there may be four generations in one working environment. The financial crash of 2008 and decline of full-time jobs in traditional industries and economies has led to a massive growth in self-employment and the rise of the entrepreneur. Rather than one or two fixed jobs, people have parallel work activities, exploiting gaps in the market or making use of spare capacity and using technology to reach customers in the ‘gig economy’ and ‘sharing economy’ – already evident in the rise of such platforms as Airbnb, Uber and Etsy. At the same time, generational expectations are changing – millennials (those born between 1982 and 1995) will make up to 50 per cent of the global workforce by 2020, and a recent global survey highlighted how this generation honours personal values, long-term sustainability, ethics and a focus on ‘people first’ rather than profit.⁹ Consequently they choose to work in cities with high-quality amenities, cultural activities and leisure provision, and a focus on health and wellbeing to support a more balanced lifestyle. Flexibility is now the watchword for both businesses and cities alike: the view



Top left Dalston Cola makers
© Grant Smith
Top right Worker at Fab
Lab London
Above left MS Amlin offices
in The Leadenhall Building
© Hufton+Crow
Above right MullenLowe Group
office in C-Space on City Road
© Hufton+Crow



Right Informal meeting booths
in Assael Architecture's new
Putney offices

of Justin Urquhart Stewart, co-founder of Seven Investment Management, that ‘the provision of flexible business space is a crucial pillar for any successful economy’ will doubtless be shared by many senior business people in London.¹⁰

1.2 WHAT IS THE BROAD SHAPE OF LONDON’S ECONOMY AND BUSINESS ACTIVITY?

Despite the current uncertainty around its future position and role in Europe, London is undoubtedly one of the world’s great economic powerhouses: in 2014 its GVA (Gross Value Added) of goods and services was more than £364 billion (22.5 per cent of the UK’s total, despite the capital accounting for only 12.5 per cent of the national population)¹¹. Londoners annually contribute 70 per cent more of the UK’s national income than people in the rest of the country each year – a difference of £16,000 per person. The size of London’s economy can by most measures be considered equivalent to that of a medium-sized Western country such as Spain or Italy. It is a global or regional headquarters for many companies: 40 per cent of the top European companies have their headquarters in London (compared to 8 per cent in Paris) and 60 per cent of non-European firms use London as their regional headquarters. London’s productivity outperforms the rest of the UK by 72 per cent.

The shape of London’s economy and business sector is diverse and thriving, reflecting its role as a driver of innovation and new enterprise, and as one of the main competitors in the global workplace market to attract and retain talent, especially for emerging sectors such as tech. There are more than 444,000 businesses registered here. It is one of the world’s leading service cities with finance and insurance (19.8 per cent of total employment), professional, scientific and technical services (11.7 per cent), and information and communication (11.6 per cent) the leading sectors. These are areas in which London has a high degree of specialisation compared to other global cities, but as the Greater London Authority’s (GLA) recent report highlighted, ‘the challenge ... is that in a globalised world economy such high skilled sectors can potentially move elsewhere’.¹² Nevertheless, it is these sectors that are growing in their demand for space, as a 2016 survey reports that the financial sector has leased 39 per cent of space under construction and the technology sector 38 per cent.¹³ The most striking feature of London’s economic system is the massive growth in self-employment and business start-ups, partly as a result of the decline in full-time jobs following the financial crash of 2008. Up to 90 per cent of net business start-ups in the UK as a whole were in London from 2004 to 2008 and 2011 to 2014.¹⁴ Nevertheless, London’s economy is a complex ecosystem: although evidence suggests that manufacturing has declined sharply from the 1960s onwards, there are still more than 130,000 such jobs in the capital forming a richly diverse, hugely productive and dynamic sector, with the Old Kent Road alone housing:

‘vehicle repair businesses, builders’ merchants, courier facilities, hirers, storers, shippers, printers, caterers, aluminium and plastic container makers, shim producers, metal polishers and finishers, hydraulic equipment refurbishers, waste handlers, powder-coaters, art restorers and steel fabricators, set and prop, festive decoration and ceremonial hat manufacturers, stone carvers, terrazzo producers, bakers, potters, painters and sculptors, leatherworkers, jewellers, garment and furniture producers, the operators of ice cream vans, and more.’¹⁵



Left Artist working in Deborah House
Middle right Agile working at Haymarket Media Group © JeffersonSmith
Below left Maurice Wohl Clinical Neuroscience Institute Laboratory © Ståle Eriksen
Below right Workers collaborating in the Alphabeta building



Right Morning commute through Leadenhall Street © Garry Knight



Above Desk booking system at UBM's Global Headquarters by Gensler © Dave Parker

Above left Facebook's campus in California offers autonomy and choice, coupled with variety and access to a private spaces © Jasper Sanidad
Above right Carpentry workshop at Prince of Wales Yard by PDP London © Adam Parker
Right The WPS office learning from experienced generations © Ryan Gobuty



1.3 WHERE DO WE WORK IN LONDON AND HOW IS THIS CHANGING?

Today, ‘the office is merely one island in a sea of places to work’.¹⁶ In an economy focused on services, a ‘workplace’ is just one aspect of a broader work experience that can involve working at home, on a commute – 500,000 people commute every day into the capital from the rest of the UK¹⁷ – in cafés and in public spaces, for example. Where we work is influenced by many different factors, depending on the type and size of business: cost and access to transport links being the most significant. The city as a whole has always been an integrated economic unit: the organic growth of its complex pattern of neighbourhoods over the centuries resulted in agglomeration of businesses and industries with shared interests in specific areas: silkweaving in Spitalfields, leather tanning in Bermondsey, watchmaking in Clerkenwell, and flour mills in Lambeth, printing and journalism in Fleet Street, advertising and media in Soho and the West End, and, of course, banking and finance in the City, among many other examples.

Nevertheless, London reflects a conventional urban pattern of an agglomeration of business activities in the centre as the focus of economic activity and wealth creation. The Central Activities Zone (CAZ), defined in the London Plan as ‘one of the world’s most attractive and competitive business locations’, accommodates one third of London’s jobs.¹⁸ Equally important, however, for the future shape of London and its economy is the fact that 42 per cent of the capital’s jobs for employees are located in Outer London, with the highest concentrations around Heathrow and the retail centres of Kingston, Croydon and Wimbledon.¹⁹ Major new infrastructure, such as the opening of the newly dubbed ‘Elizabeth Line’ when Crossrail completes in 2018, will also have a profound impact on commuting patterns and where businesses locate. Despite the high costs of property, in recent years there has been a ‘return to the centre’ as companies and institutions move back into central London seeking to benefit from proximity to potential partners, collaborators and clients in a knowledge- and innovation-led economy, and to engage and retain a more complex and discerning workforce, by trading space for cultural and leisure amenities and better transport links than those offered by out-of-town locations and campuses. These include the UK arms of such global mega-companies as Amazon, Google and Facebook, as well as major research centres such as the Francis Crick Institute, now at King’s Cross.

Changes in the planning system are having a major impact on where businesses can operate and thus where Londoners can work. At a neighbourhood rather than citywide level, the use of property for a commercial purpose is determined by the use classes order passed into UK legislation in 1987 and periodically amended. This is intended to allow local authorities to balance uses between residential and commercial (plus other functions) and to prohibit business activities that might have an adverse impact on communities. Class B is principally concerned with commercial and industrial activities. New regulations from 6 April 2016 have made permanent a temporary permitted development right (PDR), including allowing offices (B1) to change to residential use (C3). Latest GLA figures²⁰ place the loss of total office floorspace to residential conversion across London at 1.47 million square metres since 2013 – a result of the considerable differential between office and residential values (‘based on an assumption of one job per 16 square metres, this equates to space for 93,750 jobs’).²¹ Industrial land and space is being impacted in the same way (see Chapter 4), resulting in enormous pressure on availability and affordability of space for making and manufacturing.

1.4 WHAT ARE THE CHALLENGES AND OPPORTUNITIES FOR WORKSPACE IN THE CAPITAL?

London’s commercial and industrial workplaces are facing major challenges. Most significantly the demand for housing and the higher values accorded to residential property are reducing availability – exacerbated further by the changes to planning legislation to allow PDR (see Section 1.3) – and rising property costs across the capital are forcing businesses to relocate, change their workplace provision, and, in some cases, to ultimately move out of London (see Chapter 5). More space is needed to accommodate business growth – some estimates have given this at as much as an additional 7.5 million square metres to 2036²² – and maintain London’s strong position in the face of competition from other emerging global megacities such as Shanghai and Singapore, as well as European cities including Paris, Berlin and Amsterdam. It is estimated that the CAZ and related area in the Isle of Dogs could need more than 3 million square metres of additional office floorspace up to 2036.²³ At the same time, businesses are seeking greater efficiencies in the working environment: the average space per worker has shrunk by 25 per cent globally over the last ten years.²⁴ The business rates revaluation due to come into effect in 2017 is also expected to increase costs, especially in areas formerly described as fringe areas but now well-established centres, such as King’s Cross and Shoreditch.²⁵

The combination of higher cost, low availability, advances in technology, ‘untethered’ work and the ‘sharing economy’ (in both industry and commerce) means that, more than ever before, businesses and workers are asking ‘what is the workplace for?’. The rise of more informal working environments that blend the desired features of work, home and leisure – especially co-working spaces (see Chapter 2 and 3) is one of the key responses to this question. The most significant changes and convergences are taking place in the commercial (office), industrial and new enterprise sectors, and Chapters 2, 3 and 4 focus on how the changes to London’s economy and ways of working are impacting on the capital’s buildings, spaces and places, and in particular on the design and management of workspaces in each of these ‘economies’.

There is almost universal consensus that the ultimate purpose of the physical workplace – in any type of economy – is to support social interaction, which drives the innovation necessary to support a diverse and resilient economy, society and city. The increasing fluidity of work – and the increasingly blurred demarcations across business sectors and working districts – means that there are opportunities to create new innovative mixed-use typologies of networked spaces, to reflect the gradual convergence and co-location of working, living, creating and making. Ultimately, the workplace of the future will need a new typology of the city.



VIEWPOINT:

LONDON'S EVOLVING OCCUPATIONAL DYNAMICS

As one of the world's most culturally diverse cities sitting at the centre of the world's time zones, London continues to attract and retain major companies from all around the world, who utilise it not only as their UK base, but as the HQ for their European operations. As the 'war for talent' has become a central focus for many companies, London has gained even more significance. The competitive advantage resulting from attracting highly skilled employees was the driver behind Amazon occupying 60 London Wall and pre-letting Principal Place, and Facebook acquiring Rathbone Place.

London is, however, also one of the most expensive cities in the world in which to live and work, driven by high capital and rental values in both the commercial and residential markets. In turn this results in some of the highest employment costs in the world. As business occupiers mature and grow, they increasingly seek to distinguish between the jobs which can only be done in London and those that can be carried out in more cost-effective locations. The international banks were the first to utilise wide-scale near shoring and offshoring for functions such as data processing, accounts, HR and risk management, in international centres such as Mumbai, Budapest, Krakow and Manila. This has resulted in some of these businesses halving their London accommodation over the last ten years.

As the legal industry has been forced to become more cost-efficient in recent years, a similar trend has emerged but has been focused more on north shoring to centres such as Belfast, Bristol, Sheffield, Glasgow and Manchester. Typically this is reducing occupation by law firms in London by 10 to 20 per cent. No doubt in 10 or 15 years it will be the tech businesses that are following this trend, but the intellectual human capital will always remain in London. These changes in the occupational dynamic are part of the ongoing evolution of London as a world city.

Digby Flower

Chair UK & Ireland and Head of London Markets, Cushman & Wakefield

Left U+I Headquarters by Coffey Architects © Tim Soar



2. THE CORPORATE ECONOMY

‘Employers are looking for the magic in buildings that will allow them to create their own culture.’ Benjamin Lesser, Derwent London

The ‘death of the office’ has been predicted by many commentators as communication becomes ever more mobile through new technology, yet the concept of ‘work’ is still conventionally associated with this type of corporate space, for businesses of any size. A recent survey of more than 1,000 UK workers showed that more three-quarters of them work in a ‘traditional’ office environment.²⁶ Cost pressures and the greater demand among workers especially in professional services sectors – financial, legal, banking, advertising, media and so on – to work where, how and when they want or need to has resulted in a fundamental reappraisal of what the office is for. In a world where work has become more of an ‘experience’ – especially among younger workers – the office has become a destination, the core purpose of which is to make space for human interaction.

London has the largest concentration in the UK of businesses with more than 250 employees in the UK, including headquarters of international companies (and accounting for 0.1 per cent of the total number of businesses but 40 per cent of employment and 53 per cent of turnover). The demand for highly skilled workers – the ‘war for talent’ – means that the right environments are needed to attract them. Employees are demanding a higher quality of working experience and workplace – with choice, flexibility, wellbeing and access to social and professional networks and knowledge common requirements – all of which are rarely served by the ‘traditional’ office environment. In 2016 research by British Land found that 47 per cent of London-based office workers would definitely stay longer with an employer that had the ideal office location and features. A third of respondents said they would definitely change jobs to work in an office with ideal features, whilst a further 60 per cent said they would consider it.²⁷ Amenity, accessibility and adaptability are the key requirements for the corporate workplace. At the same time, businesses are seeking optimal economic use of space as the supply of new commercial space dwindles (with vacancy rates at their lowest-ever) and rental costs continuing to rise in an already highly competitive market. The resurgence of the serviced office sector is one of the most recent distinctive trends as businesses look to dedicated workspace providers for lower cost, all-inclusive hire of space and, in particular, greater flexibility in leasing.

2.1 HOW IMPORTANT IS LOCATION AND AMENITY FOR BUSINESS?

In the last decade and more, London’s working districts (see Chapter 5) have become more diverse and fluid, reflecting the erosion of boundaries between different business sectors as employers look for increasingly similar skill sets. Instead of targeting specific geographical areas, companies are focusing more on a combination of good transport links, sustainable rental costs and interesting location. At the same time, as highlighted by a recent NLA roundtable discussion, affordability still presents huge challenges: almost all businesses are consolidating office space and moving back office – and even middle office – functions outside of London, because of rising land and housing prices.²⁸

As Martin Jepson of Brookfield notes, businesses ‘are no longer as territorial as they used to be’ – improvements in transport infrastructure are making more locations beyond the centre easily accessible, while high costs are driving businesses

Left Macmillan Publishing offices in King's Cross by Broadway Malyan © Matt Livey

to locate in what were previously property submarkets of the City and West End – for example the Southbank, which has become especially attractive to business because of its cultural amenities. To attract and retain younger workers of the right calibre and skills, businesses are also leaving traditional out-of-town business parks to return to inner London, with its vibrant mix of arts, culture, sport and leisure facilities. An office surrounded by retail shops, and food and beverage venues was seen as important by 80 per cent and 90 per cent respectively of London office-based respondents to British Land's 2016 survey, with 30 and 43 per cent respectively citing these aspects as 'very important'.²⁹ Work in the corporate sector is gradually becoming ever more closely integrated with retail and hospitality, 'It's no longer an office with a big reception any more', says Oliver Bayliss, Associate Director at BuckleyGrayYeoman. 'It's a hotel, a café, a gym. It's everything that people want to be around.'³⁰

The integration of physical assets beyond the 'corporate' space into the everyday working experience is now also perceived as vital in maintaining a sense of place that supports a company (and a city's) global competitiveness; in this way the office is becoming part of the city rather than a separate entity. This includes the provision of amenities such as shops, cafés, restaurants and leisure facilities, as well as high-quality public realm and open space. In the City of London, this approach was implemented as far back as the 1980s, with the creation of the Broadgate Circle (on a US model), but is now most apparent in the placemaking approaches found in estates in single ownership, both traditional and new – such as Regent's Place and King's Cross – where a holistic approach to management and balance of uses has been critical in terms of 'curating' a place for work. As Chris Grigg, CEO of British Land, argues, Regent's Place, with its theatre, arts studios, and employment and training facility, 'is no gated estate [but] ... a neighbourhood that is truly integrated into the surrounding area'.³¹

A more creative approach to ground floor uses to open up public access, and increase permeability and connectivity between the office and the wider city, is also becoming more evident, for example in the use of art installations visible from the street such as the reproduction tube carriage at the Relay Building in Aldgate and ground-floor art pieces planned for 22 Bishopsgate. King's Place at King's Cross, opened in 2008, was one of the earliest examples at the start of this trend, with its music and arts venues and restaurant areas arranged around public spaces at the centre of the building, with offices above. The new European headquarters of Bloomberg in the City, designed by Foster and Partners and consisting of two buildings connected by glazed bridges across a retail arcade that bisects the site, will be a notable new example.

Another, slightly different example is the 'campus' approach at Chiswick Park, with office buildings designed by Rogers Stirk Harbour + Partners containing highly flexible space that can be configured in open plan or cellular form set in a landscaped park and where the 'Enjoy/Work' programme provides a continuous provision of sport and exercise classes, entertainment, concerts and other activities.

2.2 HOW IS THE SERVICED OFFICE SECTOR EVOLVING?

Undoubtedly one of the most significant changes in the corporate property market has been the way in which the serviced office sector (also known as 'office as a service') is challenging traditional office provision by providing a flexible, cost-effective alternative for large, medium and small businesses. Latest figures indicate that 'office as a service' operators occupy 8.8 million square feet of space in central London. Serviced offices provided by established companies such as Regus date back to the 1980s, when they offered functional but fully furnished offices, usually on a cost per desk basis, with computers, phones and fax machines. As a recent Cushman & Wakefield report explains, this model has been completely revolutionised in the last five to 10 years by the exponential growth of freelancing after the financial crash of 2008, the demand for



Left Break out area in WeWork at 199 Bishopsgate © Hufton+Crow
Below left Staff Yoga classes taking place on 85 Southwark Street roof deck, by Allies and Morrison © Amelia Chapman
Below right Library & Quiet Space at YUM! by John Robertson Architects © Gareth Gardner



Right Workers enjoying the amenities of Broadgate Circle

flexible working by younger generations, the integration of technology, and the sharing economy which advocates greater collaboration.³²

The serviced office sector has ‘evolved into a wide and sophisticated range of flexible office solutions’, which also act ‘as an essential resource for larger established businesses and corporates looking to scale up quickly, either for project work or for overflow space’.³³ The options for serviced offices have been expanded even further through the rapid take up of the ‘co-working’ model (see Chapter 3), of which the US operator WeWork is perhaps the most visible exponent, with its emphasis on high-quality design, programme of social events, business support and collaborative spaces, and, above all, its aim of creating a community of like-minded professionals with entrepreneurial mindsets. This focus on ‘people’ rather than work has influenced a reshaping of the traditional serviced office sector, with Regus, for example, launching its ‘Spaces’ brand in 2015 in order to attract workers in the creative industries. Landlords have also recognised the value of serviced offices in providing flexibility for tenants who wish to expand and also space for smaller companies, with, for example, Servcorp taking floors in The Leadenhall Building and The Office Group in The Shard. Co-working space providers are also entering into profit-sharing partnerships with developers for mutual benefit – the former to offset financial risk present in occupiers signing leases as short as one month, and the latter to encourage a diverse occupier mix and entrepreneurial culture through provision of space for start-ups and Small- and Medium-sized Enterprises (SMEs). Just one example is the 10-year agreement signed in 2015 between British Land and Central Working for Central Working City, over three floors of 4 Crown Place, next to Liverpool Street station.

2.3 HOW IS WORKPLACE DESIGN AND MANAGEMENT ADAPTING TO CHANGING REQUIREMENTS?

‘Work is no longer where you go – it’s what you do’, runs a familiar contemporary saying. Work in the service-led and knowledge economy is no longer a linear process with defined outputs but a more complex set of activities centred on less tangible concepts such as collaboration and innovation. The office therefore becomes a key business tool in communicating a company’s values and ethos – especially important in seeking to attract workers of the millennial generation who tend to choose employers whose values reflect their own.³⁴ In the same way, people want a workplace that supports and reflects the company’s brand, and, indeed, a move to a new office and redesign of the interior workplace can often be part of an overall process of corporate ‘change management’ to reconfigure or refresh the business (fit-out itself is one of the highest costs involved in an office set up or relocation). While driving financial efficiency is the primary consideration for business, ‘our job as designers’, says Kate Mason, Head of Interior Design and Workplace at Cushman & Wakefield, ‘is to add the emotional side’.

Because ‘work is changing, from being binary – being tethered to one particular desk – to working anywhere at any time’, according to Chris Kane, chief executive of BBC Commercial Projects, much more emphasis is now placed in fit-out on ways of supporting flexibility, visibility, openness and transparency as a means of facilitating communication and team working.³⁵ Sliding walls, glass divisions, workbenches, continuous desk space and ample space for meetings and collaboration are among the most effective ways to support these objectives – BDG’s design for Sea Containers House for Ogilvy & Mather contains 38 per cent shared workspace, for example. Equally important, as almost all the designers interviewed for this study agreed, is the provision of a variety of types of workstations and areas, including quieter spaces for dedicated task-based activities. The choice of furniture, once primarily concerned with efficiency and performance, is now more likely to be determined by comfort and with the home as



Above Co-working at Central Working Paddington, within the atrium of 2 Kingdom Street
Right Chiswick Park by Rogers Stirk Harbour + Partners
© Grant Smith





a reference point for design and layout (hence the prevalence of sofas). Much attention is often paid to customised or quirky features such as running tracks and sleep pods but, as many interviewees for this study explained, ‘not every business is Google’, and the starting point for design should always be the company’s specific brand identity and corporate needs. Layouts that are more flexible – and designed more along the lines of old warehouses, responding to a desire for authenticity and robustness – are also becoming more prevalent.

The rise of flexible working patterns and the need to optimise the use of space have resulted in notable increases in workplace densities in the last two decades. Research by the British Council for Offices in its Occupier Density Study (last updated in 2013) showed that the average density of workplaces in the UK was 10.9 sqm per person per workplace compared to 11.8 sqm in 2008 and is more than a third less space per worker than the average of 16.6 sqm reported in 1997. The demise of the traditional workstation and the creation of a more open office environment have the additional benefit of increasing density above the previously accepted standard to one person to 5 sqm or even 4 sqm; understanding spatial needs in terms of the number of seats required overall – rather than desks – is also a critical factor in making these changes, as is the careful integration of such spaces as ‘touchdown’ points which staff based elsewhere (perhaps at home) can use as required.

2.4 WHAT IS THE ROLE OF RETROFIT AND REFURBISHMENT?

Today, as John McRae of Orms explains, ‘occupiers are looking for detail, character, quality and authenticity’. Retrofitting and refurbishing existing buildings – including those dating from the 1960s onwards – enables developers and designers to meet this demand. The robust structures, exposed surfaces and materials, generous floor-to-ceiling heights and larger floorplates and windows of buildings from the 19th and early to mid 20th centuries have proved especially popular with tech and creative sector companies and offer the adaptability for a variety of current and future uses that is so fundamental in contemporary office design. Renowned examples of repurposed buildings – whether originally for office, industrial or other uses – include The Tea Building in Shoreditch, Angel Building in Islington, and 199 Bishopsgate in the City, among many others.

With increased pressure on the availability of office space, other advantages have also made such buildings attractive for redevelopment: the reuse of older buildings is in line with a greater emphasis on sustainability and a longer-term vision, while their heritage adds character that can align with and enhance the company’s image and identity; the major international publishing company Hachette, for example, has consolidated its operations in the refurbished Carmelite House in the City of London, once the home of Associated Newspapers Limited. Lessons learned from retrofit and refurbishment are also informing new build, for example Derwent London’s White Collar Factory in Shoreditch.

2.5 HOW IS THE IMPORTANCE OF HEALTH AND WELLBEING INFLUENCING THE DESIGN AND MANAGEMENT OF OFFICES?

Staff costs typically account for 90 per cent of the costs of running a business.³⁶ The health and wellbeing of employees have gradually become higher priorities in the design, development and management of office buildings as companies seek to improve recruitment among more discerning potential employees, help retain staff – according to British Land’s Office Agenda survey 43 per cent of millennials (and Londoners of all ages) who responded said they definitely would or might change

employer in 2016³⁷ – and reduce absenteeism. Health and wellbeing is also linked to business performance and success not just through improved staff engagement and productivity but also corporate social responsibility and an enhanced brand profile.

Factors that have been identified as impacting on health and wellbeing include indoor air quality, daylighting, noise and opportunities for physical activity. To address these issues some companies and designers are taking a more holistic approach to ‘greening’ buildings, including not just low carbon or energy efficient operation but also giving users greater control over their workstations through innovation in building management systems.

Alongside this are strategies to promote ‘active design’ in the workplace³⁸, as design becomes a tool to promote physical activity: making staircases more interesting and integrating them in the design of the building from the start, such as at The Leadenhall Building; placing shared functions on alternate floors to encourage walking (and spontaneous interactions); standing desks; and even integrating cycle ramps that lead directly to the office to encourage cycling, seen for instance in Studio RHE’s Alphabeta Building. Health and wellbeing also extends to the public realm outside the office: at Paddington Central, for example, British Land has instigated phased public space upgrades in line with the wellbeing agenda, including walkways, improved cycle routes and varied landscaping such as green walls, as well as a ‘woodland garden’ and pocket parks. The direct correlation between ‘healthier’ environments and improved productivity is still not definitively measured or even understood – and is in fact dependent on a wider range of disciplines, especially human resources, that are beyond design and management – and more in-depth research in this area is still required.

One further significant recent development in consolidating the perceived benefits of healthy buildings is the arrival from the US of the WELL Building Standard developed by the independent International WELL Building Institute. The institute describes it as ‘an evidence-based system for measuring, certifying and monitoring the performance of building features that impact health and well-being’. At its core, it matches physical improvements to a new or existing building or interior to perceived physiological and mental impacts in areas such as ‘nourishment’, ‘fitness’, ‘comfort’ and ‘mind’. So far the only two examples seeking WELL certification in London are the offices of Cundall at 1 Carter Lane and the new development at 22 Bishopsgate. Compliance with the standard is perceived to offer a more rigorous and comprehensive approach than with BREEAM or LEED – and so can be useful in helping to give a company a competitive edge in its commitment to sustainability credentials and employee welfare. Its possible disadvantages are that compliance is in the hands of the occupier rather than the building owner (or developer), recertification is needed every three years, and more examples in the UK are needed for the industry to understand and appreciate its benefits.

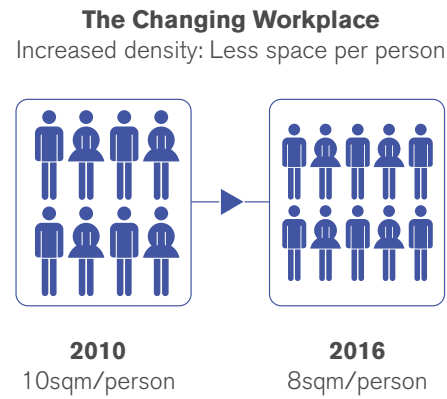
Another form of certification responding to the demand for healthier buildings is Fitwel, launched by the US-based Centre for Active Design in 2016. It assesses workplace features including the design of stairwells and outdoor spaces, and policies such as indoor clean air standards and healthy food standards, to promote healthier workplaces and is designed to support changes to the working environment through incremental improvements.³⁹

2.6 HOW IS THE RELATIONSHIP BETWEEN OWNER, OCCUPIER AND EMPLOYEE CHANGING?

New technology is not only enabling employees to work more flexibly but is also supporting more connected, tailored and efficient use of space and resources through sophisticated digital building management systems. These can encompass unified



Top left Deloitte Digital by Perkins+Will
Top right Sea Containers on Southbank by BDG architecture + design and Matheson Whiteley © GGARDNER
Above National Grid offices on The Strand by AECOM © Hufton+Crow



Right The Tea Building, Shoreditch by Derwent London



Below left Staircase at BBC Worldwide near Oxford Circus, by HOK
Below right Sit/Stand desks at Mulroy Architects © AndyMatthewsPhotography

Above and right Derwent London's White Collar Factory on Old Street is a new office building that takes its cues from the multi-level factory typology, creating a series of simple, generous volumes that are cost-effective and inherently flexible





communications systems – such as the Microsoft Lync system for voice and video calls, web meetings and instant messaging used by law firm CMS Cameron McKenna at its new offices in Cannon Place, allowing staff (who are issued with state-of-the-art laptops and wireless headsets) to work on a completely mobile basis. Intelligent building management systems that automatically monitor and control mechanical and electrical services such as ventilation, air conditioning, heating, lighting, access and security from one integrated database are now widely used and provide benefits in minimising wastage, reducing operational costs and improving the occupier environment, thereby maintaining or even raising asset value. In some new buildings, for example the White Collar Factory, occupiers are able to gain more direct control over such aspects as ventilation and lighting around their workstation or area. Some have argued, however, that though new technology is available, it still has not revolutionised the office as much as it could, and there is still much potential for innovation in the integration of workplace design and technology.

As building management becomes more multi-layered, the relationship between the building owner and occupier is also changing, from one simply involving transaction to a more sophisticated approach as the ‘tenant’ becomes a ‘customer’. The real estate commercial property market is becoming ever more competitive, so the challenge for building owners who wish to attract the right mix of occupiers is to provide a more comprehensive ‘customer service’ package that allows, for example, for future expansion and contraction of a business. Some owners and asset managers are also investing resources in demonstrating how varied fit outs can be in order to attract a more diverse range of occupiers. As noted above, the traditional office market is also facing considerable competition from the ‘office as a service’ and co-working sectors that place greater emphasis on occupier engagement through coordinated social and networking events and dedicated ‘community’ managers.



Top Cycle ramp in Alphabeta by Studio RHE © Hufton+Crow
Above left Cycle paths across the Paddington Central Campus
Above right The International WELL Building Institute logo



VIEWPOINT:

PLACEMAKING FOR HEALTH AND WELLBEING

Health and wellbeing show no signs of moving from the top of the list of current priorities in the property sector. To date, the discussion has tended to focus on optimising internal workspaces – but the spaces between buildings also play a vital role in health, happiness and productivity.

A pleasant walk or cycle ride to the office, attractive views of green spaces, sociable seating for lunchtime catch ups and areas for outdoor activities – these all make a difference to how we feel and behave when at work. As an organisation focused on placemaking, British Land has an incredible opportunity to enhance the wellbeing of the many thousands of people who work, shop and live in our properties each week.

Research by Happy City Lab, commissioned by British Land, shows that after core needs are met, social relationships have the biggest impact on human health and wellbeing.⁴⁰ People with strong, positive relationships tend to be happier, healthier and more productive. What is interesting is that social encounters with strangers can have just as much impact on our sense of connectedness and on building trust as time with friends and family. So, we are creating even more opportunities and spaces for social interaction at our places – through events programmes, sociable seating areas, sports, arts projects and other activities.

Evidence from this research indicates that the more access people have to nature – parks and green space – the more they tend to exercise, eat better, feel better and live longer. Plus, when we surveyed office workers across London, 79 per cent said outdoor areas and gardens were an important part of their ‘ideal office’ and only 64 per cent were happy with what they’ve got. Paddington Central is a good example of how this is being put into practice. There, we are moving an entire carriageway so the sunnier side of the street can be used for a lush woodland garden, with trees, planting, a winding path, timber seating and lawns. And we are creating a series of pocket parks, ‘the kitchen’ where people can pick edible plants, ‘the library’ for reading and relaxing, and ‘the games room’ for outdoor sports. We are looking forward to seeing the results and working with partners to quantify impacts on wellbeing and productivity – inspiring positive change in the built environment.

Tim Roberts
Head of Offices and Residential, British Land

Right Rooftop of PRS for Music’s offices in Two Pancras Square at King’s Cross © Hufton+Crow



3. THE ENTERPRISE ECONOMY

‘The traditional hallway-heavy serviced office proposition is under fire and being disrupted by cutting edge co-working environments!’

Cushman & Wakefield⁴¹

Perhaps the most significant step change in London’s work and workplaces is the massive growth of self-employment – which reached an all-time high of 4.5 million in 2014 – and the boom in freelancing and business start-ups. Micro and small businesses (with 1–49 employees) account for at least half of London’s jobs, and by some estimates there are nearly 1 million such enterprises in the capital.⁴² This is not only the result of the 2008 recession and the impact of contracting out services, but also because of the increasing demand for work-life balance, flexibility, collaboration and social interaction, especially in younger workers, all enabled by technological innovation.

However, micro and small businesses face major challenges in terms of the rising cost and reduced availability of commercial space, especially in central London. A survey of Federation of Small Businesses members reports that well over half (58 per cent) considered availability of workspace one of the most significant factors for their business success.⁴³ In response to this, over the last decade shared or open workspaces – including co-working spaces, incubators and accelerators – have become a vital means of providing the affordable rents, minimal overheads, flexibility, networking opportunities and support (through managed services) that start-ups require for business development. At its heart, co-working can be defined as the practice of sharing a workspace or facilities with others without necessarily working for the same company. As hubs of innovation and creativity that seek to foster collaboration, these spaces can also support local regeneration, community engagement and employment, skills, and training initiatives.

Although still a relatively recent phenomenon in the capital, different groupings of these ‘curated communities’ are starting to emerge, largely dependent on their varied objectives and business model, whether commercial, charitable, social enterprise or educational. Maintaining affordability and availability are vital, however, for the shared workspace model to grow, especially in central London. We have also seen few co-working spaces in outer London, but it is likely that demand for these will grow, especially as costs of business accommodation rise, people turn away from commuting into the centre, and local businesses need more space for incremental growth. Promoting collaboration is a core ethos of shared workspace provision, yet more research is needed into how this collaboration is generating economic, social, innovation and environmental benefits.

3.1 HOW ARE MAJOR CO-WORKING SPACE PROVIDERS DISRUPTING THE OFFICE MARKET?

In only the last two to three years, co-working chains founded in the US and geared towards the demands of tech and creative sector employees have started to make a major impact in providing an alternative to the traditional serviced office. The most visible of these is WeWork, founded in 2010 and now valued at \$15 billion, with more than 50,000 members in cities around the world. It opened its first space in London in 2014 and has leased more than 300,000 square feet to date in central London.⁴⁴ It now has 14 spaces in the capital, most of which are in the City and fringe areas – including Shoreditch, Clerkenwell, Hackney – as well as Southbank and



Left Pop Brixton by
Carl Turner Architects

Soho, which are home to London's creative, digital and tech clusters. The WeWork environment embodies all the 'experiential' elements and added features that workers in these sectors expect: high-quality interior design with a mix of vintage, quirky and contemporary furniture; communal lounges, meeting areas and cafés; free coffee and beer; and events, talks, product launches and business and investor support. Its mission is to 'create a world where people work to make a life, not just a living' through building networks and a like-minded community, not just locally but also globally. WeWork's philosophy is that in the era of Instagram and Snapchat and the 'passion economy', entrepreneurialism is at the heart of business – when technology makes everything cheaper and faster, what we need humans for is creativity and innovation. ('The only way to do great work is to love what you do ...' was a famous mantra of Steve Jobs, Apple CEO.) Fundamental to its popularity is a flexible pricing arrangement based on a month-to-month agreement for the use of hot desk space, dedicated desks or private offices, with associated discounts on other services. This model is derived more from the tech sector than the conventional real estate industry – and indeed many other co-working spaces have been founded and managed by people outside the property industry.

More well-established 'office as a service' companies are modifying their offer to also highlight the value of co-working space provision. The Office Group, for example – which aims to provide 'design-led flexible offices in fantastic locations' – now has more than 20 co-working spaces around London, including in the Shard and the Black and White Building, with each space having a different brand and feel dependent on its location and target clientele. It also aims to try to buy freeholds to have greater control over costs, design and the running of each building. In 2011 it entered into a joint venture with Network Rail to refurbish and run empty office space in five mainline stations in London, as well as 'drop-in' working areas. The Workspace Group has also diversified its offer, setting up 'Club Workspace' to provide co-working 'business clubs' for 4,000 businesses in 80 spaces across London.

At a recent CoreNet event, The Office Group co-founder and CEO, Olly Olsen, explained that although co-working space represents less than 10 per cent of the floorspace that the company provides and it yields a relatively small return, it undoubtedly adds to the overall perceived value of the building; 25 per cent of the company revenue comes from large corporates who take up co-working space for the benefits of social interaction despite the option of conventional office space being available. This is representative of another emerging trend: larger businesses making use of shared workspace especially for specific teams, often those responsible for IT development and innovation. Banking and financial services firm JP Morgan Chase, for example, says it has 'more software developers than Google, and more technologists than Microsoft'.⁴⁵ There are many perceived business advantages: focused collaboration for project teams can stimulate creative thinking, energy and team-working outside the 'corporate' office environment; and being in a better position to identify emerging trends, build direct relationships with entrepreneurs and sell their services to others. The trend was started by large- and medium-sized companies in the financial, management services and technology sector, such as IBM, E&Y and KPMG, but is now extending to other sectors: John Robertson Architects, for example, has 30 employees based in WeWork's offices in 199 Bishopsgate (1 Primrose Street), one of the practice's own projects.

There is a general consensus that the popularity of co-working space on a larger scale is 'the result of an occupier revolution rather than a short-term response to recession'.⁴⁶ The combination of desirable location near amenities and access to capital, flexible options, and less structured environment means that the sector is expected to double in the next 10 years in the City alone.⁴⁷ There are concerns, however, that the rising cost of commercial space in the centre will cause operators to increase charges and therefore price out entrepreneurs and start-ups. As the 'co-working chains' expand to accommodate demand – and provide 'scale up' space – there is also the danger

that they will be unable to maintain the informality that supports the creation of a local network. There appears to be little purely statistical evidence available about the value of a co-working environment in terms of the number of new business contacts made, for example. But this may miss the point – the importance of such spaces is often measured or perceived in more intangible terms – sharing knowledge, generating ideas and getting practical help from others – both for start-ups and larger businesses: 'It can be expensive to carry out user testing so it's great having a network of people to share your product with and get feedback', reported one entrepreneur.⁴⁸

3.2 WHAT IS THE ROLE OF INDEPENDENT CO-WORKING SPACES?

As a recent report on London co-working notes, 'there is a place for both mature and cutting edge operators; especially if the sector is to appeal to a wide range of business sectors, with a range of both price points and specifications'.⁴⁹ London does in fact have a much longer history of shared workspace than its recent boom would suggest, with independent spaces that have grown organically through a shared community of interests and ethos. The earliest examples were pioneered by built environment practitioners.⁵⁰ Architect David Rock established a community of 65 small businesses with shared facilities in Covent Garden in 1972, which later became the Barley Mow Workspace in Chiswick (now run by The Workspace Group). The shared workspace at Alan Baxter Associates in Clerkenwell was also set up more than 30 years ago as a community of like-minded practitioners – the Cowcross Street offices are now home to more than 70 companies and organisations (as well as hot deskers), including many special interest groups in the heritage sector, alongside architects, urban designers and landscape designers. It provides a flexible licensing arrangement that allows companies to expand or contract, as well as meeting rooms and an extensive programme of seminars, lectures and exhibitions hosted in the lower-floor gallery.

Another, more recent example of independent co-working space is Impact Hub, which has a specific focus on social and environmental enterprise and innovation. It aims to 'create collaborative spaces to create a better world' and positive social change. It was founded in 2005 in Islington but has since expanded globally to more than 80 hubs on every continent, supporting a 12,000-strong membership community worldwide and with four locations in London. Each location is an independent business using the Impact Hub name and brand to reinforce the network's identity, and passes back a percentage of its revenue. Like other co-working spaces it also provides business support programmes, such as investment readiness workshops, as well as training and networking events to help build community identity for a network of diverse social entrepreneurs in areas such as health, clean tech and public service innovation. In 2015 an economic impact assessment of Impact Hub Westminster, based in New Zealand House, for the City of Westminster (one of the hub's founders), showed that for every £1 invested there is a return of £16 in the local area.⁵¹

Other independent co-working spaces are centred on the tech, finance, media and creative sectors. Of these, Second Home – located in a refurbished carpet factory off Brick Lane and describing itself as a 'creative accelerator' – is one of the best-known examples. Like other co-working spaces its avowed objective is to generate interactions and collaborations – in this case between a carefully hand-picked community of start-ups and emerging entrepreneurs, which has led to it being labelled by some as effectively a 'members' club' with greater exclusivity than other co-working spaces. It combines a distinctive working environment of curving spaces, pods and glass partitions, designed by Spanish architects SelgasCano, along with a high-end restaurant, bar, greenhouse, and vibrant events programme.



Left WeWork at 199 Bishopsgate by John Robertson Architects © Hufton+Crow
Below Branded coffee cups at The Office Group's Black & White Building © Luke Hayes



Below left The Office Group (TOG) at 201 Borough High Street by Stiff and Trevillion
Below right TOG at Albert House, Old Street by Ben Adams Architects

Bottom left TOG's own offices in The Smiths Building in Marylebone by Stiff and Trevillion
Bottom right TOG's community space



Operating in a rather different mode are accelerators and incubators, which help start-ups to become established through the provision of low-cost space, shared resources and experienced support staff for mentoring, advice and training. Technically speaking, accelerators take an equity stake in each company they host, while incubators are often set up on a non-profit basis, though in reality the terms are used more loosely. Level 39, 'Europe's largest technology accelerator', based at Canary Wharf, provides space and tailored support for more than 200 small businesses in the financial, retail, smart-cities and cyber-security sectors. It now encompasses three floors of One Canada Square, with the businesses having option to move into 'High Growth Spaces' on these floors as they expand, and ultimately, into other offices on the Canary Wharf estate. Tech giants such as Google are also initiating their own incubator spaces to support future growth across the industry: its Campus London provides co-working space for start-ups as well as training and events in Bonhill Street in the heart of Tech City. Bathroom2Boardroom, a non-profit incubator in the City and east London, provides subsidised desk space for entrepreneurs in empty commercial properties.

3.3 HOW ARE LOCAL AUTHORITIES AND BIDS PROVIDING SHARED WORKSPACE?

Micro and small businesses underpin London's economy, 'not just as drivers for growth, but as the glue that holds communities together'.⁵² Workspace for small businesses therefore forms an essential part of the wider urban ecosystem of London's neighbourhoods, supporting not only the economic viability of high streets and town centres through increasing footfall and often increasing the value of assets, but also cultural activities, social cohesion, character and identity of place. In response to this, the GLA has sought to map 'low threshold enterprise space' and underused assets for business in and around high streets and town centres. It has also established several initiatives to support and sustain shared workspaces (also including makerspaces; see Chapter 4), such as the Open Workshop Providers Network. The £20 million London Regeneration Fund is also supporting the creation of new open workspaces to kick-start local economic growth. Pilot projects included 639 Tottenham, providing affordable office space and shared workspace alongside training and skills development for local people.

While such shared workspace is still concentrated mostly in central London, local authorities beyond the core are beginning to see the value of partnering with providers, especially as rental costs mean that small businesses are moving to or staying in outer London, and as people seek to commute less, 'businesses often want space on their doorstep', as the London Small Business Centre explained recently. Such partnerships have also started to understand, and to bridge, the gap between publicly subsidised start-up space and commercially available scale-up space. The LSBC has partnered with LB Lewisham and with Bow Arts (see Chapter 4) to use public assets such as Catford Old Town Hall and Deptford Lounge library for the 'Dek' co-working and enterprises initiatives – with GLA seed funding – as part of a 10-year local authority business strategy. (Research had indicated that 85 per cent of the local economy was dominated by small businesses, with many in the creative and digital media sectors.)

As a report commissioned by the Open Workspace Providers Network argued, 'many ... developers are unlikely to provide open workspaces without planning obligations or public-sector encouragement and promotion'.⁵³ Here LB Hackney has become one of the leaders by stipulating in planning policy that new commercial developments must contain 10 per cent affordable workspace; it has also drawn up a list of experienced workspace providers to encourage developers to open conversations with potential partners at early stages of development. One of the first completed



Above and below left Funded by the council, Gort Scott's Central Parade Creative Hub in Waltham Forest hosts 50 independent creative businesses and a co-working area
Below right Shared workspace at Alan Baxter Associates, Clerkenwell circa 2001 © Alan Baxter



examples under this new rule is the co-working space provided by The Brew in partnership with Mount Anvil at the Farrell-designed development The Eagle on City Road.

A recent NLA roundtable discussion hosted by London Councils brought together representatives from 13 local authorities to assess the practicalities and challenges of delivering affordable workspace, especially for start-ups at a time when rising prices are a major cause for concern.⁵⁴ Some boroughs follow the principle of affordable workspace constituting 50 per cent of market rate, but others prefer a variable rate. One solution discussed was to obtain space for an extended period at a peppercorn rent plus 50 per cent of the rent and rates – or indeed to take payments from developers and invest elsewhere in the borough – rather than try to fit affordable workspace into major schemes.

In order to create more mixed-use environments, opportunities presented by Housing Zones to encourage the use of ground-floor commercial or creative space can be vital in the provision of more workspace. Some local authorities are putting D1 ('non-residential institutions') uses on the base of each student accommodation scheme, so that voluntary sector organisations that are partly funded by the borough can be accommodated effectively. One attendee at the NLA discussion noted, however, that Section 106 clauses should be more consistent overall: 'It would really be a way forward to just have one robust system rather than going from borough to borough.' London Councils is now seeking to work with partners to create an online platform that London boroughs could access with information on workspace and shared resources on Section 106 agreements.

Along with the GLA and local authorities, Business Improvement Districts (BIDs) are also supporting economic diversity through the provision of open workspace. Since 2008 Camden Collective, the charitable arm of Camden Town Unlimited BID, has repurposed vacant and underused spaces in the borough for creative and hot-desking workspace as well as training in creative and digital skills to boost job opportunities especially for young people – average age 19 to 22 – centred on a collaborative ethos whereby everyone involved contributed two hours of time back to the community. Its success, as with so many other co-working spaces, has been due to its founders challenging existing preconceptions of what a workspace should be and what the limitations are.

3.4 WHAT IS THE ROLE OF THE EDUCATION SECTOR IN SPACE FOR NEW ENTERPRISE?

Locating workspace alongside or within educational institutions is now understood as one of the keys to driving innovation in the knowledge economy. Over the past decade new enterprise and innovation hubs embedded within some of London's leading universities have been established to provide a platform for emerging entrepreneurs especially in life sciences, engineering, medicine and ICT. They enable new businesses to benefit from the institutions' collaborative partnerships with the private sector and the expertise of leading scientists and academic researchers – as well as substantial investment funding streams targeting the commercialisation of research – in order to turn ideas into viable products and services. Among such spaces for collaboration are Imperial Innovations and UCL Idea London, the latter supporting new start-ups in Tech City.

The field of life sciences is one of the strongest with potential for exponential growth in the next few years. London forms part of the 'Golden Triangle' of Oxford, Cambridge and London, reportedly the strongest biosciences cluster in Europe. Research published in March 2016 into the demand for healthcare research and



Left Ground floor plan of RSH+P's PLACE/Ladywell in Lewisham, linking work, retail and community spaces © Meanwhile Space



Left The Central Research Laboratory in Hayes, part of U+I's Old Vinyl Factory development, provides workspace, mentoring, access to investors and technical expertise



Left Camden Collective provides free hot-desking space, subsidised offices and training academies in a previously run down hospital wing



Above The gallery in the foyer of Ace Hotel in Shoreditch has become popular with freelancers and workers, and helps create a vibrant environment for hotel visitors © Andrew Meredith



Above Royal Festival Hall populated with visitors and people at work © Aurelien Guichard
Left Hubblehq.com identifies space needs on a desk by desk or basis in London offices



development (R&D) space showed that demand is significantly outstripping supply, and that in the next 3-5 years London will need an additional minimum of 250,000 square feet of specialised laboratory/incubation space to help meet this demand.*

3.5 HOW ARE NEW FLEXIBLE ENVIRONMENTS BEYOND THE OFFICE SPACE EMERGING?

Spaces beyond the ‘workplace’ have always been spaces to do ‘work’ – Lloyd’s Coffee House, established in the City in the 1680s, was famously the precursor of the Lloyd’s of London insurance market, and a place where merchants and ship-owners gathered informally to do business and share news; the same might be said of (the male-dominated environments of) the Fleet Street pubs frequented by journalists and printers, and the gentlemen’s clubs of St James’s. However, spaces beyond the office are influencing the design of new workspaces: people in London today ‘are demanding more from their workplaces than perhaps ever before. They want communal spaces where they can mix and communicate – more like a coffee shop than a structured office environment’.⁵⁵ In turn, the ‘third spaces’ for work are gradually being reshaped to respond to the way in which we work throughout the city today – cafés, clubs and hotel lobbies are still places to meet, while parks and gardens, the foyers of cultural centres, and libraries can provide space for focused activity (the public spaces of the Royal Festival Hall and Barbican – and indeed The Building Centre itself – being prime examples of spaces populated by workers with laptops). Such spaces are especially popular with entrepreneurs as they are free to use or charged only at the price of food and drink. Cafés and workspaces for creatives in particular are blending into a single unified environment, seen for example in the Timberyard (TY) spaces in Seven Dials and Soho, whose motto is ‘tea, coffee, work and play ... Re-imagined’.

Boutique hotels such as the Ace Hotel in Shoreditch (the epicentre of London’s digital and tech sectors), as well as chains such as Mercure, are opening up and reconfiguring front of house areas with long communal tables at which guests and the public can both work, with refreshments and other facilities such as meeting rooms close at hand. (Conversely the ‘concierge’ concept is infiltrating office design as larger companies seek to replace receptionists’ desks with a more informal welcome space.)

The shared economy and web-based platforms enable workers and businesses alike to maximise underutilised or alternative spaces for working. Hubble helps companies identify space needs on a desk by desk basis in offices around London, while crowd-funded Spacehop provides a workplace equivalent of Airbnb by allowing start-ups and freelancers to book office space in homes around the capital. The Meanwhile Space company, established in 2009, allows brand new enterprises or people just testing out business ideas to find affordable incubator space, often in underused spaces such as railway arches. It makes use of the ‘meanwhile lease’ – originally designed by DCLG to encourage the temporary occupation of empty town centre retail space for small businesses that contribute to local vibrancy but cannot afford standard commercial rents. The use of such leases, which can minimise administrative and legal procedures for both landlords and occupiers, provide another route by which start-ups are able to make use of unconventional spaces in order to become established.

As noted in NLA’s *Public London* insight study⁵⁶, measuring the actual value of such ‘third spaces’ – and especially public realm such as squares, streets and parks – to the wider London economy, beyond the revenue and profit generated by individual businesses such as cafés and restaurants, is still an area that demands further research. Much of the economic value of public realm has been so far determined by consideration of how high-quality public space can be linked to an uplift in rental or sale

value of neighbouring properties. Long-term studies that track how an area is perceived by both businesses and residents over time will be an area of potentially fruitful research and understanding in this area.

VIEWPOINT: CO-WORKING AND OCCUPIER DENSITIES

John Robertson Architects’ workplace experience spans more than 23 years, during which we have seen how office space in the heart of London has changed. Over the last two years we have played our own part in the rise of the co-working typology for offices, with projects such as WeWork Spitalfields.

Co-working spaces have become desirable because they offer flexibility of tenure, with space that can be shrunk or expanded on a month’s notice, and where one payment covers rent, rates, service charge and utilities. Fit out costs for occupiers are minimal with furniture and facilities already provided.

Most importantly, they meet the need for the diverse businesses of what is broadly described as the startup, tech or creative sector to be part of a community. We now talk about 'clusters' and 'ecosystems' of companies, drawn to specific locations for the benefits of social interaction and professional collaboration.

The irony of co-working is that companies that mostly find their business niche in exploiting the opportunities and intricacies of communications networks and new media value face-to-face contact so highly. It is reassuring for those of us who were told 20 years ago that the internet would lead to the disappearance of the workplace to see the opposite happen.

The challenge for office developers is the density required to make this business model work. While British Council for Offices (BCO) research shows that the average density in the UK is around 11sqm per workstation, most new buildings are designed to 8sqm per workstation. The co-working model can see this fall to 4.5sqm per workstation.

The co-working typology has challenged us to reconsider what is important in an office. Increasingly we find the answer lies in creating a form of social infrastructure alongside the obligatory excellent wi-fi and great coffee. Planning offices with robust infrastructure that is able to cope with higher densities overcomes the servicing and technical requirements for a new generation of co-working occupiers – handled in the right way, buzzing hives of activity can be created where you may just meet your next vital collaborators.

Festus Moffat
Director, John Robertson Architects



Left Worker at the Brompton bike factory in West London
© Grant Smith

4. THE MANUFACTURING ECONOMY

‘A good city has industry, as part of its rich mix. A fully diverse economy can be compatible with large scale development of housing’

Professor Mark Brearley, The Cass

Cities are the engines of innovation, creativity and enterprise, and London has a long, proud and varied tradition of making, manufacture and industry, with the brand of ‘Made in London’ synonymous around the world with high-quality products. Making, manufacturing and light industrial uses are a fundamental cog in the engine of London’s economy and liveability, bringing vitality to local areas and delivering the goods and services so essential to keep the capital functioning on a daily basis. London’s economy is served by a vital and diverse infrastructure that comprises often hidden larger-scale industries such as food processing, bicycle manufacture, printing, builders’ yards and vehicle repairs, to name just a tiny selection. In recent decades there has also been, on a smaller scale, a resurgence of enthusiasm for making, crafting, locally sourced goods, and a celebration of provenance and the bespoke. This is seen in the rise of the makerspace: open access workshops on the co-working and shared workspace model, housing start-ups and independent practitioners. At the same time new processes such as additive manufacture (3D printing) are transforming the way in which goods are made, harnessing cutting-edge technology to make manufacture quieter, cleaner and – gradually – cheaper.

However, London’s industrial land and spaces are increasingly under threat from the demand for new housing, which can generate much higher returns. About 50 per cent of industrial stock in central London has disappeared since 2001, and overall, industrial land is being released at three times the expected rate.⁵⁷ The key questions are therefore to establish how land and spaces for making, manufacture and industry can be protected, especially as they often provide affordable space for other businesses too.

4.1 WHAT ARE LONDON’S HISTORICAL PATTERNS OF INDUSTRY?

Over the centuries, the organic growth and agglomeration of London’s industries have played a major role in shaping the distinct characters of its different districts and neighbourhoods. From the early medieval period onwards, the City of London was home to unplanned clusters of local crafts and trades, as tanners, candlemakers, saddlers, bakers, shoemakers, and tailors, among hundreds of others, lived in or near their places of work; their history is echoed in the surviving street names such as Wood Street, Ironmonger Lane and Threadneedle Street. Heavy industry such as milling and dyeing, as well shipbuilding and its ancillary trades, populated the banks of the Thames. From the 16th century onwards, other distinctive quarters beyond the City emerged where craftsmen of different trades gathered as London became renowned for the manufacture of high-quality goods: these included silkweaving in Spitalfields, porcelain production in Bow, cabinet making in Covent Garden, and bellfounding in Whitechapel (the last is still home to Britain’s oldest manufacturing company, founded in 1570).

Later, less salubrious (but equally important) industries grew up in the East End – distilling, sugar refining, brickmaking, grease, glue, paint and tallowmaking, and brewing, for example. The thriving nature of London’s trades and industries had a major impact

on the city’s urban development as a successful craftsman might own property worth several hundreds of pounds. It was worthy of note too: ‘the sight of a great London brewhouse exhibits a magnificence unspeakable’, marvelled the 18th-century antiquarian Thomas Pennant. In the early 20th century specialist central clusters began to be replaced by decentralisation, as technological change, mass production, the cost of space, expansion of housing and arterial road building created the perfect location for scores of factories in the outer suburbs, for example the Golden Mile (home to Firestone tyres, Gillette and Hoover) along the Great West Road. The same period saw the rise of the industrial estate with factories for sale or lease, but – despite the creation of a ‘silicon valley’ along the M4 western corridor – manufacturing jobs halved from 1973 to 1983 as London’s industries faced severe competition from global mass production.

4.2 WHAT ARE THE CHALLENGES FOR LONDON’S INDUSTRIAL LANDS AND SPACES?

Despite decades of decline, London’s industrial economy did not in fact disappear altogether – in 2016, 11 per cent of all jobs in the capital (and 16 per cent outside the centre) were in industrial sectors. ‘The majority of businesses occupying industrial premises are critical to keeping our city functioning at a very basic level’, argues a recent manifesto.⁵⁸ A wide and intricate ecosystem of manufacturing, logistics and distribution, artisanship and making is interwoven among other uses, and found in variety of locations in central and inner London – 22 per cent of SMEs are in industrial areas and around high streets, underpinning the vitality of local economies at a neighbourhood level by providing vital services, utilities and goods in a complex set of supply chains.

Research in 2015 into the supply of industrial land, however, showed that although there were 6,950 hectares of industrial land in the capital, about another 500 hectares has been lost to housing in the last five years, and more will also be lost owing to projects in the pipeline. Only about half of industrial land currently has strategic planning designation, and one third of this total is home to 50 per cent of London’s industrial employment.⁵⁹ More than a third of smaller industrial sites, however, so vital for start-ups and SMEs, are undesignated. However, while supply of industrial land and workspace has reached a critical point at which it will have a decisive negative impact on industry, the number of workers in industry has apparently increased, so it may be that the space available is being used more intensively. A forthcoming GLA study of demand for industrial land, complementing the existing one on supply, may shed further light on this apparent anomaly.

The supply of industrial land, often regarded as dirty and inaccessible, faces two main challenges, especially as vacancy rates have decreased to 8 per cent, and are nearing unsustainable levels of 5 per cent. The first is from permitted development rights, which have been extended to allow the change of use from light industrial to housing, up to a maximum floorspace of 500 square metres, from 1 October 2017.⁶⁰ Similarly, as Lev Kerimol of the GLA explains, industrial land is regarded as lower in value as it is often anonymous or hidden, and since housing ‘can generate so much more cash for landowners’.⁶¹ The pressure is exacerbated on local planning authorities who are required to meet targets for new housing. There is now a growing grassroots movement, led by organisations such as Just Space Economy and Planning, CASS Cities and the East End Trades Guild, to highlight the value of London’s industrial spaces, especially in terms of their affordability and contribution to the resilience of local economies. They advocate better documentation to remove the disjunction between what industrial activity actually takes place at a local level and what planners and developers perceive as industrial land and uses; they also argue for stronger London-wide strategy and leadership to protect existing sites and an end to permitted development rights.

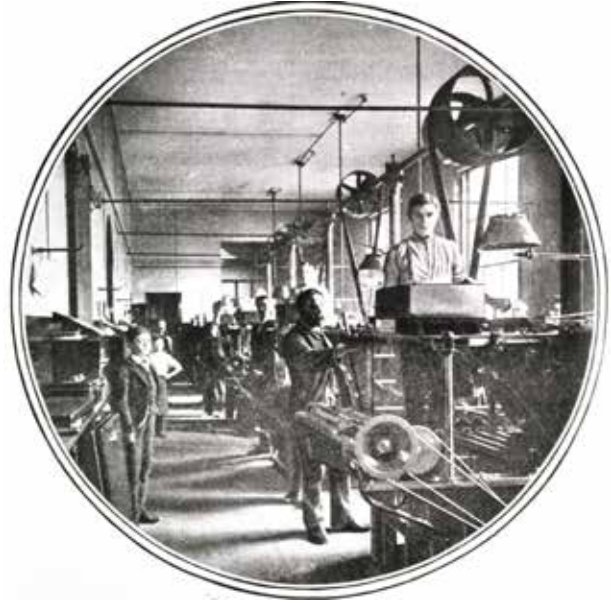
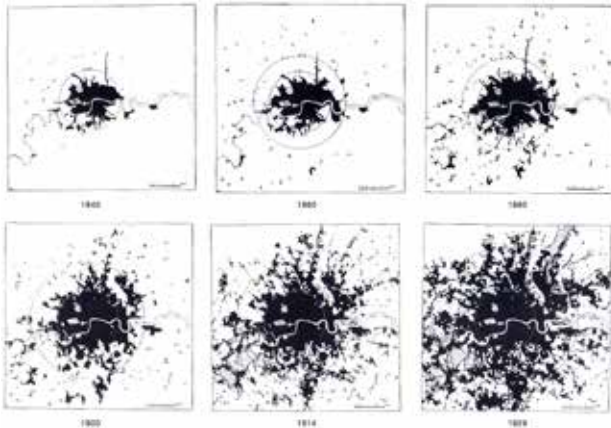
4.3 HOW ARE LIGHT-INDUSTRIAL SPACES EVOLVING?

London’s large-scale industrial estates and spaces – often in the outer boroughs – form a core part of London’s infrastructure, urban logistics and supply chain through providing space for large-scale manufacturing, assembling, developing, packaging, and moving products to business or consumer. In west London, Park Royal is Europe’s leading industrial and commercial estate comprising more than 2,000 businesses, from global corporations such as Kodak to SMEs and over 40,000 jobs; in an ideal location giving access to international customers via Heathrow, as well as the major transport links from London to the rest of the UK, it is a thriving centre for the food and beverage industry in particular. One notable feature here is the provision of kitchens on flexible licences or leases intended to cater for small food industry businesses, much in the same way that co-working spaces are serving the changing needs of other sectors. A Food Innovation Centre – along the lines of an incubator – was established in Park Royal in 2009 to provide support to food and beverage SMEs in product development, marketing, and sustainable operations to reduce carbon footprint.⁶²

Large-scale industrial is now especially driven by servicing and logistics and the need to reach the customer as quickly as possible. Location is all important, as easy access for efficient and cost-effective delivery in and out of the capital is vital, especially with both ‘on demand’ production and delivery. Greater demand for, and sophistication of, online retailing means that people can now ask for products to be delivered in ever shorter timescales – Amazon now advertises one-hour delivery in selected areas for thousands of products online – and so many businesses want and need to be nearer the centre to guarantee this level of customer service. Competition from online retail and the popularity of independent shops may result in the reconfiguration of anonymous ‘big box’ retailing and so it is possible that space in out-of-town retail parks may be opened up to new uses.

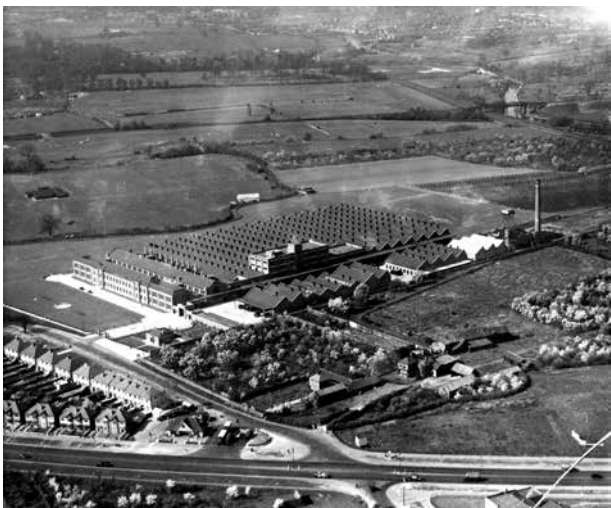
Whilst a terrace of industrial units may look similar they can be home to incredibly diverse range of businesses representing a breadth of sectors from manufacturing to R&D and urban logistics to studio space. It’s not just ‘people moving boxes’, as Neil Impiazzi of SEGRO, one of the UK’s leading owners, managers and developers of modern warehouses and light industrial property, explains. However, these light industrial units are also gradually being pushed out to the very outskirts of London – and relocating along main arterial routes such as the M25, M4, and A13 – as other uses compete for ever-decreasing space and brownfield land gets redeveloped for housing. Some have argued that it is precisely because such buildings are not design-led that they are often considered easily moveable or disposable (see Chapter 6).

In the light industrial sector volume, efficient processing and access are all important, especially for large-scale distribution and storage arms of retail companies such as John Lewis and Ocado. The form of the building is much less significant than what goes on within it. Functionality is critical – though design is also important for large corporates where consistency of layout and appearance and well-managed landscape is part of a coherent branding strategy. Ease height, cubic capacity (rather than floorspace), secure yards and capacity to expand are all key features that companies look for in industrial spaces, as well as a minimal ‘plug-and-play’ fit-out and built-in elements for security and access such as roller shutters. Management and provision of events and other services are less of a priority in industrial land uses, as occupiers can be extremely diverse, and the emphasis is usually on production and distribution rather than the collaboration and sharing of ideas found at smaller scale makerspaces and co-working spaces. However, owners and asset managers are now recognising the essential support that dedicated on-site representatives (the equivalent of co-working community managers) and business skills programmes can offer to help start-ups grow. SEGRO is starting to provide separate facilities for meetings and events at its out of town locations and at Havering and Rainham.

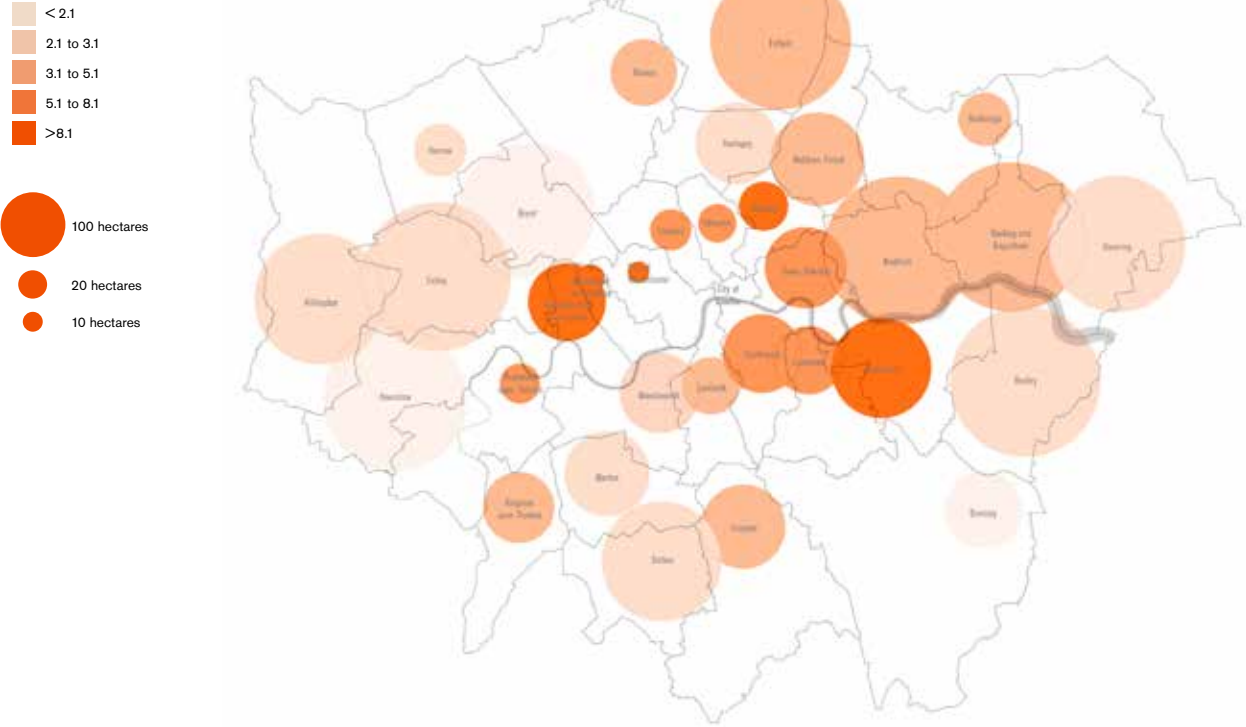


Top left Railways were a key way of delivering goods to support the growing city in the 19th century, alongside London's thriving docks
Top right Yarrow and Headley's Shipbuilding Works in Tower Hamlets, 1870s © London Metropolitan Archives
Above left St Katherine Docks, prior to their redevelopment in the 1970s after struggling to accommodate large modern ships
Above right Thames deliveries, 1950s
Below London Bridge station and Hays Wharf as seen from above, 1960s

Left Worker insulating coils at Central Repair Depot, Greenwich, 1932 © London Metropolitan Archives
Below left Regent Street in 1910
Bottom left Rapid growth of 19th century London, with decentralisation into the suburbs
Above right Printing department within the Bank of England, located at Threadneedle Street in the heart of the Square Mile, 1890 © London Metropolitan Archives
Below right Aerial view of MacFarlane Lang Co Ltd biscuit factory in Hounslow © Hounslow Library Local Studies Service



Differential between residential and industrial land values

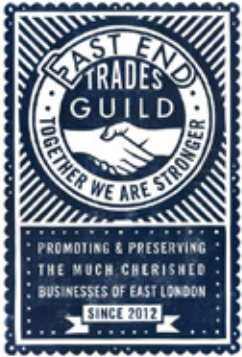


Above Stonemason © Grant Smith
Above right Pavillion Bakery in Broadway Market © Grant Smith
Below Worker at Redemption Brewery in Tottenham



Above Central London in particular is subject to an eight-fold increase in the value of residential land relative to industrial land, causing the supply levels to decline © London Industrial Land Supply and Economy Study 2015 by We Made That
Left Aerial view of Park Royal's warehouses
Below left Wildes Cheese in Tottenham © Grant Smith

Below The East End Trades Guild supports a tight knit community of traders and acts as an advocate for their interests





Above House of Sverre
smokehouse near Finsbury Park
© Grant Smith
Left Grimshaw's Financial Times
Printworks in Docklands © Jo
Reid & John Peck

4.4 WHAT ARE THE REQUIREMENTS FOR MAKERS, MAKERSPACES AND ARTISTS' STUDIOS?

The past decade has seen the rise of the 'maker movement': a deliberate return to making and fixing things as a hobby, parallel career or new profession. This social and cultural (as well as economic) trend is the result of various factors: disillusionment and disengagement with the pace of technological change, job insecurity, desire for a better work/life balance, the massive move towards self-employment and flexible working, and frugality being the result of necessity in hard economic times. As one writer-maker has explained, 'Many people are trying to recover a field of vision that is basically human in scale ...'.⁶³ This fascination with the material rather than the virtual is not just about craft, but all types of 'fabrication' – supported by new inventions such as 3D printing.

Mark Brearley has counted more than 2,000 makers across London to date, while in 2016 Liz Corbin of UCL's Institute of Making is conducting an 'urban biodiversity manufacturing survey' to map the extraordinary diversity and variety of London's makers, both large and small, so this ongoing research will ultimately provide a more complete picture. Luxury trades and niche production, especially (but not entirely) in clothing and food – everything from the traditional tailoring of Savile Row to cheese-making, craft brewing, bread-making and to umbrella manufacturers and ballet shoe-makers – are being rediscovered; older companies are experiencing a revival of interest while new makers are emerging right across London. Liz Corbin's research has already ascertained there is a distinctive ethos of 'we manufacture to learn' among emerging makers who are often in the 20–35 age group, working in a way that is highly autonomous, minimising risks and financial overheads, and preferring to 'stay small' and local rather than to scale up. (As she observes, in many instances, open workshops stand as the last refuge for emerging practitioners and this type of learning-through-making, connecting them to real-world scenarios and enabling them to grow their expertise and skill through access to communities of professionals and affordable access to tools and resources). Simultaneously industry is becoming decentralised, as new technologies allow greater customisation of batch production and small workshops take on individual parts of a production process. This means that there is high demand for smaller spaces but also ones that allow direct access to and collaboration with other makers and industries.

Solutions are being provided by co-location within educational and cultural institutions – including the Institute of Making at UCL and Makerversity at Somerset House – and the emerging making campuses on a much larger scale, such as Here East (see Chapter 5) and Building Bloqs. The biggest issue for makers alongside affordable space is the cost of materials and equipment – whether these are for traditional trades using hand tools such as saws, drills, hammers and cutters for wood- or metal-working or for digital fabrication and rapid prototyping, which requires laser cutters, 3D printers and scanners, milling machines and CNC machines. New fully equipped spaces have therefore been established with public or grant funding to enable access for individual makers, hobbyists and start-ups. These include the Blackhorse Workshop in Walthamstow, with seed funding from the GLA but now self-financing through a flexible model for bench and space rental, and Fab Lab London, a 4,000-person making space, skills development centre and business accelerator partly funded by the Mercers' Company. The latter's location right in Frederick's Place right in the heart of EC2 is a clear demonstration that digital making can take place right at the heart of the city. (Fab Labs, or 'fabrication laboratories', are spaces offering shared technical prototyping facilities for inventors and entrepreneurs and now comprise a global network across 30 countries.)⁶⁴

Individual makers – including artists – often have portfolio careers or pursue their creative activity during the evenings or weekends; makerspaces (collaborative



Above UCL's Institute of Making, a space that encourages multi-disciplinary making

Above right Blackhorse Workshop in Waltham Forest provides convenient access to workshop facilities alongside skills and training opportunities
© Jim Stephenson

Middle Improved legibility at Blackhorse Lane by We Made That © Jakob Spriestersbach



Left and bottom

Here East, designed by Hawkins\Brown, will provide a base for creative and scientific making as well as a series of academic facilities for universities



workspaces – often non-profit – offering facilities with high or low-tech tools and machines for making and learning) and artists' studios can therefore activate underused spaces. They often need yards, courtyards and external space for making, testing and prototyping, and for goods access, and – by spilling out on to the public realm – their visibility within the local area is increased. Similarly, artists' studios and workshops can support a more active public realm by being located on the ground floor of residential and commercial developments. Makerspaces and studios can therefore play a vital role in supporting culture-led regeneration. Bow Arts, one of London's first charitable social enterprises in the established in east London in the 1990s, pioneered a model that provides studios and live/work space for artists and makers (now across 12 sites at 99 per cent capacity), offered under license, combined with community engagement and educational activities financed by rental income from tenants. In this way, explains founder Marcel Baettig, the artist is at the centre: they have flexibility for their style of working and living but also interaction with the wider community that supports local cultural and economic vitality.

4.5 HOW CAN WE PROTECT SPACES FOR MAKING, MANUFACTURING AND INDUSTRY?

Many suggestions are being put forward to protect these uses: principally affordable workspace provisions in planning policies (as for other commercial spaces; see Chapter 3); a reversal of the recent permitted development rights legislation allowing the transformation of light industrial to housing; tighter definitions and clarity as to what constitutes all the different types of 'industrial uses' – as use classes do not specifically cover digital manufacture, for example – and a continued mapping of and research into making to highlight the value that they bring to diversifying London's economy – ever more important for resilience given the current anxieties about the future economy.

The last two steps are as important to help to convince local residents as well as planners of the value of industrial space. There is a widespread perception that industrial use can equate to high noise levels and thus regular opposition to placing housing next to workshops and factories. There are in fact many such uses – including food production, many artisan crafts, packaging for distribution, and new apparatus such as 3D printing – that have much reduced noise levels and are suitable for location in residential areas. Design and layout also play their part through the provision of separate entrances for different uses and single-aspect buildings with buffer zones. One other, lesser-known measure that local authorities can put in place is a 'deed of easement' that protects uses against any future objections to noise (this was successfully implemented in 2014 in respect of the planning objections to the continued use of the Ministry of Sound as a nightclub).⁶⁵

Futureproofing industrial land as part of redevelopment, and incorporating such uses within new build through early-stage discussions between space providers, housebuilders, local authorities and developers, will be a critical factor in delivering new affordable workspaces – SEGRO, for example, is working as development partner with Barratt London on the urban logistics and industrial space in the £3.5 billion redevelopment of Meridian Water in Enfield, projected to create 16,000 jobs and 10,000 homes. Equally important, however, will be new building, retrofit and management typologies that integrate different uses along with public realm to increase permeability and to make manufacture and production more immediately visible throughout the city. These will be explored further in Chapter 6.

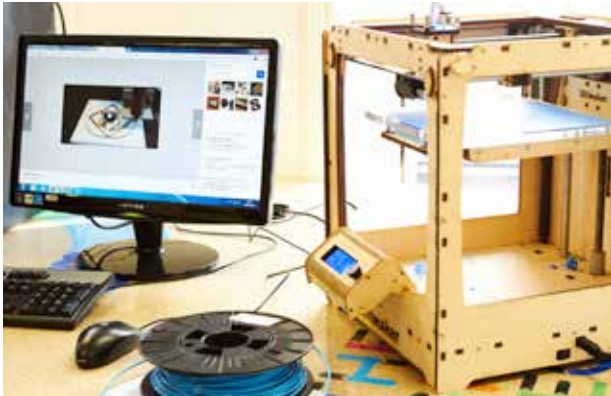


Left and middle left

Fab Lab London has created a purpose built digital fabrication and rapid prototyping workspace, right in the heart of the Square Mile

Middle right and bottom

Meridian Works in Enfield will establish an ecosystem that incubates and promotes creative businesses in an area seeing vast regeneration



**VIEWPOINT:
LONDON'S INDUSTRIAL BACKBONE**

With land availability constrained owing to London's population boom and the demand for housing, and little appetite to extend London's boundaries, making efficient use of previously developed land is the preferred approach by policymakers. The GLA planning strategy has recently sought to release some of London's industrial land for housing, particularly in designated Opportunity Areas and around transport nodes. But the rate of release is a cause for concern. In the last five years over 525 hectares of industrial land has been released for other uses, in contrast to the GLA's recommendation of only approximately 180 hectares over the same period.

Industrial development is vital for London's economy. For years Park Royal was known as 'London's bread basket' for the quantity of food made there and consumed by Londoners. Today, it continues to play a crucial role in the food and beverage industry supplying London's shops, restaurants, hotels and residents. For many businesses it is an ideal location to fulfil their 'last mile delivery', satisfying time-sensitive demands of customers. The rise of e-commerce and the changing buying habits of an ever-growing population will continue to fuel this demand.

Retaining industrial sites in the right locations to provide modern warehouse and urban logistics space is crucially important to keep London functioning as a world city. Restricting industrial land risks constraining the capital's supply chain, which will hamper economic growth and productivity. A London-wide review of Strategic Industrial Land is essential to ensure that there is ample supply in the right locations to support the future growth of London. It is not just about the quantum of space, but the location and and quality. A more innovative approach to delivering homes and jobs also needs to be encouraged. Barratt London and SEGRO's plans for a mixed-use scheme at the former Nestlé site in Hayes is a good example of the innovative approach that is responding to this challenge.

It is time for policymakers and the industrial real estate industry to work closer together. London's future success depends on it.

Neil Impiazzi
Partnerships Development Manager, SEGRO



5. LONDON'S WORKING DISTRICTS

‘How to ... resolve those tensions to delivery of jobs [alongside that of] homes is better understood by understanding the city as a whole rather than a kit of parts.’⁶⁶

Colin Wilson, Strategic Planning Manager, Greater London Authority

The distinct shifts that are taking place in London's economic landscape are now ever more reflected in its physical geography, as the traditional boundaries between different sectors of work break down and the homogeneity of what were once well-defined commercial districts – traditionally the City and West End, and latterly also Canary Wharf – similarly becomes fragmented. The need and demand for commercial and industrial workspace are greater than ever but the pressure on infrastructure and, most especially, the demand for housing are limiting factors on London's growth and expansion (as is the Green Belt). At the same time the digital and physical workplaces are merging, while changes to planning regulations have allowed conversion of office space to residential, further reducing the amount of commercial space available. Freshfields, Deutsche Bank and Allen & Overy are among the major firms that have already moved parts of their offices to other cities in the UK such as Bristol and Manchester in order to reduce costs and headcount. It is not just 'back office' functions that are moving, as one estimate by Karl Frey of the Oxford Martin Programme on Technology and Employment suggests that 40 per cent of middle office functions could move out of London in the next 5 to 10 years.⁶⁷

Central London is experiencing a 'push/pull' movement as rental costs are becoming prohibitive for many businesses, yet being centrally located and near cultural and leisure amenities can give businesses a competitive advantage, especially in terms of attracting highly skilled staff, and vacancy rates in the first half of 2016 were reportedly the lowest ever. What is apparent is that new developments outside the centre, across both east and west London, will need to integrate commercial and industrial space alongside residential and other uses in order to successfully respond to changing working patterns and lifestyles.

5.1 WHICH FACTORS ARE SHAPING OUR WORKING DISTRICTS?

At a fundamental level, economics and policy remain the major forces that shape where we work in London. London's growth may turn out to be slower than anticipated in the wake of Brexit – although the International Monetary Fund predicted in July 2016 that in 2017 the UK's economy would still be growing at the same rate as that of Germany and France, at 1.7 per cent per year.⁶⁸ Undoubtedly, as London will remain one of the world's major cities, its economy will continue to grow, even if the figure of an additional 300,000 jobs over the next 10 years may have to be revised. London's 'strategic lead' over other European cities, would, it has been argued, 'take considerable time to erode given its relative size, infrastructure and ease of doing business relative to other areas of Europe and the world'.⁶⁹

As Gerard Grech, CEO of Tech City UK, argued just after the referendum decision, 'we've laid the seeds for a new generation of digitally skilled workers who view entrepreneurship as a badge of honour. Theirs is the kind of forward-thinking approach that future-proofs our economy'.⁷⁰ On the other hand, sustaining economic growth and a buoyant jobs market despite political changes will mean that businesses will continue to face the challenge of finding appropriate space in the face of low levels

Left Roof terrace at Alphabeta

of supply and rising property costs – the latter being perhaps the two most important factors in determining where businesses locate and therefore how the cityscape is being transformed by economic change. A Cushman & Wakefield review of the central London property market in the first quarter of 2016 showed that average rental growth had reached 10 per cent across central London in the past year, with rents in the City at £70 per square foot and in the West End at £125 per square foot.⁷¹ In terms of supply, vacancy rates have plummeted and just under half (43 per cent) of the commercial space under construction (15.2 million square feet) has already been let, further squeezing the availability of space for both new enterprises and businesses that are expanding. To quote just one example within the built environment sector, in 2015 architectural practice Squire and Partners acquired a site in Brixton for a new office for the company of 250 staff, which has outgrown its King's Cross premises.

It is no surprise, therefore, that strong growth in terms of commercial lettings is seen in what were once ‘fringe’ areas but are now part of the core emerging markets around the City: Aldgate, Whitechapel, Clerkenwell and Shoreditch; rents in east London increased by an average of 18 per cent over the year to March 2016.⁷² As rents continue to rise, businesses, especially SMEs, are forced to seek less expensive space in less central locations: 41 per cent of London SMEs surveyed by the Federation of Small Businesses said the cost of rates and rents has had a negative impact on their businesses, with regard to relocation, investment in the business, and staff retention and pay.⁷³

Alongside cost considerations, planning conditions are affecting the shape and distribution of commercial and industrial space across Greater London. Although the Central Activities Zone and Canary Wharf are exempt, other boroughs, and especially local town centres, have been adversely affected by the introduction of permitted development rights (PDR) for office to residential conversions. This was brought into effect on a temporary basis in May 2013 but made permanent in 2016; only a ‘prior approval’ application (rather than full planning permission) is required. The substantial difference between the value of office and residential property in many parts of the capital – residential is estimated to be anything between 30 per cent to 70 per cent higher⁷⁴ – has led to the loss of nearly 1.5 million square metres of total office floorspace over the last three years, and a consequent increase in rents as commercial accommodation has become scarcer. The worst affected borough has been that of Richmond, which has lost around 57,000 square metres of office space, estimated to displace more than 3,000 jobs.⁷⁵

5.2 HOW ARE TRADITIONAL COMMERCIAL DISTRICTS CHANGING?

Despite the pressures on workspace, the urban core still plays an essential role in supporting London's economy, as 51 per cent of highly skilled jobs – managerial and professional occupations – in Greater London are within the central zone.⁷⁶ The traditional engine of London's economic growth has been the City of London, estimated to generate £45 billion annually in economic output. Over centuries of activity, the City has become one of the archetypal global centres of the finance and banking industries. Leading companies in this sector have clustered there, partly in response to a stable political and regulatory framework and its advantageous location in the central time zone between the Americas and Asia. Much of its success in recent times was due to the deregulation of financial markets (the ‘Big Bang’) in the 1980s and the subsequent spate of financial mergers and acquisitions allowing large financial institutions – served by a new type of office with large floorplates for trading, typified by the Broadgate development – to expand.⁷⁷

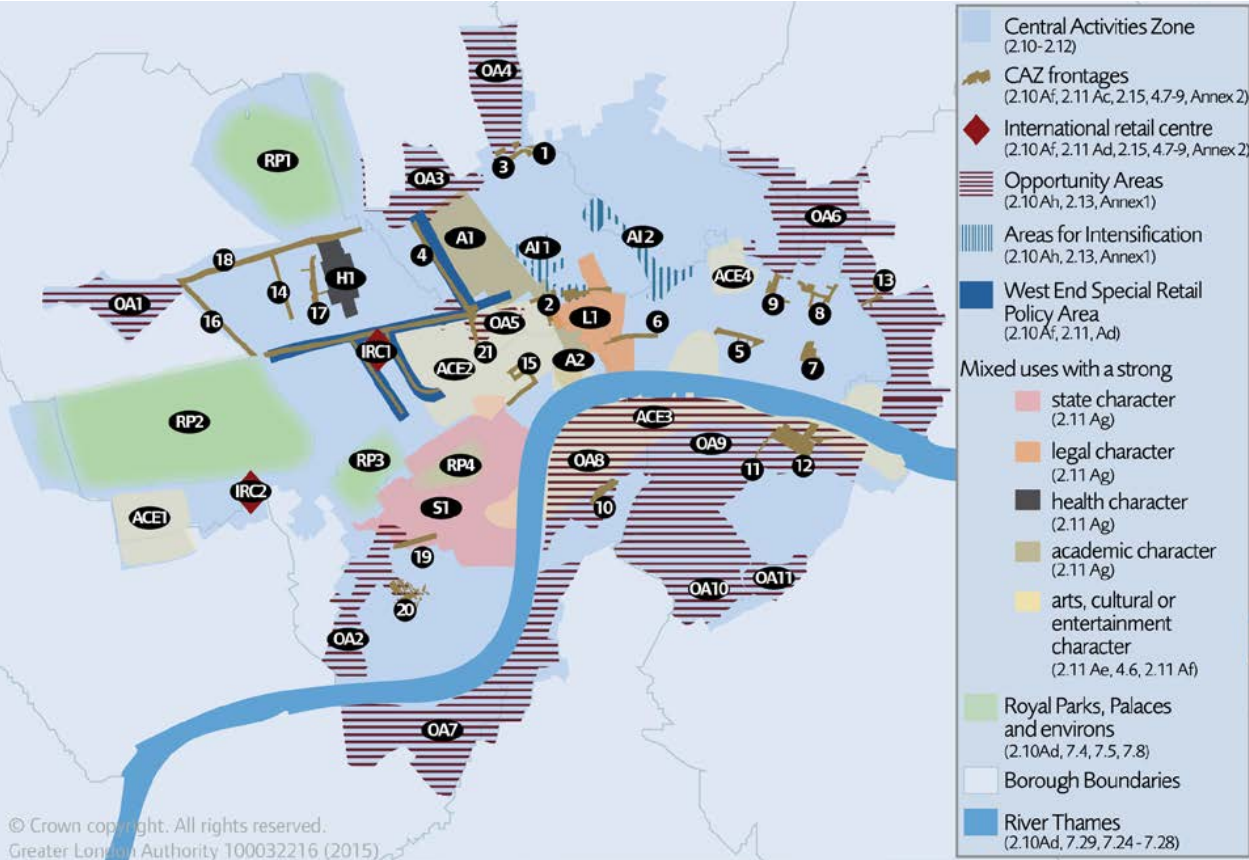
Later, Canary Wharf, as a purpose-built commercial area with iconic towers such as One Canada Square, became London's second financial district and has gradually become an established part of London's landscape, with more than 100,000 people working on the estate. (In property terms, Canary Wharf is often described as a ‘submarket’ because of its location but it is widely perceived as an established commercial district.) With the ‘return to the city centre’, as businesses trade space for cultural/leisure amenities and transport links – which will be strengthened with the Elizabeth Line (Crossrail) linking Canary Wharf and Stratford with the West End – these key business districts (as well as the West End) have remained much in demand, as is evidenced above by the rapid recent increases in property rentals.

Nevertheless, new economic activity, principally the emergence of the tech and media sectors, has disrupted the previously homogeneous form of these areas, not only the shape of the local economy but also the nature of commercial space in particular. Over the past decade more and more tech start-ups have gathered organically to the north of the City in Shoreditch, Old Street and Hoxton owing to (then) cheaper rents, an environment bolstered by creative activity, accessibility and proximity to potential clients and investors nearby in the Square Mile. In 2008 it was estimated that the Tech City cluster comprised 15 companies, but now there are more than 1,000 – though concerns are being raised about rising rents as the popularity and visibility of the area increases.

As the TMT (technology, media and telecommunications) sector has grown, it has become increasingly important to the City, and has become the fourth largest employer, with 34,800 jobs forecast by 2023.⁷⁸ There is an increasingly diverse and interdependent ecology of businesses, as seen in the rapidly growing ‘FinTech’ sector in which companies develop and apply new technologies for the financial industries. A similar pattern has developed, and indeed has been encouraged, at Canary Wharf, as the traditional larger office is giving way to a broader hierarchy of smaller and more flexible spaces for tech SMEs that can be adapted easily for new uses. The ‘new district’ at Canary Wharf, formerly known as Wood Wharf, has been designed specifically to provide this diversity of spaces for the tech sector as part of a large-scale, 22-acre residential-led, mixed-use, waterside development. Conversely, however, as the West End remains a magnet for more established media tech businesses such as Facebook, its economy is also becoming more diverse, but in a different way. The proportion of businesses reportedly relocating from the City and east London rose 10 per cent in one year (2014–15), a westward shift (against the established tide going the other way) driven by banking and financial occupiers looking for high-profile buildings near to their clients.⁷⁹

5.3 WHERE AND HOW ARE NEW COMMERCIAL DISTRICTS EMERGING?

As businesses across all sectors seek appropriate and affordable space, new clusters and districts are both emerging organically, and being planned, designed and developed, in response to demand for new ways of living and working. Within inner London, property market analysis shows that what were once traditionally secondary or ‘fringe’ areas are seeing the greatest growth in the demand for space: among them Southbank (which reportedly has only a 1 per cent vacancy rate⁸⁰ and is attracting new businesses drawn by the area's long history of cultural heritage and activity); King's Cross; Paddington; Vauxhall; Waterloo; Hammersmith; Earls Court; and Battersea and Nine Elms – with the redevelopment of the iconic Battersea Power Station as a key focus for the area – all predicted to become significant districts for business in the next decade as key developments are completed.



- OA - Opportunity Areas**

 - OA1 - Paddington
 - OA2 - Victoria
 - OA3 - Euston
 - OA4 - Kings Cross/ St Pancras
 - OA5 - Tottenham Court Road
 - OA6 - City Fringe/ Tech City (part)
 - OA7 - Vauxhall, Nine Elms, Battersea (part)
 - OA8 - Waterloo
 - OA9 - London Bridge, Borough & Bankside
 - OA10 - Elephant & Castle
 - OA11 - Old Kent Road (part)

AI - Intensification Areas

 - AI1 - Holborn
 - AI2 - Farringdon/ Smithfield

IRC - International Retail Centres

 - IRC1 - West End
 - IRC2 - Knightsbridge

State Character

 - S1 - Including Buckingham Palace, St. James's Palace, Palace of Westminster, Whitehall, other
- Legal Character**

 - L1 - Temple, Royal Courts of Justice, Inn of Court

Health Character

 - H1 - Harley Street

Academic Character

 - A1 - University College London/ University of London
 - A2 - University of London School of Economics and Political Science/ University of London King's College London

Arts, Culture or Entertainment Character

 - ACE1 - Royal Albert Hall/ Exhibition Road Museums
 - ACE2 - West End/ Soho/ Covent Garden
 - ACE3 - Southbank
 - ACE4 - Barbican

Royal Parks, Palaces and Environs

 - RP1 - Regent's Park
 - RP2 - Hyde Park/ Kensington Palace and Gardens
- CAZ Frontages**

 - 1 - Euston Road (part)
 - 2 - High Holborn/ Kingsway
 - 3 - Kings Cross/ St. Pancras
 - 4 - Tottenham Court Road (part)
 - 5 - Chapside
 - 6 - Fleet Street
 - 7 - Leadenhall Market
 - 8 - Liverpool Street
 - 9 - Moorgate
 - 10 - Lower Marsh/ The Cut
 - 11 - Borough High Street
 - 12 - London Bridge
 - 13 - Wentworth street
 - 14 - Baker Street
 - 15 - Covent Garden/ Strand
 - 16 - Edgware Road
 - 17 - Marylebone High Street
 - 18 - Marylebone Road
 - 19 - Victoria Street
 - 20 - Warwick way/ Tachbrook Street
 - 21 - Charing Cross Road (part)

Above London's Central Activity Zone – the established and protected areas of commerce

Bottom left The world famous City of London skyline, populated with office towers © Martin Pettitt

Bottom right Exchange House at Broadgate was modelled on US campus-inspired working neighbourhoods © SOM



The popularity of areas such as Shoreditch and Clerkenwell has, as is often argued, largely been driven by start-ups, especially in the creative and TMT sectors, moving in and forming clusters; now that smaller businesses are starting to become priced out, neighbouring areas such as Aldgate and Whitechapel are taking over this role, while, as noted above, traditional districts seek to offer more flexible space in core locations to try to retain cutting-edge industries and companies. In effect, the Central Activities Zone is rapidly expanding beyond its defined limits.

While some areas of the capital have been shaped organically by the clustering of business activity, others are successful not just because of (relatively) lower costs but also the flexibility for occupiers and the 'curated' mix of commercial, residential and retail uses that are characteristic of the managed estates in single ownership – including More London, Regent's Place, Paddington Central, Covent Garden, as well as Canary Wharf and King's Cross. These are not just office locations but destinations for living, working and leisure. It is this holistic approach to placemaking, at both a local and a citywide level, that is now regarded as critically important in attracting and retaining business, as well as potential residents who want to live and work in the same area. An observation in a recent report into the future of the City of London could apply equally to the rest of London: 'The role of ... planners is potentially shifting from defining and driving policy and providing traditional infrastructure, to a more integrated and engaged portfolio management role where the focus will be on developing and managing compelling experiences'. Similarly, it advises, 'developers should consider a greater focus on creating places rather than isolated buildings'.⁸¹ This applies as much to outer London, where town centres are rapidly expanding areas of new employment, as to the centre.

The inclusion and management of industrial and logistical uses, alongside commercial and residential uses and supported by robust infrastructure, is, however, essential to support this growth. The Mayor's 'City in the East' and 'City in the West' plans seek to respond to this by promoting the development of these areas at a macro-scale to ensure that they remain integrated parts of the capital. These include major developments in Opportunity Areas such as Silvertown Quays, Canada Water, the Olympic Park, Greenwich Peninsula, Royal Docks and Beckton Riverside, and Meridian Water, among others, in the east – estimated to eventually support a total of 280,000 jobs (alongside 200,000 homes) – and Croydon, Kingston, Old Oak Park Royal, Cricklewood and White City – with another 310,000 jobs estimated – in the west. The success of new districts within these areas is already apparent, for example, in the relocation from central London of large organisations such as the Financial Conduct Authority (FCA) and Transport for London to Stratford International Quarter, where a combined total of 6,500 staff will eventually work.

5.4 WHAT ARE THE NEW DISTRICTS FOR INNOVATION AND KNOWLEDGE?

As innovation and collaboration have become the key driver of a successful economy, so they have become the underlying dynamic in a relatively new form of placemaking: the innovation district. Such districts seek to encourage the exchange and flow of ideas between innovation generators – education, science, technology and culture – through the clustering of anchor institutions, especially universities and research centres, alongside leading-edge start-ups, incubators and accelerators. This concept, originating in the USA, has responded to the way in which innovation has moved from isolated corporate campuses back to compact, accessible urban centres where proximity between knowledge-intensive activities and open collaboration can be supported through well-designed public realm and an integrated place-shaping approach. These



Above left Canary Wharf is set to see even greater development with the arrival of Crossrail in 2019

Above right Finsbury Square Gardens, between the City and the upcoming Tech City of the Old Street triangle, and home to the Alphabet building

Right The 'new district' at Canary Wharf will create a series of workplaces within a predominantly residential neighbourhood

Bottom left and right

Located next to King's Cross Station at the southern boundary of the King's Cross Central development, the new office district at Pancras Square is nearing completion



districts, emerging across continental Europe as well the USA, are 're-conceiving the link between economy shaping, placemaking and social networking.'⁸²

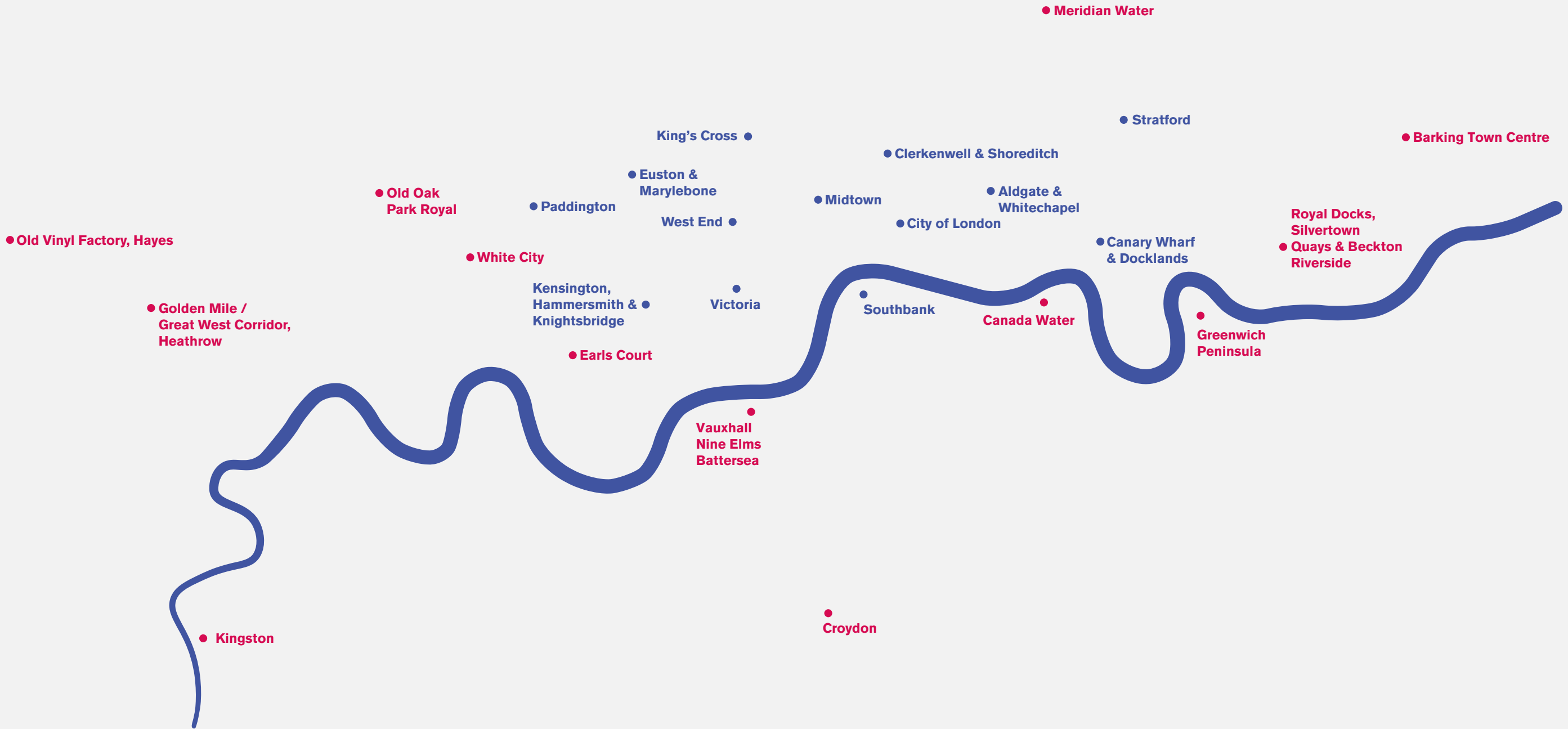
In London, the concept is still in its infancy though is being explored by Centre for London.⁸³ The principal London example of an innovation district is the Knowledge Quarter centred on King's Cross. Launched in 2014 and directed through a non-profit organisation, it brings together in a partnership consortium of 73 large and small academic, cultural, research, scientific and media organisations, many of them world-renowned, forming the biggest concentration of knowledge-based organisations in the world – including the British Library, the Francis Crick Institute, the University of the Arts and the Aga Khan University, representing more than 60,000 employees in total. Its aim is to support the creation of new knowledge through supporting both spontaneous and formal collaboration through live and digital means, reinforcing in effect activity that has taken place from the ground up over the centuries.

As Jodie Eastwood, the Knowledge Quarter project manager, observes, many of the partner organisations and companies are international but it is the 'hyperlocal' activity that is seen as critical, and that in effect the success of the innovation quarter – though supported by world-class public realm and Argent's placemaking approach to the development of King's Cross – is simply 'driven by people'. Other districts where educational and cultural institutions are clustering to support collaboration are the culture and education district on the Queen Elizabeth Olympic Park in the east and the new Imperial West campus. Croydon Tech City – the self-described 'Silicon Valley of South London' – and Kingston Innovation District represent the emergence of this new concept – whether organic or planned – in boroughs and town centres in outer London.

Manufacturing – especially digital – and creative work are regarded as a vital part of the knowledge-led economy, and innovation quarters focused on these activities are taking shape at Here East at the Queen Elizabeth Olympic Park and the Old Vinyl Factory at Hayes in the north west. Based in the repurposed Olympic Press and Broadcast Centre, Here East aims to support innovation and entrepreneurship through the provision of a hierarchy of diverse workspace to support a varied ecology of creative and tech businesses, including 251,000 square feet of Grade A office space alongside a mix of flexible co-working spaces and managed incubation services for start-ups, as well as artists' studios. The Old Vinyl Factory, centred on the art deco 1930s EMI factory buildings designed by Wallis, Gilbert & Partners, will include a shared hub for makers and entrepreneurs. In both Here East and Hayes, partnerships with leading research universities – Loughborough and Brunel, respectively – are regarded, as in other innovation districts, as vital in providing the research and new ideas that will support the emergence of new enterprise.

LONDON'S WORKING DISTRICTS

- Central London working districts
- Emerging working districts





Left Derwent London's The Brunel Building in Paddington will create a workplace for 3,000 people
Middle left British Land's Paddington Central campus provides a series of community events for the working community



Below Battersea Power Station will become home to Apple's first major campus in London when it completes in 2021, alongside nearly 10 million sq ft of new commercial space



Below The £3.5 billion redevelopment of Silvertown in the Royal Docks, by Fletcher Priest Architects for First Base, will create 5,000,000 sq ft of office space



Top left The regeneration of a 35-acre site at Royal Albert Dock by Farrells for ABP will create 20,000 jobs
Top right The first office building in Croydon's new Ruskin Square development, by shedkm for Stanhope and Schroders
Above left 3Space Croydon provides low risk, no commitment workspace for start-ups, as part of Croydon Tech City
Above right Meridian Works in Enfield



Right The Collective Old Oak in west London is the world's largest co-living building



Top Located in the Granary Building, Central St Martins has added a creative impetus into Argent's King's Cross Central development
Above left and right The Francis Crick Institute by HOK is another member of The Knowledge Quarter at King's Cross, creating Europe's leading biomedical science laboratory



Top Here East by Hawkins\Brown links the town of Stratford with the artist warehouses of Hackney Wick
Above The Old Vinyl Factory in Hayes by U+I will transform 17 acres, with art deco buildings and a shared hub for makers, inventors and entrepreneurs



6. HOW DO WE MAKE LONDON RESILIENT FOR THE FUTURE OF WORK?

‘Work has left the building’
 AECOM⁸⁴

Even with potential negative impacts of Brexit, it is almost certain that London, as a major world city, will continue to grow in the coming decades. The pace of technological and social change will undoubtedly be even faster than it has been: at the turn of the millennium, Ray Kurzweil, Futurist and Chief Engineer at Google, speculated that the equivalent of 20,000 years of human progress would be packed into the next century.⁸⁵ New industries and business models may create a more complex, uncertain, precarious and diverse world of work as traditional fixed careers could become extinct, people work longer as life expectancy increases, and new professions and ‘job descriptions’ that might seem perhaps a little far-fetched today – ‘climate change reversal specialists, old age wellness managers, nano-medics’⁸⁶ – become the norm.

With an expanding population, we will need even more commercial, industrial and start-up workspace across the capital. As the divisions between the concepts of work, play, live and learn break down further, it is possible that no ‘workplace’ will have any easily identifiable characteristics – instead, it will simply be a set of conditions, locations or activity-based environments where ‘work’ in all its forms happens. Smarter technology will facilitate seamless, more personalised experiences for working anywhere in the city. Nevertheless, spaces that are marked out for ‘work’ will perhaps become more curated and managed, potentially along the lines of hotel or clubs, as the social focus of work becomes ever more important and the physical place, paradoxically, will be more, rather than less, essential for interaction and collaboration.

Yet in spatial terms, logistical and industrial uses vital to support a thriving economy will need to be retained (and probably expanded) and to function effectively alongside other commercial activity, in a city where availability of land for development will be ever limited because of the demand for more housing. This does not just mean that we have to build taller, at higher densities and with greater intensification. Such constraints are already also stimulating ideas for new mixed-use building typologies that could provide a more effective and responsive way of integrating working, living and leisure in future London. At a citywide scale, this also means balancing the intensive development and continuing concentration of businesses in the centre with growth in local town centres and in outer London, and providing an appropriate scale of infrastructure to ensure that workspace is provided where it is most needed.

In years to come London could be shaped by many more workspaces of different forms and combinations – integrated perhaps not just with housing but also local energy production, urban farming, educational and cultural facilities, as well as physical and digital infrastructure – to support a more sustainable, resilient and networked city that is not only economically but also socially and environmentally successful. What steps should those responsible for planning and shaping our city take to ensure that London can remain a thriving centre for business in the face of these fundamental shifts in the political, social and technological landscape? In this chapter we outline eight key recommendations.

Left Here East
 © The Neighbourhood



Above left Harnessing the commercial potential of disused tube stations, Growing Underground has created an underground hydroponic urban farm in tunnels beneath the Northern Line in Clapham

Above right Utilising the space above the new Farringdon Crossrail station, John Robertson Architects' Cardinal House oversite development will provide prime office space for the new transport hub



Below left Located close to King's Cross Station, King's Cross Central's design, usage, and density has been informed by its connection to one of London's largest transport hubs

Below right SOM and KPF's Hudson Yards in New York is a new smart development that integrates a mix of uses, sustainability and smart technology © Visualhouse



1) CREATE AN ADAPTABLE, OPEN AND SMART CITY

Streets, cafés, and public spaces have all become places of work, as technology has disrupted the traditional structure of the office. At the same time, collaboration, flexibility, innovation and adaptability have all become fundamentally important in business creation and growth. One senior policy maker interviewed for this study reflected an almost universal view that the city 'needs to be as adaptable as possible in built form' to ensure its future resilience and liveability.

In the same way that co-working hubs have experienced a boom because of the flexibility they provide for businesses, so the city of the future should provide on a macroscale an overall robust, flexible framework to support the unpredictable nature of economic activity and growth.

A strategic approach is absolutely fundamental to ensure future resilience and to accommodate the unpredictable nature of economic growth across the capital. This means taking a holistic view of aligning the planning, design and delivery of new and revitalised spaces for work more closely to that of infrastructure and high-quality public realm. The massive investment in the Transport for London (TfL) Roads Modernisation Plan has already resulted in many completed schemes that seek to make streets more pleasant and attractive places to be in – and therefore for working in – while allowing efficient movement of traffic, including the freight and deliveries so essential to London's servicing and logistics. The role of technology in supporting a networked city is critical, so improving digital connectivity in the capital should also be a priority for the Mayor and local authorities.

This approach also promotes the adaptable reuse of buildings for new or existing types of work. This is not a new concept: London's historic terraced houses, for example, especially those in the Great Estates of central London, have over the centuries been transformed from residential to office and other uses, and back to residential again.

2) INTEGRATE WORKSPACES WITH TRANSPORT INFRASTRUCTURE

As London looks to expand opportunities for living and working beyond the centre, uses around its transport hubs should be intensified, integrating commercial space with residential, along with high-quality public realm. This is already being delivered through new stations for Crossrail; while new placemaking-led developments in and around tube and rail stations by TfL will mean that improvements to public transport infrastructure are more closely interlinked with the provision of workspace, notably in outer London where substantial growth in housing and employment is already taking place. TfL is also giving consideration to the way in which tube and rail stations themselves could provide space for new businesses, where appropriate.

Identifying and classifying disused or underused assets – both land and buildings – in public ownership has become a priority for public bodies in age of austerity. The commercial potential of disused tube stations, as advertised by TfL, is an example that has attracted attention: in 2014, for example, two entrepreneurs opened an underground hydroponic urban farm in tunnels beneath the Northern Line in south London with the intention of supplying local firms with fresh herbs and vegetables.⁸⁷

Rethinking London's relationship to the wider South East – which is also experiencing chronic housing shortage – could support local business growth, reduce commuting times and respond to the demand for flexible working. The Government Property Unit, for example, is looking to identify land in and around London where government departments can be clustered together in regional hubs with good public transport links. Relaxing land-use constraints including in the Metropolitan Green Belt



Left Billingsgate Market occupies 13 acres of land near Canary Wharf, and provides fresh fish and other food items vital to the capital's many restaurants
© Grant Smith

Middle Transforming an unused car park into an open workspace using recycled shipping containers, Carl Turner Architects' Pop Brixton has created affordable workspace for a community of 53 independent businesses, 75 per cent of which are from the local area

Below Work / Learn / Live / Play Chassis, an initiative by Aukett Swanke, proposes an adaptable hybrid space, working off a volumetric leasing model rather than a cost based on floorspace to allow start-ups and larger organisations to co-exist



is a bold option put forward by the London-Stansted-Cambridge consortium and many others, and a 'pioneer corridor' for growth – not as ribbon development but as a series of centres of intensified or specialist uses along improved public transport links – has the potential to demonstrate how release of land can be managed effectively. Such an idea could also help to reinvigorate failing town centres and the postwar New Towns – including Harlow, Stevenage and Bishop's Stortford – by intensifying growth in and around areas that are already urbanised.

3) PROTECT LONDON'S INDUSTRIAL LAND AND USES

As has been outlined in this study, there is huge pressure on commercial and industrial workspaces from the need for housing, and uncontrolled office-to-residential developments have already resulted in the loss of thousands of square metres of office and industrial spaces across the capital. In June 2016 the Mayor announced that he would put new measures in place to help protect business space, including working with central government on changes to permitted development rights,⁸⁸ but a broader approach is needed.

Expanding exemptions to permitted development rights to protect London's designated industrial and commercial land and spaces is key, but a fundamental part of this issue is the way in which spaces are classified in planning and development via the use classes system. A more nuanced application of use classes to accommodate increasingly diverse and expanding uses in both individual buildings and across neighbourhoods, and to reflect the reality of how these uses support local communities and economic ecosystems, would be an important step.

Indeed, the mechanism to ensure that different uses are recognised already exists in the *sui generis* ('of its own kind') category (currently applied to petrol stations, taxi businesses, etc.), for land or buildings for different uses in more than one class.⁸⁹ D1 use classes, for example, also protect community uses, which is ideal for start-up, SME and non-profit or community organisation workspace. More consideration could also be given to the balance between what is defined as a primary and as an ancillary use of the site.

On a larger scale the London Land Commission is assessing and categorising publicly owned (principally brownfield) land, made available in an online register, in order to identify potential sites for housing but this could also be relevant to the distribution and potential for commercial and industrial uses.⁹⁰

4) PROVIDE AFFORDABLE SPACE FOR NEW AND EXPANDING BUSINESSES

With the cost of offices and other spaces rising rapidly, London faces an acute and growing shortage of affordable workspace, which is essential in supporting the intricate ecosystem of SMEs and start ups that make up a thriving, diverse and resilient economy. The Mayor should encourage more boroughs to make quantifiable provision for affordable workspace a key part of their planning policy and to incorporate shared and open workspace (especially important for SMEs and start-ups) in local plans so that its value can be measured. Across London, but especially in the centre, there is also a need to ensure that there is adequate affordable business space in new development as the cost of co-working space potentially rises and prices out those small businesses and start-ups that currently use it.

As an NLA workshop with local authorities, hosted by London Councils, in June 2016 revealed, planning, regeneration and enterprise teams in some outer London boroughs are already redefining public 'hub' assets such as libraries and community

centres to incorporate affordable and shared workspace, especially in and around town centres, as more public services are digitised and space becomes available. Workspace providers can provide boroughs with a lot of ‘intelligence’ on where there is a need for workspace for SMEs and start-ups.

As the flexible leasing structures offered by co-working spaces have disrupted established models of property ownership and management, especially in the commercial sector, so the third sector and community-led organisations are providing alternative models for affordable workspace (alongside or integrated with affordable housing) in local neighbourhoods. Community Land Trusts are non-profit organisations through which a specific community can retain long-term stewardship of land and assets. They have grown exponentially as a means of providing permanently affordable housing – there are now 170 across the UK, many of which were set up in the last two years – but some, such as the Camley Street Neighbourhood Forum established in 2014, are also seeking (through the development of neighbourhood plans) to ensure ‘the residential, work-related and student housing areas will become better linked so as to bring about an improved sense of both identity and coherence’.⁹¹ In the future we might also see modular, prefabricated workspace or integrated living and working community developments along the lines of the low-cost, scalable housing at Y:Cube, Mitcham, designed by Rogers Stirk Harbour + Partners for the YMCA charity. This offers self-contained units for single people in need of affordable accommodation near their place of work. Each unit is let on an assured short-hold periodic tenancy for three to five years.

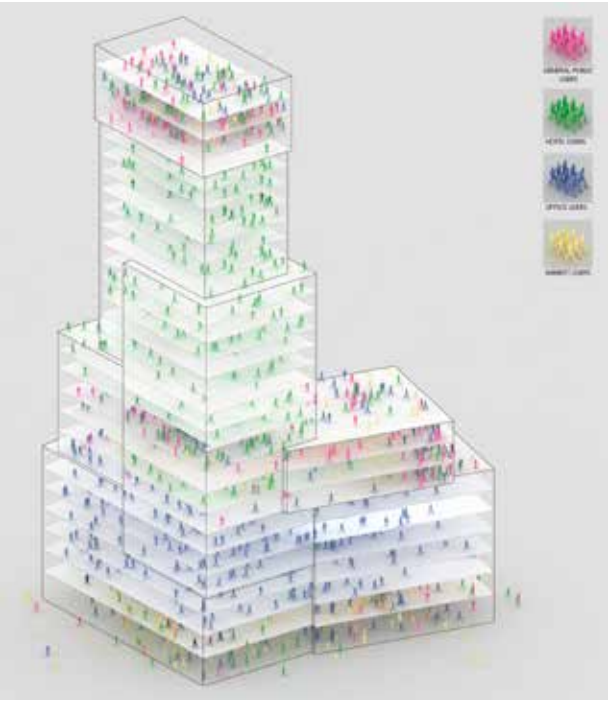
One critical factor highlighted by both public and private sectors alike during the course of this study was the need for better provision of spaces to accommodate growing (or contracting) businesses, especially start-ups that start to outgrow shared space but find that the commercial rental market is priced too high for them to stay in the same location. Buildings ‘should have a bit of everything, in terms of a variety of workplace, learning and social settings’ says Tom Alexander of Aukett Swanke. One concept put forward by this practice is an innovative ‘chassis’, with twin structures – one providing conventional, open-plan rented space and the other individual rooms, based on a volumetric leasing model, all of which could be customised and even transformed into living accommodation with prefabricated structures.

Better provision and more innovative combinations of varied spaces and leasing arrangements in individual developments could support a diverse ecology of businesses in local areas – these will allow growing businesses to remain in their original location, alongside start-ups and larger established firms.

5) INVESTIGATE NEW MIXED-USE BUILDING TYPOLOGIES

Providing affordable business space in new housing developments, as the Mayor indicated he will make a priority, is an important move in helping to deliver more workspace across London, but bolder steps are needed to ensure that workspace can be fully integrated with other uses. The Mayor and local authorities should encourage early stage discussions between developers, commercial and industrial managers and occupiers to create more mixed use development and encourage more innovative typologies of design and development to accommodate diverse uses.

New types of spaces that integrate living, working, making, logistics, manufacturing and leisure are already starting to appear in major cities worldwide, including London. Alongside shared working spaces, shared living (‘co-living’) spaces are experiencing a surge in popularity as young professionals are priced out of the property ownership and rental market. These spaces, a hybrid of student accommodation and hotels, offer serviced rooms in shared spaces with communal living areas, kitchens and bathrooms, as well as cafés and restaurants, amenities and services such as cinemas, and in



Top Designing intelligent approaches to building typologies will allow new homes, light industry and other employment uses to sit side by side in Karakusevic Carson Architects’ Hackney Wick Central
Above Gensler’s Shoreditch Highgate Hotel will create a mixed-use hotel, with a variety of permeable spaces in response to the needs of its local neighbourhoods Shoreditch and the City

some cases workshops. The Collective has already established such spaces in key central locations including King’s Cross and Notting Hill and will be opening a new development at Old Oak Common. Fish Island Village in east London, developed by Peabody and shared workspace provider The Trampery, seeks to provide a similar model for families that will ‘support a multi-generational creative community’ by combining co-living and co-working spaces. WeWork, which opened a prototype housing development above its own offices in New York in 2015, is also reportedly looking at moving into the co-living trend in London.

New hybrid spaces including facilities for making and manufacturing are still very few and far between in London. The London Legacy Development Corporation’s plans for a new neighbourhood centre at Hackney Wick, recently submitted for planning, may become a notable exemplar for future development, as it aims to incorporate homes, shops, community facilities and workspaces for existing industrial and other businesses. Integrating industrial uses with residential at a neighbourhood level remains a challenge, though, as Mark Brearley argues, cities such as Brussels could show the way, especially for light industrial uses – he quotes the example of the Godiva chocolate factory, located right next to terraced housing in a central zone of the city.

The trend for building upwards in London, as NLA has previously reported,

continues unabated. The total number of such buildings in the pipeline was reported in the latest NLA *Tall Buildings Survey* (March 2016) to be 436; almost three-quarters of these were residential but 18 per cent are mixed-use and 4 per cent office, with most of the total overall within the east and central regions.⁹² The debate continues about where such towers should be located, how they should be clustered, and how their design quality must be improved. In the future the ‘mixed-use model’ put forward above might also apply to towers: Gensler’s Shoreditch Highgate Hotel, for example, includes stacked office spaces and co-working provision, together with a hotel.

6) PILOT NEW DESIGN-LED INDUSTRIAL DEVELOPMENT

Functionality is of primary importance to industrial buildings but encouraging design-led development, especially for light industry, could be a positive move towards making such buildings more visible – and therefore protected – in the urban landscape. Many have argued that one of the reasons that light industrial buildings – such as postwar sawtooth-roofed brick sheds found on many industrial estates – are rapidly disappearing from London’s working districts (and indeed the rest of the UK) is that in relation to other building types they have attracted relatively little attention from designers, and are therefore ‘anonymous’. (They usually therefore lack the statutory protection by listing afforded to historic industrial structures.) This was not always the case in 20th-century Britain: innovative light industrial structures were among the earliest buildings designed as part of the High-Tech movement, notably Team 4’s Reliance Controls building, Swindon (1967), a flexible building allowing the division of internal space for production, research or administration to grow or contract as required. Tellingly, this building was itself demolished in 1991.

An early vision of Canary Wharf posited a future district of low-rise light industrial and warehouse buildings, alongside residential and commercial. Early examples of designed light-industrial structures there included Advance House (1987), a high-tech ‘shiny shed’ of warehousing and office space, developed by Advanced Textile Products and designed by Nicholas Lacey, Jobst & Hyett. Some of this experimental design has continued through the use of prefabricated structures and modular systems such as the recycling of shipping containers, providing an inexpensive, strong yet lightweight framework (though mainly for affordable creative workspace) in Urban Space Management’s Container City (from 2000) at Trinity Buoy Wharf.

Innovation in the design of factories and warehouses can be found today beyond London. Just two examples are Canadian firm Hemsworth Architecture’s wood-clad factory in Canada (2016), that was built with the products made inside – prefabricated wall panels for Passivhaus construction – and Nicholas Grimshaw’s third factory (2015) for American furniture company Herman Miller on an industrial estate in Melksham, Wiltshire. Such buildings are, however, designed, like earlier examples, for specific clients: the challenge remains to deliver low-cost, flexible industrial structures of architectural merit that can be rolled out on a large scale in diverse urban locations.

Pilot projects with the involvement of major developers and policy makers could provide an inspiration and impetus to generating new light industrial structures, especially those for ‘clean tech’ including small-scale manufacturing and digital fabrication, that could incorporate other uses and be located outside areas currently designated for industrial uses.

Tall buildings for offices are now a familiar sight to Londoners, but constructing multi-storey sheds and factories has potential to address the critical need to accommodate industrial and logistical uses closer to the potential customer at a time when land values are increasing, especially in southern England. ‘Shedscrapers’ of up to seven storeys are not unusual in Japan, which leads the way in this type of building, and where several facilities of this type have been built by US-based firm Prologis in cities

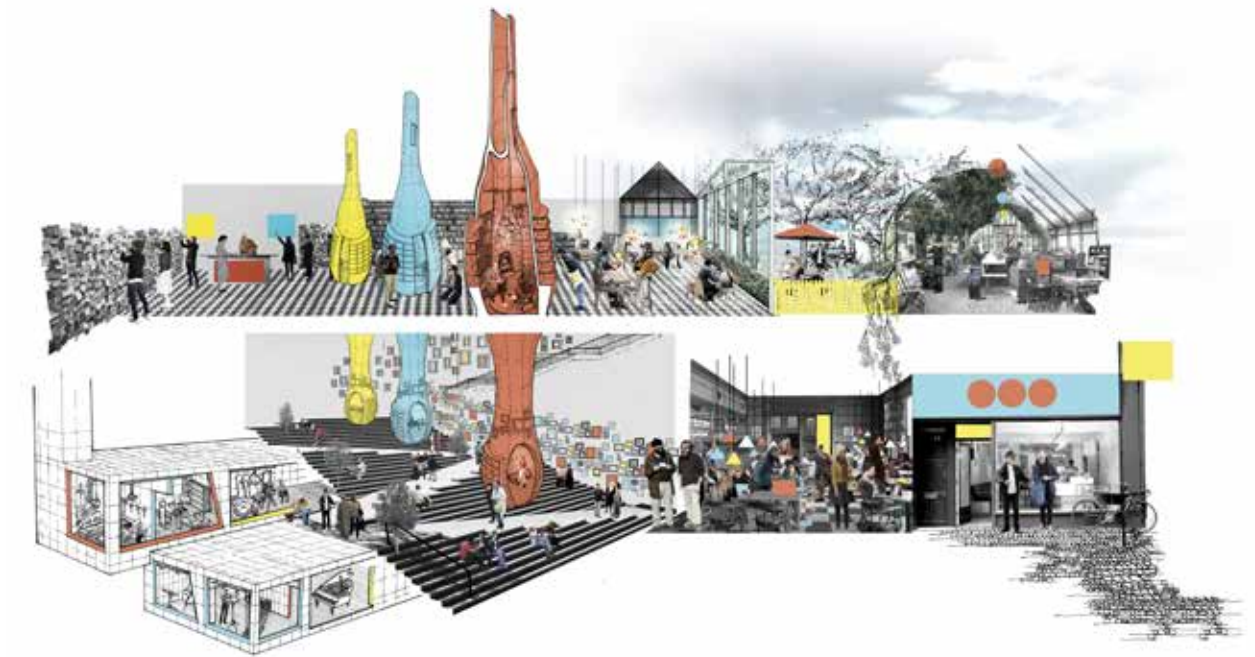
Right and middle right
Grimshaw’s Herman Miller PortalMill manufacturing factory near Bath brings together the company’s regional research and development, manufacturing, and logistics operations, whilst acting as a client-facing showcase of the company’s approach to designing work spaces
Below With land in cities like Osaka in such short supply, Prologis created multi-storey structures to accommodate distribution and logistics operations





Above As one of the healthiest workplaces in the world, HASSELL's Medibank Place in Australia goes beyond conventional Activity Based Working, providing its workers with 26 types of different work settings, circadian lighting and a multi-purpose sports court

Below Whole-Life Workplace, an initiative by Hawkins\Brown, aims to bring about pioneering business models by creating interactions between young and old, sharing knowledge of market trends and technology, and the know-how of building, nurturing and leading a business



such as Osaka and Tokyo (the company also owns owns and manages about 25 million square feet of logistics and distribution space across the UK, including in west London). Although the application of this model to the UK has been mooted for a decade and more – building taller single-storey warehouses is not a solution as expensive automated handling is often required for spaces higher than 15 metres – the only example known in the UK to date is the X2 at Heathrow Airport, now owned by SEGRO. By allowing for multi-tenant occupancy, high-rise industrial schemes could become the norm by providing the developer/owner with sufficient return in the face of rising land values.

7) PROMOTE THE WELLBEING AGENDA AS PART OF PLANNING POLICY

Supporting workers' health and wellbeing is now regarded as a vital ingredient in ensuring business success and performance, as well as improved staff engagement. Factors that affect physical and mental health can range from indoor air quality, daylighting and noise to the wider design and layout. A much broader integrated approach to sustainable buildings is required to ensure that the everyday working environment can support physical and mental health. The Mayor and local authorities – which, with Public Health England, now have responsibility for public health since its transfer from the National Health Service, with a consequent change of focus from treatment to prevention – should support design and development that actively seeks to promote physical activity and mental wellbeing.

Public realm also has a key role to play in the wellbeing agenda, by encouraging walking and cycling and simply providing spaces for respite (as well as for work). A place-based approach to design and planning which integrates high-quality public spaces, including green infrastructure, with new commercial or industrial development can enhance the quality of life for everyone; it also supports local economic growth by providing safer, more pleasant and more environmentally sustainable spaces in which to work.

8) PLAN FOR A MULTI-GENERATIONAL WORKFORCE

While there is much focus on attracting and retaining tech-savvy millennials and Generation Z (those born in the 1980s and 1990s), the shape of the global workforce is in fact much more diverse in terms of age, as we are living and working longer. The Department for Work and Pensions has estimated that by 2022 the number of people in the workforce aged 50 to 65 will have risen to 13.8 million and the number aged 16 to 49 will have reduced by 700,000.⁹³ '4G' workplaces, in which there are at least four generations of workers, will become more common as people delay retiring from work.

Research by Age UK and other organisations shows that older workers are often as keen to work flexibly as younger employees, while policy makers and companies have begun to recognise that the experience and skills of older generations are vital in boosting growth.

Research into the multigenerational workplace – and especially what implications it has for design and management – is still relatively limited, but, despite differences in communication styles, outlook and motivations, generations have much more in common that might be expected. Younger workers do share with older colleagues the need for flexible workstyles: a combination of teamwork mixed with opportunities to work alone, for example.⁹⁴ Hawkins\Brown's Whole-Life-Workplace concept emerging from its research advances the idea of a co-working space that will specifically bring together young NEETs ('not in education, employment or training') with senior professionals nearing retirement to generate a complementary mix of innovative business ideas with experience and leadership.

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Orms is an award-winning architecture and design practice based in Shoreditch, London. Orms seeks to elevate the human experience through insight, collaboration, and design integrity. The practice brings meaningful solutions to urban life, creating modern structures of clarity, beauty, and rigour, delivering a real and positive impact on people's lives. With an expanding portfolio of work across a range of sectors including offices, residential, hospitals, schools and leisure, Orms prides itself on delivering projects by gathering insight which informs the process, designs, and a project's structures.

Completed projects include the £14 million development 26 Finsbury Square (formerly Finwell House), an eight-storey, 7,700sqm office building at 95 Wigmore Street in London, as well as a new science building at Uppingham School.

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Tibbalds Planning and Urban Design is a creative team of planners, urban designers and architects who are committed to helping clients and their design teams realise the aims and aspirations for the places and spaces they want to create. We are an independent consultancy, established in 2003. As the boundaries between living and working shift and the ways in which we work and live change, the spaces and places we inhabit need to adapt. In order to accommodate such change it is becoming increasingly necessary to push and pull the boundaries of planning policy and regulation. Success requires tenacity, enthusiasm, creative thinking and eternal optimism!

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Enfield is one of London’s most diverse boroughs – from high density and modern urban areas around Edmonton, to classic suburban neighbourhoods in Southgate and rural hamlets such as Botany Bay. The borough has relatively clear boundaries, formed on the east by the Lee Valley, to the north by the M25 and to the south (notionally) by the North Circular Road, and now extends over 32 Square miles with one third of its area occupied by housing and another third by Green Belt, comprising mainly of farming, country parks and horticulture. The Borough is striving towards optimising the development of the Upper Lee Valley Opportunity Area, that includes Ponders End and Central Leaside, particularly for local residents affected by problems of social exclusion and unemployment. Meridian Water is prioritised for regeneration for action and investment, along with the London-Stansted-Cambridge-Peterborough Corridor.

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New London Architecture (NLA) is an independent forum for discussion, debate and information about architecture, planning, development and construction in the capital. Our core mission is to bring people together to shape a better city. NLA has established itself as a broker between all those involved in planning and designing the future of London and an influential promoter of positive physical change. NLA is based at The Building Centre in central London where our giant interactive model of central London is free to visit six days a week.

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onOffice

The schemes featured in this book represent the most innovative examples of workplace design taking place in London, whether recently completed, under construction or in design.

Increasingly, the need for collaboration and innovation are driving businesses to create better and more inclusive environments, not only to attract and retain staff, but also to facilitate the right kinds of discussion and business growth.

Representing the true variety of working environments in London, the following schemes demonstrate the many ways people work across the capital, at all scales – from council-funded hubs to multi-million pound skyscrapers – and where related industries are choosing to cluster in established and emerging hubs.

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Shaping London's future workplaces

WEST

Uxbridge, Southall, Old Oak, Park Royal, Chiswick, Chelsea, Paddington, Victoria, Embankment, Mayfair, Marylebone, Fitzrovia, Soho

West

Plot 4 & Plot 5, Uxbridge Business Park

Uxbridge, Hillingdon, UB8
Completed June 2016

Redeveloping a former industrial site surrounded by Green Belt, this project has created 300,000 square feet of office space set within a 17-acre business park. The BREEAM Very Good buildings maintain strong visual links to the landscape, creating highly efficient office space with a clear height of 3 metres and abundant natural light, with all buildings employing passive environmental design and providing cycle parking, showers and lockers.

Client: Goodman **Architect:** Aukett Swanke **Quantity Surveyor:** Goodman **Contractor:** Bowmer & Kirkland **Structural Engineer:** Beynham Meikle Partnership **M&E Engineer:** Kier M&E



Dine in Southall (DiSh)

Ealing, UB2
In design, due to complete 2017

Located in the Grade II-listed Southall Manor House, this new enterprise hub will provide training and apprenticeships in the catering and hospitality sector within a restaurant, café, kitchen garden and training centre. Partly funded by the Mayor's Regeneration Fund, the project is intended to boost Southall's restaurant industry and support those already working in local restaurants.

Client: LB Ealing & Mayor of London **Architect:** Architecture 00



Project showcase

St Andrew's Park

Uxbridge, Hillingdon
In design, due to complete 2018

Inspired by the nearby 1920s and 1930s Metroland architecture, the project comprises two new office buildings as part of a masterplan redeveloping a former RAF site. The extension includes offices and residential quarters with future phases creating housing, retail, a proposed theatre and a hotel. Creating a combined GIA of 13,300 square metres of flexible workspace, the design gives a contemporary twist to the horizontal banding, ribbon windows and curved corners.

Client: St Modwen Properties **Architect:** BDP **MEP Engineer:** DRH Simple Solutions **Structural Engineer:** Nolan Associates **Masterplan Engineer:** Atkins **Planning Consultant:** Turley **Landscape Architect:** Allen Pyke Associates



The Collective Old Oak

Old Oak Lane, Ealing, NW10
Under construction, due to complete September 2016

Located in the world's largest co-living building and designed to promote collaboration and new encounters, this workspace aims to offer a vibrant space curated by the individuals and businesses that live and work within. Social events and activities hosted in the space will provide opportunities to meet and socialise, while workshops and talks inspire creativity, productivity and growth.

Client and Interior Designer: The Collective **Architect:** Surface to Air **Services Engineer:** PSH **Cost Consultant:** Christopher Smith Associates **Project Manager:** Tower Eight **Contractor:** Titan **Structural Engineer:** Thomasons



Origin Business Park

Park Royal, Brent
Completed May 2015

Located eight miles from central London and occupying the site of the former Guinness brewery, today the urban logistics park offers a much wider range of products – from flat screen TV’s to exotic fruits, sushi and specialist health drinks.

Totalling 366,000 square feet, the park remains SEGRO’s largest development project in the capital. Delivered in two phases, the scheme took 25 months to complete and consists of six industrial units ranging from 35,024 square feet to 108,000 square feet. With easy access to the A40 and the North Circular A406, the park has created space for internet retailers and B2B businesses that need to serve their customer base with time-critical and perishable products. Occupiers including John Lewis,Ocado, Mash Purveyors and Wasabi have all located on the park to improve the efficiency of their supply chain. These businesses employ in the region of 800 people, but this figure is expected to rise as demand for their products increases.

The development has created a sustainable, high quality and secure environment for industrial occupiers, including photovoltaic

systems, air source heat pumps, heat recovery systems and rainwater harvesting, and has achieved an ‘Excellent’ BREEAM rating and EPC rating A.

Each industrial unit is self-contained, with secure gated service yards and dedicated parking spaces. Designed to achieve 12 clear metres of internal height, the height of the warehouses was critical to achieving the total volume needed to accommodate the required storage capacity through high bay racking and mezzanines. John Lewis has taken advantage of this by creating an additional 60,000 square feet of floor space for its digital photography studio.

Industrial occupiers have the flexibility to operate 24 hours a day, 7 days a week to respond to the needs of their customers. To maintain security and safety, access to the site is via a controlled gatehouse fitted with Automatic Number Plate Recognition (ANPR) systems.



Client: SEGRO
Architect: Michael Sparks Associates
M&E: WPP
Quantity Surveyor: Feasibility
Contractor: McLaren (Phase 1),
Buckingham Group (Phase 2)
Planning: Deloitte Real Estate
Highways: Peter Brett Associates

Viewpoint

‘As the gateway into Park Royal, it was the ambition of SEGRO, LB Brent and the GLA to create a flagship development with modern business premises at London’s biggest industrial location. Well landscaped, with high specification buildings, providing for flexibility was a key aspiration to allow for the variety of uses that now have become established at the estate. Double-height receptions greet the customer as they enter the building, with meeting rooms, grade A offices and welfare areas for the employees use, to provide a good working atmosphere. Operational areas are designed to provide maximum and efficient servicing and loading facilities. Internally, the buildings are sized to maximise volumetric storage and allow for quick process via marshalling and sophisticated racking systems.’

Ashley Chambers, Partner, Michael Sparks Associates



Chiswick Park

566 Chiswick High Road, Hammersmith and Fulham, W4
Completed September 2015

Built using standardised components and off-site construction technology, these office buildings are located in parkland that includes a performance area, a lake and nature reserve, creating space where tenants can socialise and attend events organised by 'Enjoy Work'. The offices offer highly flexible space configurable in open plan or cellular form, whilst central atria give views out into the landscaped park and bring light into the centre of each building.

Client: Stanhope **Architect:** Rogers Stirk Harbour + Partners **Structural & Services Engineer:** Arup **Civil Engineer:** Laing O'Rourke **Main Contractor:** Bovis Lendlease **Landscape Architect:** W8 Landscape Architects **Urban Planner:** Charles Funke Associates



© Grant Smith

Hatton Street Studios

7 Hatton Street, Marylebone, City of Westminster, NW8
Ongoing

Having experienced many adaptations over the last 90 years, these buildings represent an evolving 'Laboratory' where ideas can take shape. Originally constructed as a furniture factory by Bovis in the 1920s and 1930s, they were transformed into a mixed-use complex by Terry Farrell in 1985, comprising a mixture of small companies. The continuously refreshed and refined buildings are now the home of the architect's studio, which is currently being refurbished once again.

Architect: Farrells



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Prince of Wales Yard

Royal Hospital Road, Kensington and Chelsea, SW3
Completed January 2016

Restoring a neglected corner of the Royal Hospital, this scheme provides new administration and staff welfare facilities, including a hobby room, workshops and a multi-purpose hall for band practice and film nights for the In-Pensioners and staff.

Client: Royal Hospital Chelsea **Architect:** PDP London **Structural Engineer:** Alan Baxter Associates **Services Engineer:** Mecserve Ltd **Historic Building Consultant:** Donald Insall Associates **Quantity Surveyor:** Sweett Group (UK) Ltd **Contractor:** Kind & Company



© Adam Parker

The Brunel Building

55-65 North Wharf Road, Paddington, City of Westminster, W2
Under construction, due to complete 2019

Located opposite Paddington Station and adjacent to the Grand Union Canal, this project seeks to create a dynamic new workplace for 3,000 people. Designed with high ceilings to allow deep daylight penetration, the building will include large motorised doors to connect the reception with the public tow path, and two roof gardens, one of which open to the public.

Client: Derwent London **Architect:** Fletcher Priest Architects **CDM Principal Designer:** Jackson Coles **Planning Consultant:** Gerald Eve **Quantity Surveyor:** Arcadis **Rights Of Light Consultant:** Gordon Ingram Associates **Services Consultant:** Cundall **Facade Consultant, Traffic Engineers and Civil Consultant:** Arup



Central Working Paddington

2 Kingdom Street, City of Westminster, W2
Completed June 2016

Making innovating use of the atrium at 2 Kingdom Street – previously an empty space alongside the reception desk – this project creates a sophisticated co-working space for hundreds of companies working alongside each other. With the lobby now buzzing with activity, the project demonstrates the potential of transforming a previously forgotten space into a thriving office environment.

Client: Central Working **Partnering Organisation:** British Land **Designer:** Born and Paul Crofts Studio



4 Kingdom Street

Paddington Central, City of Westminster, W2
Under construction, due to complete Spring 2017

Offering 147,323 square feet of office space set across nine floors within the Paddington Central campus, this project has been designed to attract a new generation of health-conscious workers. Featuring the UK's first office rooftop sports court, the building offers flexibility to customise space for collaborative working, communal meeting spaces, floor interconnectivity and meeting pods, alongside a roof garden and a café-bar.

Client: British Land **Architect:** Allies and Morrison **Development Manager:** M3 Consulting **Main Contractor:** Wates Construction Limited **Structural Engineer:** Ramboll **M&E:** WSP **Cost Consultant:** Gardiner and Theobald **Sustainability and BREEAM:** Tuffin Ferraby Taylor **Client Representative:** HFM **Planning Consultant:** CBRE **Fire Consultant:** The Fire Surgery **Acoustics:** Scotch Partners **BIM Coordinator:** GRFN **Facade Design:** Wintec **Transport Consultant:** Arup **Lawyer:** MacFarlanes **Building Control:** HCD Building Control



20 Eastbourne Terrace

Paddington, City of Westminster, W2
Completed February 2016

Transforming an outdated 17-storey office building into a modern and sustainable working environment, this project has replaced services, cladding, and interiors to create light-filled meeting rooms, a new stair core, and a new entrance canopy leading workers into a ground-floor café. Glazed louvres on the rear façade provide solar shading and 10 per cent of renewable energy from photovoltaic cells.

Client: Land Securities **Architect:** Fletcher Priest Architects **Structural Consultant:** Clarke Nicholls & Marcell **Services Consultant:** BWS Partnership and John Noad Ltd **Acoustic Consultant:** Hann Tucker Associates **Rights Of Light Consultant:** Drivers Jonas Deloitte **CDM Principal Designer:** 3cRisk **Fire Consultant:** Exova Warringtonfire **Facade Consultant:** NET Project Management & Consultancy Services



© Tim Saar

NCR

5 Merchants Square, Paddington, City of Westminster, W2
Completed July 2015

Designed to allow future expansions and flexibility, this new office offers hot desks and informal meeting areas to encourage the evolution of a new working style and improve clients' experience. A preserved moss wall, grass-effect carpeting and timber flooring has been used throughout the office, inspired by the principles of biophillic design, with the aim of improving health, wellbeing and productivity in the workplace.

Client: NCR (National Cash Register) **Interior Designer:** Scott Brownrigg Interior Design **Project Manager:** JLL



The Hub at 2 Kingdom Street

Paddington Central, City of Westminster, W2
Completed July 2015

With a focus on size and quality of space, transport connectivity, local amenities, technology and an open mind about where to locate within London, the Hub at 2 Kingdom Street is now home to the Broadgate Estates Headquarters. The design aims to create the right environment to attract and keep talent, and provide the right conditions for people to flourish and enjoy their work. The fit-out and relocation were completed ahead of time and under budget, and has delivered the first ever BREEAM rating of ‘Outstanding’ for the sustainability of a fit-out.

Providing a large, single floorplate in a modern, well-specified Grade A building, the office benefits from natural daylight and views over the Paddington Central campus. The Hub is naturally sub-divided into three zones for meeting, working and socialising, forming the canvas for the company’s refurbishment and fit-out plans, with a high atrium reception area creating a sense of arrival from the start.

The team was given a ‘boardroom to yoga class’ design, execution and evaluation brief to create a natural working environment that would balance wellbeing and organisational effectiveness in equal measure, whilst maintaining the highest sustainability standards. Natural stone flooring, split timber panelling and selective use of

coloured glass partitioning were combined to create a feeling of subtle luxury, alongside commissions for bespoke furniture and rugs for the café and reception. Amongst extensive sustainability measures, indoor air quality was improved by finishes with low or no VOC and formaldehyde content whilst CO₂ sensors monitor and optimise fresh air on an ongoing basis. The wood used throughout is certified by the Forest Stewardship Council and more than 90 per cent of products and services were sourced within the UK.

Transport connectivity was also key to the project which took into account where staff would be travelling from. Located next to Paddington station, the campus benefits from easy access to numerous London Underground lines, Heathrow airport, and walking and cycling routes along Regent’s Canal, in addition to the introduction of Crossrail in 2019.

The campus also offers an attractive public realm on the banks of the canal, with a lively events programme focused on health and wellbeing, and good mix of amenities with plans for further significant improvement. Being sited here has meant Broadgate Estates can showcase their property management work on their own doorstep.



Client: Broadgate Estates
Architect: Magnus + Associates
Project Manager: GVA Acuity
Contractor: Overbury
Engineer: Edward Pearce

Viewpoint
“Our new facility is all about making sure that we’ve got the right talent delivering great service for our clients, and since our move we’ve successfully recruited ‘big hitters’ from major multinationals. As part of the interview process, we offer a tour of the office and feedback suggests that candidates are very impressed by our office environment. We’ve also seen a definite, qualitative, positive impact on wellbeing and productivity, and an increase in employee satisfaction which has taken Broadgate Estates to our first One Star rating in The Sunday Times Best Companies to Work For. In short, we’ve brought our company’s vision to life within our own workplace. The world’s first BREEAM Outstanding rating is the cherry on the cake”.

Steve Whyman, CEO, Broadgate Estates



Paddington Central: Public realm works

1A Sheldon Square, City of Westminster, W2
Due to complete Spring 2017

Part of a radical programme to promote wellbeing and productivity, this project will create a new woodland environment which bisects the 11-acre Paddington Central campus into a woodland walkway, linking four distinct pocket parks. Giving each area an individual identity, it aims at providing a relaxed outdoors setting for work, rest and play.

Kingdom Street

Transforming a vehicle carriageway to a bio-diverse environment where people can meet, spend time and work away from their desks, the design will widen some of the pathway areas to accommodate seating. Tree planting will create a sense of enclosure along the street, whilst lower level planting along the northern side will create a buffer against ground floor uses and soften the outlook from within buildings.

Kingdom Square

The meandering pathway connects Sheldon Square, the heart of Paddington Central, with this new outside area. The new square is shaped around a central lawn, which has been mounded to create an enclosed space for small-scale events.

The Games Room

This south-eastern space has been designed for people to socialise, with a central space accommodating outdoor games such as table tennis, and providing tiered wooden seating for spectators to cheer on their friends from an elevated position. The seating will also provide space for an outdoor meeting or presentation, as well as offering interesting glimpses over the railway lines.

The Library

This lush green space will be the site of a new public art commission by Snohetta, the world renowned Norwegian architecture practice. The installation will hold themed hard copy and digital literature, as well as artistic content curated on a rotating basis. Bounded by bench seating with USB charging points, the space will providing a quiet corner to pick up a book or an e-reader away from the bustle of the main thoroughfare.

The Kitchen Garden

Providing relaxed outdoor seating, this area is enhanced with edible plants to encourage people to engage with the planting, to touch, taste and smell.

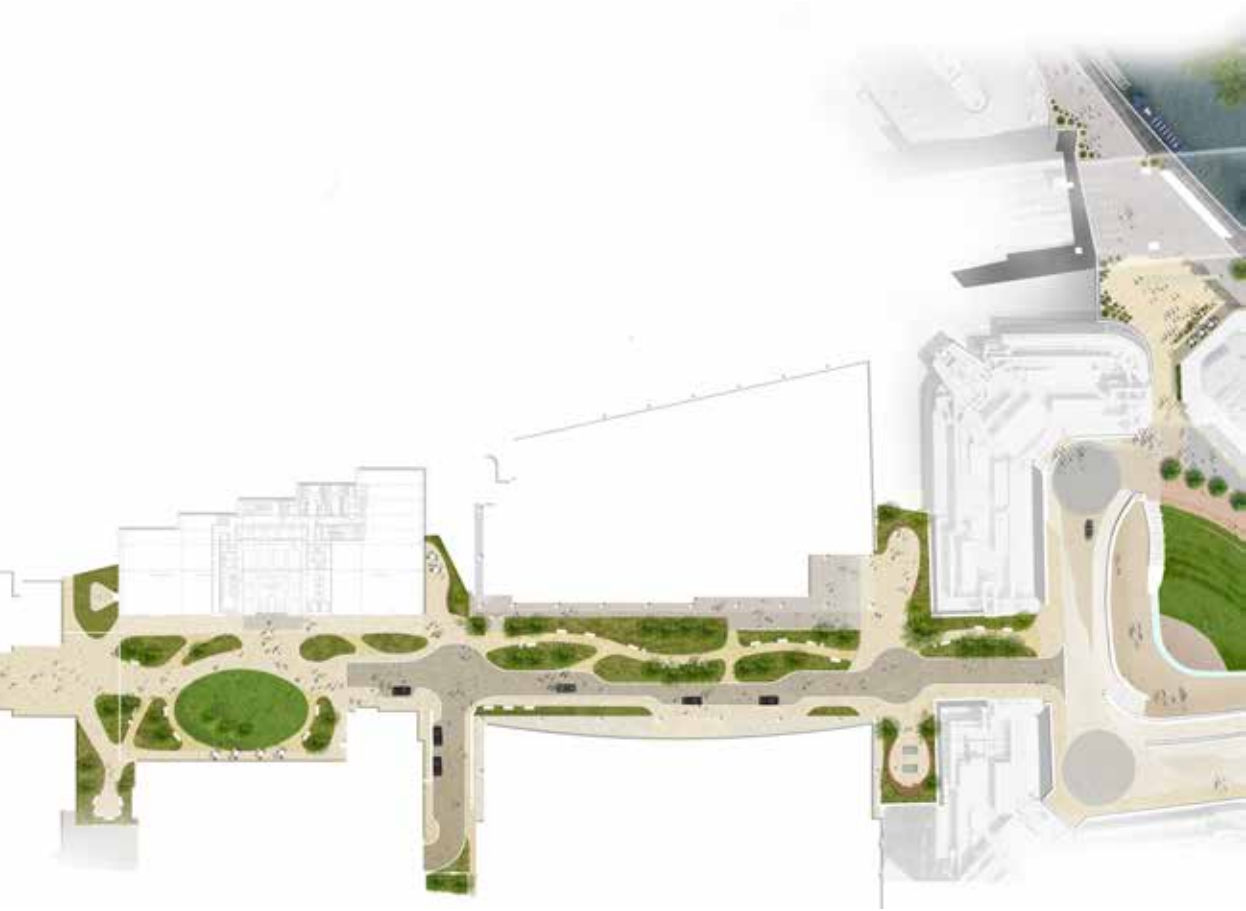


Client: British Land
Architect: Townshend
Landscape Architects

Viewpoint

“Paddington Central is home to a number of technology companies, employing a largely millennial workforce, which place great emphasis on collaboration, a creative outlook and a fluidity between work and play. The transformation of the public realm responds to these desires. These areas provide a setting for socialising, eating, drinking, and working, and will help create a feeling of community. Many businesses are trying to create these environments within their office space; we are going one step further by making it part of the fabric of Paddington Central as a whole”.

David Lockyer, Head of Offices Asset Management, British Land



Verde SW1

Bressenden Place, Victoria, City of Westminster, SW1
Under construction, due to complete October 2016

Refurbishing an existing 1990's office building, this project includes re-cladding of the external façade and remodeling of the roofscape to create a series of external terraces with panoramic views. Internal atria are infilled and rationalised to create a new triple-height entrance and the central core has been remodelled to allow for three-tenant subdivision on the lower levels and single-tenant use on the upper levels.

Client: Tishman Speyer **Architect:** Aukett Swanke **Quantity Surveyor:** Mace Cost Consultancy **Contractor:** Brookfield Multiplex **Interior Design:** David Adjaye (Reception Designer) **Structural Engineer:** WSP **M&E Engineer:** WSP **Letting Agent:** Jones Lang LaSalle and Cushman & Wakefield.



The Zig Zag Building

70 Victoria Street, City of Westminster, SW1
Completed November 2015

With three floors of retail, 11 office floors and four basement levels, this new building has been designed with a 60-year life expectancy. Filigant, anodised aluminium façades protect occupiers from solar gain, and smoke vents open to provide ventilation, whilst a series of new urban spaces open up pedestrian routes across Victoria Street, connecting together for the first time disparate parts of Westminster.

Client: Land Securities **Architect:** Lynch Architects **Structural Engineer:** Pell Frischman **MEP Engineer:** Grontmij **Planning Consultant:** Gerald Eve **Landscape Architect:** Vogt



Westminster City Hall

64 Victoria Street, Victoria, City of Westminster, SW1
In design, due to complete 2018

Re-planning the Council's accommodation, this scheme seeks to enable new ways of working, and significantly enhance the experience of staff and visitors by opening up the entrance to the building, introducing more energy efficient replacement windows, and rearranging the core of the building to introduce double-decker lifts, new toilets and amenities. The project will allow for a more efficient occupation of the building by both the Council and other potential occupiers.

Client: Westminster City Council **Architect, Structural Engineer, MEP Engineer and Planner:** BDP **Project Managers/Cost Consultant:** Faithfull & Gould **Fire Engineer:** JGA **Lift Consultant:** Movveo **Catering Consultant:** Tricon



The Adelphi

1-11 John Adam Street, City of Westminster, WC2
Completed October 2015

Refurbishing a 1938 Art Deco building on the Thames, this project removed unsuccessful interventions from over the years and restored the vision of the original architect significantly improving the office space by introducing natural light through new internal atria, deep in the unusual 'double-E' floorplan. The works have taken place in phases, with the lower levels undertaken including a complex reconfiguration of core services, whilst upper floor tenants remained in situ.

Developer: Blackstone Property Management **Architect & Interior Designer:** Aukett Swanke **Project Manager:** Gardiner & Theobald **Quantity Surveyor:** Alinea Brief **Consultant:** Gardiner & Theobald **M&E Engineer:** Arup **Structural Engineer:** Waterman Group **Contractor:** ISG Plc **Agent:** CBRE and Knight Frank



7 Clarges Street

Mayfair, City of Westminster, W1
Completed June 2016

Blending the traditional environment with contemporary design, this Portland stone-crafted office building, spread over six floors, has flexible column-free floors allow for enhanced collaboration, with users benefiting from natural light through floor-to-ceiling windows. British fashion references can be found throughout the building, such as in the design of the windows inspired by DAKS House Check, a pattern synonymous with fine British tailoring.

Client: British Land **Architect:** Squire and Partners **Contractor:** Laing O'Rourke Ltd **Project Manager:** GVA Second London Wall **Structural Engineer:** The Waterman Partnership **Services Engineer:** The Waterman Partnership **Planning Consultant:** DP9



29-35 Great Portland Street

Marylebone, City of Westminster, W1
Completed October 2015

Providing creative studio office space with retail units on the lower two levels, this new office features a striking pavilion on the roof that transforms from solid into a translucent prism as night falls. A fully glazed façade exposes the interiors, which have been designed with an industrial aesthetic with exposed services and a perforated metal ceiling.

Client: Alaska Development Consultants **Architect:** Ben Adams Architects **Contractor:** Tolent Construction **Structural Engineer:** Heyne Tillett Steel **Services Engineer:** Delta Green Environment Design **Quantity Surveyor:** John Hall Associates **Planning Consultant:** DP9 **Acoustic Engineer:** Sandy Brown Acoustic Consultants



7 Albemarle Street

Mayfair, City of Westminster, W1
Completed August 2015

Refurbishing the Grade II* listed 1958 building, this project improved workplace wellness by focusing on how people interact and how the space is used throughout the day. The project transformed the building's lower ground floor, ground floor and first floor, and created a new extension to the rear, with modern services and improved lighting designed harmoniously with the preserved Georgian aspects. Reactivating the entrance was a key objective that enabled the ground floor to become the heart of the building.

Architect: Farrells **Engineer:** WSP **Principal Contractor:** Structure Tone Limited **Heritage Consultant:** Alan Baxter Associates



78/92 Great Portland Street

Fitzrovia, City of Westminster, W1
Under construction, due to complete end of 2016

Comprises 18,000 square feet of extensively refurbished office space, this new workspace will also include 15 couture residences and 12,000 square feet of retail and showroom in five units on ground and basement levels.

Client: Great Portland Estates plc **Architect:** Lifschutz Davidson Sandilands **Structural Engineer:** WSP **Planning Consultant:** Gerald Eve LLP **Project Manager:** Hush plc



U+I Headquarters

7a Howick Place, Victoria, City of Westminster, SW1
Completed November 2015

Created to be more than a workspace – offering a gallery and event space for cultural happenings – this space is an evolving canvas, a studio, an atelier and a ‘factory’ for creating better places and long-lasting social and economic change.

To cement the marriage of two distinct companies with one shared vision of creating long-lasting social and economic change for communities, the design aimed for the physical space to embody everything the company aspires to be – far from ordinary.

Reworking the existing structure and interior by concentrating on harnessing light and contrasting it with darkness, the building’s two storeys were opened up by creating a large new central stair.

Visitors proceed through a new entrance past intentionally low-key security – a man at a podium – and a bright, open reception area. A wall emblazoned with ‘be united and industrious’ forms the centrepiece of the auditorium space, which hosts an array of internal and external events.

‘Openness’ is the key theme running through the office. Ascending the statement staircase to the first floor, a Morag Myerscough-designed piece stands proudly at the top imploring visitors to “Make Happy Those Who Are Near and Those Who Are Far Will

Come”. A ‘maze’ of desks was designed with curved radiuses so the body can flow around them and eradicate any claustrophobic feeling of being locked in. Splashes of colour, among other interior interventions, bring challenges and provocations to the space.

Meeting rooms are bright and airy featuring lots of glass and colour, many are open plan and some are elevated on towers. Visual statement pieces are in abundance – a casual meeting room beneath a neon pink fringe, an oversized horse astride a meeting table, dangling figurines floating down on umbrellas in the atrium, and wall mounted skulls and wings. The ‘floating’ boardroom is another element of structural dexterity, appearing to hover above the rest of the space, bringing an element of theatricality rather than buttoned-up corporate decision-making.

One of the more recent additions to the ever-evolving canvas is ‘Everything is Connected’ – written large in lights and hanging above the threshold. Designed by renowned artist Peter Liversidge, the major artwork is a public art piece intended to hold a message that is relevant for us all – that ‘no man is an island’ and everything in our lives is connected. It embodies U+I’s approach to the regeneration game, working at the interface of disciplines and communities.



Client: U+I
Architect: Coffey Architects
Interior Design: Ab Rogers

Viewpoint
“We really wanted a factory of places, of cities - a working environment for our team that encourages creativity and a spirit of collaboration. We needed a public, open space that would match the scale our company’s ambitions and imagination, where we could open our doors to collaborators within and outside of our industry. Howick Place is a changing canvas, a symbol of regenerative hope, of connectivity with the world beyond our walls and a demonstration of what the office of the future could be.”

Richard Upton, Deputy Chief Executive, U+I



National Grid The Strand

1 - 3 Strand, City of Westminster, WC2
Completed February 2016

Implementing the innovative Smart WorkSpace (SWS) programme in their new office at The Strand, the new National Grid’s Corporate Centre design seeks to create a new young and vibrant ‘hub’, encouraging collaboration and visibility. With Warwick as the ‘Campus’, Wokingham as the ‘Engine Room’ and Homer Road as the ‘Start-up’, the Strand is intended to make the London team feel at home and visitors welcome.

The space needed to inspire, inform and educate a sense of community, fostering a balance between informality and professionalism, and ultimately creating a new working culture.

The redesign of the Corporate Centre was based on five key objectives. Firstly, increasing visibility to replace the sense of anonymity with a community feeling. Secondly, enhancing collaboration across the site. Thirdly, to create an open house culture in order to make all National Grid employees welcome, not just the privileged few. The fourth objective stressed the importance of a buzzing and energetic workplace, whilst the last point stated the need of an increasing flexibility to create a smarter and agile way of utilising the company resources.

The common element to all of these objectives was the idea of connection; connecting staff, connecting the building to the wider business, and connecting employees and visitors. This translated into the design with physically connecting two isolated sides of the floor using bold geometric cables and pipe motifs and a confident use of colour, texture and form. Turning the atrium into a social space with business lounge and informal meeting areas have created a vibrant visible energy and buzz. Real-time data visualisation, adjacent to the meeting suite, reveals the pulse of National Grid.

A communication programme also ran alongside the design work. Interviews were held with key leadership, whilst workshops with a team of Change Agents –nominated by each of the teams coming together in the space – provided a two-way flow of feedback, input and buy-in to the new space protocols and culture. Communication to the team as a whole happened in sync with this change programme, and was custom-designed to keep colleagues updated with build progress, introduce them to the new protocols, and present all new guidance and info in an accessible, positive language.



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Client: National Grid
Interior Designer & Workplace Consultant: AECOM

Viewpoint
"We moved our Corporate Centre into the future, taking the opportunity not just to refresh the workspace, but to introduce Smart WorkSpace and update Ways of Working at The Strand. It was a challenging project with a tight timescale. To ensure all stakeholders were supported and assisted at every step through the change, many high-profile leaders worked tirelessly whilst a cross-section of people ensured input and feedback from all roles and teams. The results speak for themselves - feedback from staff has been exemplary"

Lisa Elliott, Workplace Solutions Manager, National Grid

The Smiths Building

179 Great Portland Street, City of Westminster, W1
Completed April 2016

Refurbishing the historic 1912 building this project provides modern co-working space alongside the client’s own office headquarters on the lower ground floor. The Cat B fit out includes a series of lounges, meeting rooms, catering facilities, kitchens, phone booths, gym, changing rooms, and cycle parking, all supporting the adaptable office suites.

Client: The Office Group **Architect and Planning Consultant:** Stiff + Trevillion Architects **Structural Engineer:** Engineering Design and Analysis **Building Services:** Environmental Engineering Partnership **Project Manager:** Matrix Consult **Contractor:** Contrada Group



RIBA Incubator

76 Portland Place, City of Westminster, W1
Completed January 2016

Containing 14 individual desks, alongside a workshop and meeting space, the Incubator is a new workspace designed to support emerging architecture practices. Housed in a converted Mews building at the back of the RIBA’s new staff offices, it is currently hosting ten practices.

Client: Royal Institute of British Architects **Architect:** Theis & Khan **Interior:** RIBA London **Furniture:** Opendesk and Herman Miller



Yalding House

152-156 Great Portland Street, Fitzrovia, City of Westminster, W1
Completed January 2016

Refurbishing the former home of BBC Radio’s Music to create a hub for creative businesses, this project provides 2,510 square metres of stylish office space for TMT occupiers, as well as a restaurant unit on the ground floor and basement. By retaining the original character and heritage of the building, the design combines authenticity with modern functionality.

Client: British Land **Architect:** BuckleyGrayYeoman **Contractor:** MCAleer & Rushe **Project Management:** Stace Planning **Consultant:** Gerald Eve **Structural Engineer:** AKI II **Services Engineer:** MecServe **Agent:** Cushman & Wakefield



Henry Wood House

2 Riding House Street, City of Westminster, W1
Completed March 2015

Transforming an old BBC research building into 76,000 square feet of co-working space just a stone’s throw from Oxford Circus, this project created stylish office spaces with facilities including a lounge, a gym, coffee shop, library and a screening room. Using Mad Men-esque materials and mid-century-inspired furniture, it resembles a stylish private members’ club.

Client: The Office Group **Architect:** BuckleyGrayYeoman **Contractor:** Parkeray **Structural Engineer:** Heyne Tillett Steel **Project Manager, Quantity Surveyor and CDM:** Quantem Consulting **M&E Consultant:** Chris Evans Consulting **Building Control:** MLM Building Control Limited **Planning Consultant:** Indigo **Planning Landscaping:** Sprout London **Art:** Acrylicize **Sub Contractor:** Bell Interiors, Gravity Flooring and IDF Aluminium



Rathbone Square

Fitzrovia, City of Westminster, W1
Under construction, due to complete Q2 2017

Totalling 420,000 square feet, this development provides new apartments, offices, cafés, shops and a restaurant, alongside one of the first new public garden square to be opened up in central London for over 100 years. Located in close proximity to Crossrail’s Tottenham Court Road Station, 242,800 square feet of offices at One Rathbone Square have already pre-let to Facebook.

Client: Great Portland Estates plc **Architect:** Make **Planning Consultant:** Gerald Eve **External Project Manager:** Buro 4 **Structural Engineer:** AKT II



One New Oxford Street

Camden, WC1
Under construction, due to complete July 2017

Refurbishing an imposing 1939 Art Moderne building whilst upgrading and repositioning the 80-year-old Grand Dame, this project will provide a distinctive location for the new generation of office occupiers contributing in the re-development of the area, sited on a prominent triangular site at the edge of the Tottenham Court Road Growth Area and Bloomsbury Conservation area.

Client: TH Real Estate **Architect:** Orms **Services Engineer:** Long and Partners **Structural Engineer:** AKT II **Project Manager and Cost Consultant:** Arcadis **Acoustic Consultant:** Sandy Brown Associates **Planning Consultant:** DP9 Historic Building **Consultant:** Donald Insall **Lighting Engineer:** EQ2 light **Vertical Transport:** D2E International **Façade Access:** D2E International **Fire Consultant:** GVA ORSA



Hanover Square

City of Westminster, W1
Under construction, due to complete end of 2018

Creating a new public square close to the new Bond Street Crossrail station, this scheme will include high quality offices, international-standard retail space and six residential apartments on Brook Street. The proposals provide two new buildings, together with the refurbishment of the Grade II* listed Georgian building at 20 Hanover Square.

Client: GHS Limited Partnership – JV Great Portland Estates and Hong Kong Monetary Authority **Architect:** Lifschutz Davidson Sandilands **Planning Consultant:** Gerald Eve **Structural Engineer:** WSP



30 Broadwick Street

Soho, City of Westminster, W1
Under construction, due to complete Q4 2016

Located within the heart of Soho, this building provides up to 87,000 square feet of offices, 3,700 square feet of terraces and 7,650 square of retail and restaurant space.

Client: Great Portland Estates plc **Architect:** Emrys **Planning Consultant:** Montage Evans **Project Manager:** Hush PMC **Structural Engineer:** Heyne Tillett Steel



Clear Channel Headquarters

33 Golden Square, City of Westminster, W1
Completed July 2016

Re-designing the building to allow more flexible and agile way of working for a growing business without taking additional space, this project has delivered a dynamic client-facing space that has promoted movement and fluidity whilst allowing the business to maintain the same central location.

Client: Clear Channel Interior Design, Project Management and Cost Consultancy: Cushman & Wakefield Contractor: Parkeray



Soho 13

Ingestre Place, Soho, City of Westminster, W1
Completed March 2016

Designed with flexible living in mind, these 13 individually designed two- and three-bedroom apartments have been created to accommodate a variety of functions, including entertaining, studying or working from home.

Client: Barratt London Architect: A&Q Architects Structural Engineer: Brand Leonard Consulting Engineers M&E and Sustainability Engineer: Mendick Waring Planning Consultant: Quod Planning Project Manager and Cost Consultant: Arcadis Interior Designer: Studio Ashby Principle Designer: DBK



MAESTRO Art Voting Tool

76-78 Wardour Street, City of Westminster, W1
Completed May 2015

MAESTRO is a voting tool used to select a rotational art collection for the new offices of a software developers company. Following the conclusions of a major study on artwork's impact on workplace productivity, the concept seeks to use art to engage staff. The office votes on the pieces they want to put on the art-wall, so there is always something new in the office to look at.

Client: Thoughtworks Developer and Art Consultant: ARTIQ



NORTH

Fitzrovia, Bloomsbury, Holborn, St Giles, Euston, King's Cross, Camden, Kentish Town, Angel, Colindale, Enfield

1+2 Stephen Street

Fitzrovia, Camden, W1
Completed July 2015

Built in the 1970s as the headquarters of EMI, this project transformed and re-branded the tired and outdated buildings, creating modern office spaces by reworking limited areas and bringing unused space into active life at street level.

With a covered retail arcade, most of the ground floor frontage was blind, turning its back on the surrounding streets, whilst the office entrance was gloomy and uninviting. There were many redundant internal spaces, including recording studios and car parking, and an uncomfortable under-pass on the road.

The masterplan has been implemented in multiple phases over a five-year period and comprised the refurbishment of creative office space, rebranded as 1+2 Stephen Street, and the upgrade and extension of retail space, now called Tottenham Court Walk. The building now includes two new and enlarged reception areas, Cat A office spaces on six floors and the creation of three roof terraces.

The scheme redefines the urban space around the building by using lightweight metal elements. The 'blade' – a knife-edged cantilevered canopy made from glossy white aluminium – visually separates the upper building from the new double-height ground floor façade, whilst the 'ribbon' – a curvaceous and perforated metal veil drawn across the solid walls and tall 5-metre glazing wherever possible – unites the 300 metres of façade. The language of metal elements creates continuity between interior and exterior and is used to give order to this complex and

previously labyrinthine building. The two reception areas are lined with sharp-cut waxed, black steel with integrated steel graphics. Bespoke gold leaf-lined Corten lights continue the language of metals and reflections, as do the pendant lights and rippled tiling in WC areas.

The Cat A fit-out provides a blueprint for renovating empty floors when these become available, and improves energy performance and the quality of working space, with perforated metal rafts and maximum perimeter ceiling heights.

At ground level, the volumes and 'heroic' concrete and steel structures of the former recording studios, loading bays and car parks have formed diverse and dynamic office and retail spaces with new mezzanines. Two purpose-designed elliptical and zigzag stairs bring unused basement car parks into prime areas. The former retail arcade has been left double-height to give order and style to an array of retail units where retailer diversity is encouraged.

With an economy of means the project has completely transformed the building and surrounding streetscape, creating a distinctive place from a previously dark and dingy street environment. It has repositioned a once unloved building to create covetable office and retail spaces and brought greater economic opportunity to the area.



Client: Derwent London
Architect: Orms
Structural, M&E and Sustainability
Engineer: Arup Planning Consultant:
Gerald Eve Project Manager: Jackson Coles
Cost Consultant: Quantum Consulting
Contractor: Balfour Beatty

Viewpoint
"Stephen Street has been an exciting challenge for us to undertake. Our principle was to reinvent this 70s megablock into something fitting for 21st century London. We now have an active frontage around the building and a welcoming double-height entrance to the offices. Inside, the former ground floor studios have become impressive headquarters for leading brand agencies and there are terraces on some of the upper floors. The arcade has been infilled and reworked as Tottenham Court Walk, bringing quality back into the street environment and attracting an interesting and diverse mix of retail tenants to the area".

Simon Silver, Director, Derwent London plc



65 Wells Street

Fitzrovia, City of Westminster, W1
Under construction, due to complete in 2017

Situated in a prominent position, this 34,000 square foot new office building has a double-height reception and typical floors of 5,000 square feet.

Client: Great Portland Estates plc **Architect:** BuckleyGrayYeoman **Planning Consultant:** Gerald Eve **Project Manager:** Capital & Provincial **Structural Engineer:** WSP



Bloomsbury Way

10 Bloomsbury Way, Holborn, Camden, WC1
Completed March 2015

Sited at the meeting of Bloomsbury Way and New Oxford Street, this project has re-invented the 250,000 square feet mixed-use development with a new double-height reception space, shops and restaurants. The new stone frontage has large glazed openings that wrap the whole building at the ground and first floor, maximising views in, out and through the building.

Client: London & Regional Properties **Architect:** BuckleyGrayYeoman **Contractor:** Kier **Structural Engineer:** URS **M&E Consultant:** Blyth & Blyth **Quantity Surveyor:** Turner & Townsend **Planning Consultant:** Savills **Highways / BREEAM Consultant:** Jacobs **Fire Consultant:** Arup **Fire CDM Coordinator:** Tweeds



Tottenham Court Road Offices

Camden, W1
Completed December 2015

Creating a series of different environments drawn from the building's own character, this project has created space for a growing creative agency, with the creation of lively collaboration spaces including social and breakout areas in the main offices to allow flexible, interactive meetings; focused collaboration spaces; a boardroom and enclosed meeting rooms, and small meeting hubs. Bespoke desks, arranged in small clusters, sit alongside visitor spaces for impromptu meetings.

Architect: COVEBURGESS **Service Engineer:** Milieu Consult **Cost Consultant:** Bollingbrook **Project Manager:** Ashfold **Contractor:** Overbury



Daily Essentials

Midtown – Bloomsbury, Holborn and St Giles
Initiative, due to be fully operational by March 2017

'Daily Essentials' is an innovative pilot project with TfL offering businesses the chance to order a range of goods through one local delivery provider, rather than from multiple suppliers and their fleets of vehicles. This initiative seeks to encourage hyperlocal B2B trading and will offer personal deliveries to business employees in the same environmentally friendly way.

Team: Inmidtown in partnership with TFL and Arup



Senate House

Malet Street, Bloomsbury, Camden, SW1
Completed August 2014

Refurbishing and updating the 1930s University of London's Grade II* listed Senate House, this project included the installation of modern power, data and lighting systems to enhance Library areas, teaching spaces and academic offices without causing detriment to the unique character of the interiors.

Client: University of London **Interior Designer, Structural Engineer, MEP Engineer, Lighting Designer & Acoustic:** BDP **Project Manager:** Jacobs **Cost Consultant:** ADS Associates



Camden Collective

110 Hampstead Road, Camden, NW1
Completed January 2016

Refurbishing the vacant Art Deco Insull Wing of the former National Temperance Hospital, this scheme has provided free hot-desking space, subsidised offices and training academies in creative and digital skills for young people and start-up businesses. This workspace incubates, supports and encourages the growth of high-quality SMEs, where like-minded entrepreneurs can cluster, co-operate and compete. The project aims to enhance the commercial and reputational performance of the local area.

Client: Camden Town Unlimited **Design/Build Team:** Co-DB & RARA **Planning Consultant:** Shaw Corporation **Masterplan Consultant:** Sheppard Robson **Architects Project Manager:** CTU Community Project **Electrical Contractor:** Newtons



22 Gordon Street

The Bartlett School of Architecture, University College London, Camden, WC1
Under construction, due to complete September 2016

Aiming to create an inspiring home for The Bartlett School of Architecture, this project entails the reconfiguration of the existing building to include significantly more studios and breakout space, encouraging collaboration across the school. A new staircase has been inserted to open up the building's circulation, whilst the re-orientation of the entrance and the creation of new exhibition spaces on the ground floor will reveal the activity.

Client: University College London **Architect:** Hawkins\Brown **Project Manager:** Mace **Environmental Engineer:** Buro Happold **Structural Engineer:** Curtins Consulting **Cost Consultant:** AECOM **Sustainability Consultant:** Expedition **Contractor:** Gilbert Ash



Islington Council Customer Service Centre

222 Upper Street, Angel, Islington, N1
Completed November 2014

This new Customer Service Centre has been designed to deliver an efficient space for the Council to improve service delivery and transform the comfort of both employees and customers. The overall project incorporated service redesign, estate rationalisation and the creation of a modern destination for the 1,000 visitors that come to the building every day. Increasing effectiveness and wellbeing, the new centre now accommodates a larger number of services and double the number of staff, whilst maintaining an open and spacious feeling.

Client: LB Islington **Design Architect:** Studio Tilt **Quantity Surveyor:** Stace **Principal Contractor:** Cosmur Joinery **Contractor:** Paxman **FF&E:** Studio Tilt



King's Cross Central

Camden and Islington, N1
Under construction with some sections completed, final completion due 2020

King's Cross is one of the largest mixed-use developments underway in London. The transformation of the 67-acre site will include a combined total of 8 million square feet of offices, residential, retail and leisure properties when fully completed – creating a new London district.

With the best transport connectivity of any part of Central London, King's Cross St Pancras links six London Underground lines with two national mainline rail stations and international high speed rail, with Euston Station just a five-minute walk away giving greater access to the UK's other major cities. London's five international airports are all within an hour's travel, 14 bus lines pass through the area, and there are plans for an 800 space bike interchange. As a major transport hub, the development is harnessing this connectivity, creating a huge draw for new businesses, residents and visitors.

Seven new Grade A office buildings have been created, attracting some of London's most influential businesses. Media multinational Havas are building their UK headquarters within the development, LB Camden's offices are at Five Pancras Square, and companies

like Louis Vuitton, PRS for Music, AutoTrader, New Day, Vistaprint, CSC and The Office Group are set to be based within the scheme. Contributing to the varied occupier mix, internet giant Google are developing their UK headquarters in a landmark groundscraper building on site.

Contributing to the desirability of the scheme for businesses, the buildings have been designed to minimise environmental impact and reduce running costs, with solar shading, the use of thermal mass for cooling and passive ventilation systems helping make the buildings extremely energy efficient. The office buildings in particular have been designed to achieve environmental performance at least 40 per cent greater than required in building regulations, with the three completed buildings at Pancras Square having achieved a BREEAM 'Outstanding' rating.

Over 400 new trees are being planted and where possible, walls and roofs are greened. In time this will be a lush, green neighbourhood, rich with natural life creating a better, healthier environment for the people who work, live and shop at King's Cross.



Client: King's Cross Central Limited Partnership
Masterplan: Allies and Morrison
Architect: Duggan Morris, Eric Parry Architects, Mossessian Architecture, Porphyrios Associates and David Chipperfield Architects
Structural Engineer: Arup
Retail and Leisure Agent: Cushman & Wakefield and Nash Bond

Viewpoint
'Cushman & Wakefield are delighted to be marketing the biggest and most significant mixed-use development since Canary Wharf. King's Cross has redefined the map of London, transforming a no-go area to being one of the most aspirational places to work. The scheme benefits from a generosity of public space, a diverse range of architects creating an equally diverse range of buildings, and a truly agnostic approach to the occupier mix. The result - King's Cross feels like a true part of London, stitched into its fabric.'

Richard Howard - Senior Director, Central London Leasing, Cushman & Wakefield



The Royal College of Ophthalmologists

18 Stephenson Way, Euston, Camden, NW1
Completed December 2014

The College’s new headquarters have been moved into this former Victorian warehouse featuring brickwork, cast iron columns and timber floor structure of the original building. The façade and interior have been opened up into a triple-height entrance space to bring light into the building, with a feature staircase leading to the public areas. The building now include ancillary training facilities, seminar and lab spaces and a meeting room for 40 council members in a new pavilion at roof level.

Client: Royal College of Ophthalmologists **Architect:** Bennetts Associates **Structural Engineer:** Alan Baxter Associates **Services Engineer:** E3 **Cost Consultant:** Jackson Coles **Contractor:** Knight Harwood



Midland Goods Shed

1 Wharf Road, King’s Cross, Camden, N1
Practical completion November 2015

Converting the derelict Victorian railway structures into a mix of workspaces, retail and a cookery school, this redevelopment takes advantage of the grand, cavernous spaces provided by the original architecture. The design solutions allow the public to experience the dramatic spaces within for the very first time.

Client: King’s Cross Central Limited Partnership (KCCLP) **Architect:** Bennetts Associates **Heritage Consultant:** Stephen Levrant **Heritage Architecture Structural Engineer:** Arup **Services Engineer/Sustainability:** Hoare Lea **Project Manager/Cost Consultant:** Gardiner & Theobald **Planning Consultant:** NLP Planning **Interior Designer:** Bennetts Associates with StudioBlue **Contractor:** Kier



Macmillan Publishing

Porters Gate Building, Wharfdale Road, King’s Cross, Islington, N1
Completed April 2015

Macmillan’s new canal-side London campus combines an eclectic collection of new and old buildings, each with their own character. Central to the scheme is the sustainable re-use of the historic Porter South Warehouse Building whilst maintaining its unique industrial character. Bare brickwork, exposed services, expressed steel structure and open atria create a stimulating working environment which also includes agile working areas, breakout spaces and café-style seating areas.

Client: Macmillan Publishing **Architect and Interior Designer:** Broadway Malyan **Project Manager and Quantity Surveyor:** Capita **M&E Engineer:** Hilson Moran **Structural Engineer:** Campbell Reith **Contractor:** ISG



5 Pancras Square

King’s Cross, Camden, N1
Completed July 2014

Scoring the highest BREEAM Outstanding rating for a building of this type, this new council building includes swimming pools, a gym, library, café and public-facing services on four levels, combined with ten floors of office space. A confident statement of social, economic and environmental sustainability, the project was made possible by property rationalisation and operational efficiencies, at no cost to the public purse.

Client: LB Camden **Developer:** Argent/King’s Cross Central Limited Partnership (KCCLP) **Architect:** Bennetts Associates **Structural Engineer:** AKT II **Services Engineer and Sustainability:** Grontmij **Contractor:** Kier **Leisure Facilities Architect:** LA Architects **Quantity Surveyor:** Gardiner & Theobald



R7 Handyside

King’s Cross, Camden, N1
Under construction, due to complete May 2017

This Grade A office building comprises floorplates of 17,000 square feet over 10 floors, alongside retail and restaurant spaces including a three-screen Everyman cinema. Upper levels have flexible floorplates, sub-divided into a variety of smaller or larger areas with the ability to link floors vertically via an innovative approach to reversible structural soft-spots. Each office floor will have at least one terrace, with a shared roof terrace on the ninth floor and basement ‘cycle spa’ for 260 bikes.

Client: King’s Cross Central Limited Partnership (KCCLP) **Architect:** Duggan Morris Architects **Structural Engineer:** AKT II **Building Services:** Sweco **Quantity Surveyor:** Faithful and Gould **Executive Architect:** Weedons **Contractor:** Kier



LB Barnet Colindale Offices

Lanacre Avenue, Barnet, NW9
In design, due to complete in June 2018

As the centrepiece of the Park regeneration of Colindale, LB Barnet’s new headquarters will comprise 11,000 square metres of floor space and house the council’s relocated staff. Consisting of two stacked volumes which creates a generous elevated garden at fifth floor, this project also includes a one-stop-shop, café and a conference suite for the local community.

Client: RE (Regional Enterprise) Ltd - JV between LB Barnet and Capita plc **Architect:** Hawkins\Brown **Contractor:** Galliford Try **Structural Engineer:** Price and Myers **M&E Engineer:** Peter Brett Associates



Mulroy Architects – Stand Up For Design

8 Deane House Studios, 27 Greenwood Place, Camden, NW5
Completed May 2015

Reflecting the practice’s belief that a healthy work-life balance, flexible working and a creative working environment are fundamental to wellbeing, morale and productivity, this design has created an open and informal meeting space, blending retro and modern furnishing, alongside an open plan kitchen to provide a homely, welcoming environment. Large sit-stand desks and a relaxation area encourage the team to move around, take breaks, interact and work comfortably.

Client and Architect: Mulroy Architects **Contractor:** London my Builders **Specialist Furniture:** Umbrella Furniture **Electrics:** Mayflower **Vintage Furniture:** Gonnermann Antiques



Enfield Civic Centre

Silver Street, Enfield, EN1
Completed November 2015

Refurbishing Enfield’s Civic Centre, this project seeks to create an innovative London workplace in a publicly-funded project. The offices have seen the introduction of flexible breakout areas, hot-desks and movable partitions/pods to provide a creative, non-corporate environment capable of meeting the challenges of modern working. The design exploits open plan space to reduce barriers and a vibrant colour scheme that evolves across the office floors.

Client: LB Enfield **Architect, Interior Designer & Lead Consultant:** Pellings **M&E Consultant:** Troup Bywaters & Anders **Contractor:** ITC **Quantity Surveyor:** Stace



Roundhouse Administration Building

212 Regents' Park Road, Camden, NW1
Completed July 2015

Undertaking a major project to build new offices without disrupting a busy artistic programme, this this eminent music and education centre decided on an affordable and time-efficient construction method.

The Roundhouse Administration Building was build using the Container City concept in just six months, delivered on time and on a budget that generates revenue as well as housing the Roundhouse administration team and materials. Stage and seating equipment is now kept in eight of the ground floor containers, seamlessly integrated into the building.

The absolute requirement to avoid disruption to the Roundhouse productions was solved by offsite prefabrication coupled with just-in-time delivery of the 74 finished container based units. The entire 2,220 square metres structure was craned into place over seven working days.

The economic challenge was partly met by recycling parts from a previous Container City project for the London Olympics and careful selection of materials and methods. The offsite prefabrication system included pre-installed stairs within the container units so that as each floor was craned into place there was full access for operatives without the need for external scaffolding – another cost saving measure.

Part of the structure supported by pillars has been built over what had been just an access road. This innovative 'bridge' turned otherwise unused airspace into 420 square metres of additional office accommodation.

The creation of extra office space allowed the client to lease out two floors of the building to a record company at a commercial rent. This additional income significantly helped the economics of the project and provides a long-term revenue stream to help support the artistic and educational work of the Roundhouse Trust once their capital loan has been paid off. Other funding sources included grants and donations for the £2.9 million build.

As befits a modern creative office there is a comprehensive data distribution network with over 10km of cabling serving 500 data points, whilst in terms of energy efficiency a recent sustainability review of the building shows an energy rating of A and the CO₂ emissions target beaten by 45 per cent, partly due to a 30 KW solar array.

As an exemplar of adaptable and flexible low cost Container City formula, The Roundhouse Trust is now in the process of applying for permission to add a further storey of office space to their new building. At the current Camden Town rents, this additional space should pay for itself within four years.



© Andy Day

Client: Roundhouse Trust
Architect & Contractor: Urban Space Management
Engineer: Furness Partnership
M&E and Sustainability: Keeping Blue
Groundworks: Comast
Fabrication: Bye Engineering
Craning: City Lifting
Transport: ASJ Transport
Electrical Installation: Gamma Electrical
Plumbing: AJ Rendle
Air Conditioning: Climate Design
Windows and doors: Star Aluminium

Viewpoint
"I joined this project just before the building works commenced and I was amazed with how quickly we managed to get from the groundworks phase to a completed building. The modular container approach allowed us to keep delivering shows and keep our doors open to the public. And for the first time it allowed Roundhouse staff to be based in one location – this immediately led to increased communication across teams, who were previously split across two sites. The pinnacle of this can be seen on a summer's evening as we enjoy our roof terrace and view of the London skyline".

Rathi Kumar, Project Manager, Roundhouse



© Tom Carter

Meridian Works

Meridian Water, Enfield, N18
Due to complete in September 2017

Meridian Works envisions the transformation of two large industrial sheds in Edmonton into open workshops and studios for professional makers and artists, with facilities for outreach and training. The project addresses space and affordability issues faced by creative businesses throughout London and delivers initiatives to positively impact the wider local economy and surrounding communities.

Supported by the Greater London Authority’s London Regeneration Fund (LFR) and in partnership with LB Enfield, Building BloQs and The Association for Cultural Advancement through Visual Art (ACAVA), the project will establish an ecosystem within a key regeneration area to incubate and promote creative businesses in the city.

Meridian Works is part of the 85-hectare regeneration scheme Meridian Water which will provide 10,000 new homes, 6,700 new permanent jobs, a full range of neighbourhood facilities and a new train station over the next 20 years. Drawing on the area’s artisan heritage, Meridian Works will form a creative hub for this new part of London, with a regionally significant cluster of makers and artists.

Over 6,000 square metres of new workshop space and artist studios will be delivered to support new and existing jobs and businesses. Additionally there will be provision for new training facilities, initiatives to connect existing and emerging communities, and a programme of creative events.

Offering professional machines and equipment and affordable and flexible access, Building BloQs – London’s largest open workshop – is providing the resources for freelance makers, small businesses and designers to establish and grow, with less cost and risk. This new space will allow for an expanded and diversified operation from their existing Enfield workshop, with professional makers continuing to work in wood, metal, CNC, textiles, concrete, plastic and paint.

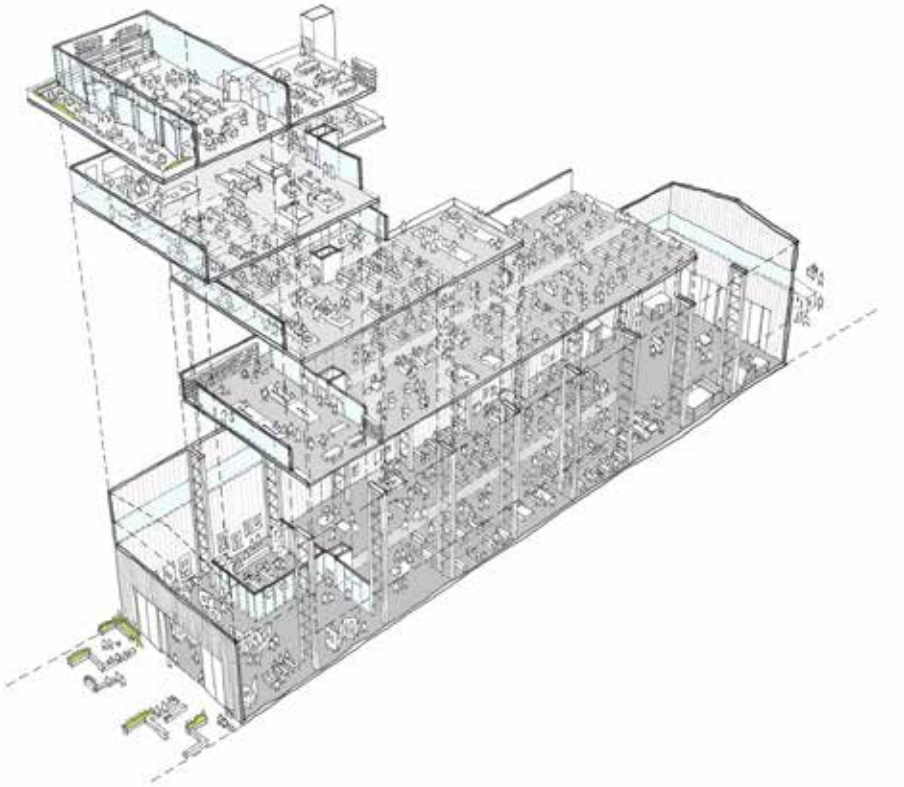
To support the regeneration project, ACAVA, a leading London based visual arts charity, will provides a broad range of complementary activities and services including exhibitions, community arts projects, managing public art commissions, and arts consultancy.



Client: LB Enfield
Funder: Greater London Authority
Architect: Karakusevic
Carson Architects, Architecture 00
Workspace Provider: Building BloQs
Studio Provider: ACAVA
Consultant: Tibbalds Planning and Urban Design Structural
Engineer: Momentum Engineering
M&E and Fire Engineer: Hoare Lea
Cost Consultant: Jackson Coles

Viewpoint
“The GLA is providing £1.35m through the London Regeneration Fund to Meridian Works. By providing training, job opportunities, and workshops for local residents, and reviving the areas artisan heritage, this project helps connect existing and emerging communities. One of the many reasons I have enjoyed developing this project is the team, the combination of home grown entrepreneurs (Building BloQs) and respected studio and arts outreach charity (ACAVA) enables the project to explore ways to addresses space and affordability issues in London. None of this would have been possible without the commitment of the team at LB Enfield and their designers KCA.”

Louise Duggan, GLA Regeneration



EAST

Tottenham, Walthamstow, Stratford, Hackney Wick, Hackney, Manor Park, Docklands, Isle of Dogs, Poplar, Wapping, Rainham

East

“The Bridge” Bathroom Brands Headquarters

Lake View House, Rennie Drive, Dartford, DA1
Completed July 2014

Conceived as a continuous folded surface, the Bridge is a new typology of work environment constructed from pre-fabricated cross laminated timber and forming a 64-metre long, undulating, multi-level structure spanning two floors in a double-height void creating 1,500 square metres of office and recreational spaces. Bridging floors, this elegant connecting element encourages interaction between employees and creates pockets of space in which to work and gather.

Client: Bathroom Brands **Architect:** Threefold Architects **Structural Engineer:** TALL Consulting Structural Engineers & AECOM **Contractor:** WINVIC



Blackhorse Lane

Waltham Forest, E17
Completed June 2014

Alongside the creation of an open-access workshop and creative workspace, a series of skills, training and marketing opportunities and physical interventions have been commissioned by the local authority to launch the regeneration of the area. Including transformations to streetscapes, shops and industrial frontages, the area-wide proposals address issues of poor public perception and functional operation of the existing industrial estates, and support the diverse enterprises in the area.

Client: LB Waltham Forest and Mayor of London **Architect:** We Made That **Structural Engineer:** Momentum **Quantity Surveyor:** Stockdale **Graphic Design:** Europa **Contractor:** JB Riney, Bolt & Heeks **Shop Frontages Consultant:** Architecture Foundation **Web Design:** Wolfram Wiedner **Workshop Fit-out:** Assemble



Project showcase

639 Enterprise Centre

639 High Road, Tottenham, Haringey, N17
Completed

Housed in a damaged Grade II listed property, this centre provides affordable business space for new and emerging SMEs to test their business ideas while receiving support and training. Funded through the Mayor’s Regeneration Fund and managed by the London Youth Support Trust – a local charity that gives young people support to start a business – 639 now includes a gallery and café, 18 local enterprises, including print makers and photographers, and charities offering a variety of counselling, training and support.

Client: Mayor of London **Architect:** Sergison Bates Architects **Project Management/Curation:** London Youth Support Trust **Contractor:** ROOFF **Building Services, M&E:** MESH Projects **Structural Engineer:** Price & Myers



Central Parade Creative Hub

Walthamstow, Waltham Forest, E17
Under construction

Refurbishing a former Waltham Forest Customer Service Centre, this project will host an ‘indoor mall’ of 50 independent creative businesses within affordable and flexible retail space. A series of small ‘maker’ shops will be available for up to 6 months to attract people interested in trial marketing a service or product, with private office and studio spaces also on the ground and basement floors, and a 16-desk co-working area.

Client: LB Waltham Forest and Mayor of London **Architect:** Gort Scott **Project Management/Curation:** Meanwhile Space **Graphic Design:** Polimekanos



Opportunity Investment Fund

Haringey, N17
Ongoing initiative

The Opportunity Investment Fund (OIF), jointly provided by LB Haringey and the Greater London Authority, is a £3.67 million programme created to encourage investment in workspace and employment projects in Tottenham. The OIF helps businesses to create or improve workspace, purchase machinery or production equipment, generate new jobs and up-skill staff whilst supporting SMEs and entrepreneurs.

LB Haringey’s regeneration plans for Tottenham are already seeing more than £1 billion of public and private backing with opportunities to deliver 10,000 new homes and 5,000 new jobs by 2025. These investments and planning measures aim to improve town centres, employment areas, public spaces and streets.

Alongside OIF funding, a full package of business support will include a 30 per cent business rate reduction scheme and access to traders’ groups working throughout the borough.

Tottenham is an affordable proposition for both operators and tenants being priced out of workspace locations elsewhere in London. This fund and strong package of support has already attracted new business to Tottenham and allowed existing businesses to expand. To date, £835,000 has been committed which will deliver 51 new jobs and 50,000 square feet of commercial space refurbished, with over £2 million still available to lend. Loan repayments will be reinvested in future loans.

The Mill Co. Project, a social enterprise provider of workspace, has been supported by the OIF to bring forward an additional 15,000 square feet of new affordable workspace, across several sites in the South Tottenham industrial area. The project has brought two vacant commercial units back into use, and created three FTE jobs and two apprenticeships for Haringey residents, and has provided 12 business units/studios – creating a better place not just for work but also to spend leisure time.

The Redemption Brewery has been refurbished and expanded to almost 10,000 square feet of commercial space in North Tottenham to meet increased demand for their craft beer with the support of OIF.

Chicken Town is an innovative not-for-profit restaurant funded by the OIF and run by Create. It offers an alternative to the growing number of poor quality calorific chicken shops on London’s high streets, and will create 40 jobs.

The restaurant has recaptured the identity of the Grade II-listed former fire station, with an interior designed by architecture collective Assemble, retaining beautiful historic features, restoring the original character and animating public space.



Funder: LB Haringey and Mayor of London

Viewpoint
“The Opportunity Investment Fund is a valuable tool to assist growing businesses in Tottenham and to attract new businesses. It enables entrepreneurs to access finance where other sources may not be available. From Haringey Council’s perspective, as well as supporting our valuable business community, it enables jobs for local people and new workspace to be created. Applicants have found the process straightforward and the links they make with the council incredibly useful; forging strong relationships that will continue well into the future and ensuring Tottenham’s economy continues to be vibrant, diverse and successful”.

Cllr Joe Goldberg, Cabinet Member for Economic Development, Social Inclusion and Sustainability, Haringey Council



Here East

Queen Elizabeth Olympic Park, Newham, E20
Under construction, due to complete February 2017

Here East has transformed the former press and broadcast centres on the Queen Elizabeth Olympic Park into 1.2 million square feet of commercial space for London's creative and digital industries. London's Home for Making will also accommodate new academic facilities for Hackney Community College, UCL and Loughborough University, including a test bed for robotics.

Transforming a series of huge buildings into manageable, social and vibrant spaces inspired by the light industrial factories and yards of nearby creative Hackney Wick, Here East has been conceived to encourage the generation of new ideas by adding layers of design to a core but evolving structure. The result is a designed environment, an ecosystem, to incubate a huge range and scale of businesses, with a 'life-support system' of bars, cafés and restaurants and a community landscape to stimulate interaction and collaboration.

From tech giants to creative start-ups, artists or craftspeople, Here East will create a place where innovation, entrepreneurship, technology and creativity come together.

To achieve BREEAM Excellent accreditation, a 280-metre long glass elevation has been re-clad with a patterned, digitally-printed ceramic frit inspired by the optical illusions of military dazzle ships, which also reduces the apparent mass and scale of the building.

A 16-metre deep 'crust' of flexible work and retail spaces are based around the perimeter of the windowless former Broadcast Centre, with a 'core' that comprises of studios and Europe's most advanced data centre.

50,000 square feet of double-height space on the ground floor forms the Innovation Hub, which seeks to enable an array of co-workers, joined by a further 30,000 square feet on the upper level. A new community of artisan bakers, coffee roasters and craft brewers activate the new public spaces, with a 950-seat auditorium that encourages a canalside of social exchange.

The Gantry, looking out over the Queen Elizabeth Olympic Park, is a series of bespoke studio structures designed in collaboration with Architecture 00, with external yard spaces for artists, designers and craftspeople to create and manufacture on site.



© GG Archard



© The Neighbourhood

Client: Here East
Developer: Delancey Real Estate
Co-founder and tenant: Infinity SDC
Architect: Hawkins\Brown
Structural Engineer: Buro Happold & Arup
M&E / Sustainability Engineer: Cundall & Arup
Planning Consultant: Deloitte
Project Manager: Colliers International
Cost Consultant: Gardiner & Theobald
Contractor: Laing O'Rourke
Property Consultant: Cushman & Wakefield

Viewpoint

"The Here East project was born out of a deep rooted belief in delivering an innovative and ambitious economic legacy for London 2012. Developing the Here East brand around design, innovation, collaboration and a strong emphasis on making and the development of products and companies of tomorrow meant that we needed a bold design that allowed people to co-exist in a way that encouraged interaction. Big and small, software or hardware; the opportunity for chance exchange was essential. What this meant was that client, architect, brand agency, digital agency and our PR agency worked extremely closely to ensure that the redevelopment, the design, the fabrication techniques, the supply chain and the techniques employed remained authentic to our mission".

Gavin Poole, CEO, Here East



© The Neighbourhood



Stone Studios, Hackney Wick

Hackney, E9
Planning granted

This mixed-use development proposes around 5,000 square metres of commercial space, including affordable units for local artists and 120 residential units. Part of the Hackney Wick Area Action Plan, which borders the Olympic Park, this site is set to become a thriving centre for the cultural and creative industries with a growing residential population and lively café scene.

Client: East London Regeneration (Wallis South) Ltd – JV between Groveworld and PTE Property **Architect:** Pollard Thomas Edwards **Planning Consultant:** Nathaniel Lichfield & Partners



Hackney Fashion Hub

Hackney, E9
Under construction

As the first phase of a much larger development of the town centre, this project will support the ‘Stitch Academy’ providing affordable workspace for local people, a shared space with machinery and equipment for emerging fashion businesses, a not-for-profit retail space and a free workspace bursary for emerging local designers. Public realm improvements will also promote better links between Hackney Walk and the high street.

Client: Hackney Fashion Hub, LB Hackney and Mayor of London **Architect:** David Adjaye



Wallis Road, Hackney Wick

Hackney, E9
Under construction, due to complete January 2019

Wallis Road is a heritage-led mixed-use regeneration scheme in the heart of Hackney Wick that preserves and enhances historic buildings as artists’ studios, workshops and exhibition space. The flexible workspace is punctuated with mezzanines and double-height spaces, and includes collaborative work areas. Driven by a desire to create a vibrant community, the scheme will also create 44 new homes.

Client: M&D Silk Properties **Architect:** Stockwool **Planning Consultant:** CMA Planning **Structural Engineer:** Richard Watkins & Associates



Hackney Town Hall

Hackney, E8
Under construction, due to complete December 2016

This sensitive refurbishment of Hackney Town Hall has been developed in collaboration with the Council, English Heritage and the Hackney Conservation Department to preserve its heritage value whilst ensuring a future use. Works have been split into several manageable stages over the last nine years allowing a continued use of the building whilst creating a substantial increase of office capacity without compromising key council services housed within the neoclassical style Grade II-listed rooms.

Client: LB Hackney **Architect:** Hawkins\Brown in collaboration with Turnerbates **Contractor:** Osborne **Cost Consultant:** Ridge & Partners **Structural Engineer:** Wareham & Associates **Services Engineer:** Jacobs



Keltan House: around-the-clock adaptive workspaces

Hackney, E8
Under construction, due to complete May 2017

Transforming a former 1960s council building into a flexible working space, this project includes replacing cellular offices on the ground floor with an 850 square metre open space with a servery, seating and tables that will alternate between touchdown workspaces, meeting areas and technical support during the day to a more conventional restaurant in the evening. By improving visible and physical connection to the street, it is hoped the building will become a hub for working and eating around the clock.

Client: Barworks **Architect:** West Architecture **Planning Consultant:** CBRE **Services Consultant:** ME7



Old Manor Park Library

Newham, E12
Completed November 2015

Redeveloping a public library that has been closed since 2011, this project provides 20 creative workspaces for 25 artists, designers and makers, alongside a home for Rabbits Road Institute – a new public space for community, educational and creative activity. Whilst conserving the historical richness of the Grade II-listed Carnegie building, the reimagined space provides a new type of public building for creative practice.

Client: LB Newham, Mayor of London and Bow Arts **Architect:** Apparata



IceHouse Court Studios

Barking, Barking & Dagenham, IG11
Completed June 2016

Providing 4,400 square feet of much needed affordable studio spaces for 20 creative practices, the Studios have been conceived with a unique adaptive partition designs for a new kind of immersive and productive workplace. Supported by LB Barking & Dagenham and the GLA through the Mayor of London’s High Street Fund, the project pushes the boundaries in both the design and geography of workspaces in London.

Client: LB Barking & Dagenham, Mayor of London and Bow Arts **Architect:** Delvendahl Martin Architects



Royal Albert Dock

Newham, E16
In design, due to complete 2017

Historically the trading heartland of the capital, this development will re-instate the Royal Docks as a commercial and trading centre for the 21st century, delivering around 20,000 full-time jobs and boosting local employment in Newham by 30 per cent. This 35-acre site aims to become London’s third business district, opening up a gateway for Asian and Chinese business seeking to establish headquarters in Europe, as well as other businesses wanting to set up in the capital.

Client/Developer: ABP **Architect:** Farrells **Structural Engineer:** AKT II **Development Manager:** Stanhope PLC **Planning Consultant:** CBRE **M&E:** Hilson Moran



New District, Canary Wharf

Isle of Dogs, Tower Hamlets, E14
Under construction, due to complete 2023

Canary Wharf Group has recently announced the development of a highly significant mixed-use project, currently known as New District, Canary Wharf. The scheme comprises just under 2 million square feet of new offices, targeted towards creative and progressive businesses, with the first phase of buildings delivered in 2019. There is no doubt that this will be a transformative new piece of London, especially in the context of the 3,500 new homes and 350,000 square feet of retail that are also being provided.

The development will encompass 22 acres, including 9 acres of interconnected parks, piazzas, riverside walkways and garden squares to extend the appeal of Canary Wharf as a progressive working and living urban district. As wellbeing and lifestyle are key drivers, the scheme aims to include running paths and outdoor sports equipment, as well as tailored arts and events programme and a cultural/exhibition centre for the new community.

Complementing and diversifying the existing Canary Wharf retail offer, the development will include a series of street level uses, including concept stores, health clubs, contemporary brands, showrooms, independents, boutiques, and neighbourhood cafés and restaurants including pop up street-food markets.

2 million square feet will be dedicated to office spaces, delivered across six buildings ranging in size from 100,000 to 200,000 square feet. These buildings have been designed to create a more urban landscape, with a mixture of industrial, red brick and concrete buildings. These buildings will still benefit from Canary Wharf Group's philosophy of providing the most technically advanced buildings with dual power supplies and 1 to 8sqm occupational densities. The aim will be to achieve BREEAM Outstanding throughout.



Client: Canary Wharf Group
Lead Architect and Masterplanner: Allies and Morrison
Architect: AHMM and Pilbrow & Partners
Office Agent: Cushman & Wakefield, CBRE and JLL

Viewpoint
"The New District at Canary Wharf is going to be one of the most exciting new places to live, work and play in London. It will offer a range of new office buildings for occupiers from the creative and wider sectors, coming on stream in time for the opening of the Elizabeth line. Cushman & Wakefield are delighted to be involved in this ground breaking development for Canary Wharf Group."

Richard Howard - Senior Director, Central London Leasing, Cushman & Wakefield



Silvertown

Newham, E16
Under development

Home to London’s largest surviving industrial building Millennium Mills, this £3.5 billion redevelopment reimagines the Silvertown area into a technology hot-spot, where the disused flour mill will feature a school, cafés, restaurants and centres for product and cultural innovation. There will be over 5,000,000 square feet of business space and 3,000 new homes, with the centerpiece being a ten-storey leviathan designed in the style of New York’s fashionable Meatpacking District.

Client: First Base **Masterplanner/Lead Consultant:** Fletcher Priest Architects **Landscape Consultant:** West 8 **Conceptual Masterplanner:** Civic arts **Quantity Surveyor:** Alinea Consulting **Site-wide Infrastructure and Environmental Testing:** Arup **Planning Consultant:** Quod **Heritage Consultant:** Donall Insall Associates **Public Transport Modeling:** iCube **Spatial Accessibility and Pedestrian Movement Modelling:** Space Syntax



The Hubs – UEL

Newham, E16 and E15
Completed December 2014

The University of East London’s Hubs provide a triage space of helpdesks for face-to-face advice, counselling rooms, group rooms, social areas and back office support for staff who assist students remotely. Trained staff are facilitated in supporting students by the efficient use of space and the functional design.

Client: University of East London **Architect:** bpr architects **Quantity Surveyor:** Chandler KBS **M&E Consultant:** Hitek Consultants **Structural Engineer:** Derrick Wade Waters **CDM:** Wakelin & Associates **Contractor:** ME Construction **Carpet:** Interface



Former North Woolwich Station

Newham, E16
In design, due to complete end of 2017

Transforming the Grade II-listed Old North Woolwich Station into a public workspace for artists, this building will be a new base for the pioneering arts educational social enterprise, Open School East, who will offer a year-round programme of engagement and activity. Creating a significant new cultural and workspace amenity, the scheme also includes the creation of outdoor workspaces on 3,450 square metres of adjacent derelict land and a new community garden open to all.

Client: Mayor of London, Create London & LB Newham **Project Partner:** Crossrail, River Lea Tidal Mill Trust, Open School East



Clipper House

Trinity Buoy Wharf, 64 Orchard Place, Tower Hamlets, E14
Completed January 2015

Made from recycled shipping container units, these creative working spaces house start-ups and creative companies within 1,100 square metres. The scheme features high ceilings and mezzanines on the top two floors, balconies on the upper levels with views facing the Thames, and a ground floor which hosts two educational establishments and a wholesale florist.

Developer, Architect and Contractor: Urban Space Management **Engineer:** Furness Partnership **M&E/Sustainability:** Keeping Blue



Fashioning Poplar

Tower Hamlets, E14
In design

Converting a number of Poplar’s empty garages into a hub of facilities and workspaces that will support fashion-related activities, this project will also include a manufacturing unit and on-site mentoring. Employment and training will be provided to local workforce and ex-offenders graduating from the unit’s sister project, linking local people and enterprises to the future London College of Fashion campus and completing orders from commercial and emerging designers.

Client: Poplar Harca and Mayor of London **Architect:** Adams and Sutherland **Structural Engineer:** Price and Myers **Building Services & M&E:** Freeman Beasley



Thomas Moore Square

Tower Hamlets, E1
Completed November 2015

Upgrading building entrances, refurbishing vacated floors and enhancing the public realm with new access routes, this project provides Thomas More Square with a new central hub. At number 3, the Cat A fit-out from basement to level 13 was completed, including a refit of the lower atrium and reception, to provide dramatic new spaces, a public café and lounge. Allowing clear views into these spaces as one approaches the newly landscaped exterior and encouraging informal meeting create a vibrant and modern work environment.

Client: Land Securities **Architect, Landscape Architect, Interior, Graphic and Lighting Designer:** BDP **Project Manager & Cost Consultant:** Gardiner & Theobald **Structural Engineer:** Waterman **MEP Engineer:** Long & Partners **Fire Engineer:** JGA **Catering Consultant:** Bennett Hay



BuyGiveWork at Keeton’s and Collett

Bermondsey, Southwark, SE16
Completed

Applying for the first time the Buy One Give One approach to the property sector, this initiative created 1,400sqm workspace and a Greenlab in a former college awaiting redevelopment. BuyGiveWork operates by providing one desk free of charge to a local or non-profit organisation for every desk purchased: filling the space quickly, and enabling experimentation and collaboration between locals and non-locals. The Green Lab, run by both academics and start-ups, is working on urban growing initiatives.

Client: Grosvenor **Partner:** Green Labs **Architect, Workspace Provider & Designer:** 3Space



Artspace at St Katharine’s Precinct

Limehouse, Tower Hamlets, E14
Completed September 2015

This new space for 12-15 artists, designers and craftspeople brings together 12 creative workspace units to create a visible and active presence on the site, whilst providing income to support arts-led educational projects. Aiming to replicate this model in other London’s areas, the studios are complemented by a Yurt community café and reflective space, a community and wellbeing hub and an outdoor cinema.

Client: The Royal Foundation of St Katharine and Bow Arts **Architect:** Matthew Lloyd Architects



SEGRO Park, Rainham

Havering, RM13
Under construction, due to complete August 2017

SEGRO Park, Rainham seeks to regenerate 86 acres of vacant industrial land, spanning three boroughs – Newham, Barking & Dagenham and Havering – on both sides of the A13 corridor. Creating a 333,269 square foot high quality industrial park on four sites totalling 19 acres, this scheme meets the demand for high-quality industrial and logistics buildings in East London.

To support enterprise and encourage business growth in London, the smaller plot sizes will offer the opportunity to develop an ‘Enterprise Quarter’ of 40 flexible units for start-ups and small businesses looking for space from 500 square feet to 2,000 square feet. The units can be combined to accommodate growth on site and will be offered on an inclusive easy in, easy out flexible lease basis.

Occupiers of the Enterprise Quarter will also benefit from the use of a 3,250 square foot marketing and office suite, manned by a dedicated Estate Manager, to entertain suppliers and customers or

attend B2B events to support business growth and innovation and create a business community.

The development also provides an ideal opportunity to support the growth of London’s supply chain by providing five industrial units ranging from 15,000 square feet to 66,000 square feet on Plot 40 as well as the 102,984 square foot build-to-suit unit on Plot 42. The e-commerce revolution combined with population growth is placing huge pressure on the urban logistics sector to meet customer demands – a pressure that is sure to continue.

This regeneration of a vacant industrial site will create a highly sustainable and safe environment for the modern day industrial occupier. The scheme seeks to achieve EPC ‘A’ and BREEAM ‘Excellent’ as a minimum and will exceed London Plan requirements through a practical energy strategy that will incorporate, PV, solar-wall, LED lighting and other low-zero carbon technology.



Client: SEGRO
Industrial Unit Architect:
Michael Sparks Association
Enterprise Quarter Architect:
Richard Hopkins Architects
Engineer and Highway
Consultant: Fairhurst
M&E: MBA
Quantity Surveyor: Feasibility
Planning: Deloitte
Landscaping: Viewpoint

Viewpoint
‘MSA were presented with the challenge to provide modern flexible business space for a range of different sized premises. With flexibly designed loading areas and clear internal heights, each unit also has a high quality office, located to maximise visibility by separating manufacturing or distribution areas within the buildings. Security and safety are provided by clearly separating car parking and pedestrian areas from loading areas. Differing width yard spaces have been designed to allow for various loading scenarios, with 50- and 60-metre yard depths provided for the larger units to allow quick maneuvering and access onto the road network.’

Ashley Chambers, Partner, Michael Sparks Associates



Rum Factory Studios

Pennington Street, Wapping, Tower Hamlets, E1
Completed June 2015

Providing space to over 100 artists, designers and makers, this project has revitalised a 200-year-old Grade II listed warehouse in London Dock which, in the 1980s, was home to the printing presses of News International. Bow Arts has transformed the building and created 80 studios, ranging in size from 100 to 400 square feet.

Delivered through an innovative collaboration between arts educational charity Bow Arts and property developer St George, and with support from Arts Council England, the 15-acre site is close to the very first artist studio warehouse at St Katharine Docks which was opened in 1968 by Bridget Riley. The studios are in the listed Pennington Street Warehouse which once stored rum, tobacco and high value goods, and will be transformed into an eclectic mix of shops, restaurants and offices.

The main warehouse, including mezzanines, had a footprint of 20,000 square feet. Feedback from artists and designers informed the layout and build concept, which essentially created an

interlinked series of individual spaces that allow each user their own clearly defined space of work with a good sense of private space, without being shut away behind closed doors. The design works with the architecture of the building whilst sticking to the brief of creating something on a human scale that encourages people to work with, and alongside, each other. Consequently, there is a natural logic and flow to the space.

The design also includes provision for a project space, a resource for artists to lead their own public facing events. PSW (Project Space Wapping) is available at subsidised rates to studio users for short-term projects such as filming or photographing work, exhibitions, workshops or to try something different that won't work in the studio.

The Rum Factory Studios form part of the London Dock development which will comprise 1,800 homes, 200,000 square feet of commercial floorspace and 6.5 acres of public open space.



Client: St George City
Designer: Bow Arts

Viewpoint
"Creative workspace is a highly personal space where artists test out their ideas. Over a number of years, we have developed a cost-efficient system of studio pods that form semi-private working environments that interlink, creating small social hubs. This system offers artists privacy without the isolation, as the space naturally creates moments where people can meet and engage. The London Dock site brought scale and history into the mix, and our challenge became to design a space that both celebrated this amazing building and delivered the practical working environments we need. It does this, it's a great space and works really well."

Marcel Baettig, Chief Executive, Bow Arts



Clarksons

Commodity Quay, St Katherine's Docks, Tower Hamlets, E1
Completed August 2015

As new headquarters of an international shipping company, this industrial-looking building in St Katharine Docks provides quality working spaces with high-end finishes throughout. With a brand new Cat A fit out, the space resembles a high-end business lounge during the day and a trendy bar at night, with considerable audio-visual facilities making it capable of hosting different events or parties with live music inside and outside.

Client: Clarksons Group **Architect:** tp bennett **Quantity Surveyor & Cost Consultant:** Core Five **Planning Consultant & Organisation:** DP9 **Project Management, Advisor & Consultant:** GVA Second London Wall **Structural Consultant & Engineer:** Heyne Tillett Steel **M&E Engineer & Services Consultant:** Hilson Moran Partnership



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CITY AND CITY FRINGE

Aldgate, Whitechapel, Clerkenwell, Shoreditch, City Road, Old Street, Liverpool Street, Bank, Monument, Tower Hill, Cannon Street, St Paul's

Aldgate Place

7 Leman Street, Aldgate, Tower Hamlets, E1
Under construction, due to complete June 2018

Designed with working from home in mind, this residential complex of 463 studios, one-, two-, three-bedroom apartments and penthouses is a response to the flexible working patterns of Londoners. The apartments can be arranged to have a workspace divided from the main living space, whilst on-site amenities such as a tenth-floor roof terrace, four-star hotel, cafés and restaurants create alternative working spaces or client-meeting locations.

Client: Barratt London **Architect,** Landscape Architect, Masterplanner and Interior Designer: Allies and Morrison **Structural Engineer:** Walsh Associates Ltd **M&E and Sustainability Engineer:** Whitecode Associates **Planning Consultant:** Deloitte **Principal Designer:** DBK



The Loom

14 Gowers Walk, Whitechapel, E1
Under construction, due to complete Q3 2016

Refurnishing a Victorian wool warehouse, The Loom provides 110,000 square feet of unique workspace, complete with modern facilities, including a new café and shower/cycle facilities. The retention of the building’s original features, such as wrought iron pillars and bare brickwork, have preserved its original character whilst allowing the spaces to be opened up to fill the studios with light. A central street has been created, running through the building, creating collective space and a community atmosphere.

Developer: Helical plc **Architect:** Duggan Morris **Planning Consultant:** JLL **Planning Project Manager:** Blackburn **Quantity Surveyor:** Exigere **Services Engineer:** GDM **Structural Engineer:** Heyne Tillet Steel



The Exchange – 133 Whitechapel

133 Whitechapel High Street, Tower Hamlets, E1
Completed July 2016

Providing 500 different flexible co-working spaces to suit different needs, this project includes offices, meeting and breakout lounges, kitchens, bike stores, showers and a café in the heart of East London. A dramatic top-lit volume carved into the building’s social centre aims to encourage and promote connections amongst the community of co-workers. Eye-catching designs with Miami art-deco pastel colour palettes create light shows across white masonry walls, and lovingly-restored parquet flooring celebrates the building’s original atmosphere.

Client: The Office Group **Architect:** Morrow + Lorraine Architects **Structural Engineer:** Engineering Design and Analysis **Services Engineer:** Environmental Engineering Partnership **Cost Consultant and Project Management:** Quantem Consulting LLP **Planning Consultant:** DP9 **Building Control:** MLM Main **Contractor:** Parkeray **CDM Consultant:** Dominic Bottone Associates



White Chapel

10 Whitechapel High Street, Tower Hamlets, EC2
Under construction, due to complete October 2016

Refurbishing a 1980s office block, this project has created 200,000 square feet of creative offices featuring a light-filled, seven-storey atrium, with views through a garden terrace. The 7,000 square foot reception area will be open to the public, becoming a vibrant social space, with sculptural furniture and a café-bar.

Client: Derwent London **Architect:** Fletcher Priest Architects **Structural Engineer:** Elliott Wood Services **Engineer:** Norman Disney Young **Quantity Surveyor:** AECOM



Club Row

Rochelle Centre, Arnold Circus, Tower Hamlets, E2
Completed June 2016

Updating the Grade II-listed Club Row building using the same artisan crafts of the original building, this scheme provides a modest yet contemporary workspace, using materials such as zinc, terrazzo, brass, oak and fully handmade bricks which balance new and old. An new roof design, raised by 1.2 metres, has created a more successful working environment.

Client: James Moores Organisation **Architect:** Quinn Architects **Main Contractor:** T&B **Quantity Surveyor & Project Lead:** The CBE Partnership **Structural & Civil Engineer:** Elliot Wood Partnership **Services Engineer:** GDM Building Services **CDM Coordinator & Party Wall Surveyor:** Fareed Fetto & Co. **Planning Consultant:** Indigo Planning **Approved Inspector:** MLM Building control **Surveyor:** ABM Surveys



Northampton Road

38 Northampton Road, Clerkenwell, Islington, EC1
Completed July 2015

As a modern workplace and a living lab where new furniture designs are tested by prospective customers, these offices have the structural freedom inherent in a concrete frame used to pull floors back from walls, punch large holes through the slabs and allow soffits to fold upwards, creating dramatic, flowing spaces in which to work.

Client: Goodman Mann Broomhall **Architect:** Ben Adams Architects **Structural Engineer:** Price & Myers **M&E / Sustainability Engineer:** Norman Disney & Young **Contractor:** Graham Construction



Elm Yard

13/16 Elm Street, Clerkenwell, Camden, WC1
Under construction, due to complete Q4 2016

Refurbishing 12,800 square foot ground floor and courtyard office, which also includes large private terraces, this project will create a new workspace near the future Farringdon Crossrail station.

Client: Great Ropemaker Partnership (JV between Great Portland Estates plc and BP Pension Fund Ltd) **Architect:** Ian McArdle Architects **Planning Consultant:** DP9 **Structural Engineer:** Campbell Reith



Biophilic retreat, Interface Showroom

1 Northburgh Street, Clerkenwell, Islington, EC1
Completed May 2016

Transforming a forgotten and under-used space into a haven of calm, recuperation and focus, the design has been developed with the belief that nature-inspired design supports well-being, productivity and creativity. This office installation now incorporates nature through light, plants, a water feature, and texture and patterns.

Architect: Heath Design Ltd **Concept Design:** Interface



Ace Hotel

100 Shoreditch High Street, Hackney, E1
Completed December 2013

Creating Ace Hotel’s first hotel outside of the US, the project completely refurbished the existing Crowne Plaza hotel. The key consideration for the design was to re-integrate the previously disconnected building back into the local community. The opening up of the façade and integration of local businesses – including a flower shop, café and record store – have revitalised the street. Preliminary studies found that pedestrians sped up as they walked past the old building, but the new façade and public areas now engage the local community and encourage public interaction.

The design was to reflect the Ace brand but most importantly be a hotel for London and reflective of its Shoreditch location. Ace were keen to remain true to the existing building form and drew inspiration from the site as an old music hall.

The guestrooms undertook a soft refurbishment, while the ground floor and basement were completely stripped out and reconfigured

to create new public areas. The public areas sought to bring the building back to the street with a return to the idea of a traditional ‘high street’.

Collaboration and the use of traditional local craftsman and artists was also essential to the implementation of the Ace brand and a key factor throughout.

All aspects of the design were to be considered in equal importance to create a building with ‘soul and spirit’ – music, acoustics, aesthetics, flexibility, functionality, comfort and public interaction were all vital to the success of the hotel. The public areas include a reception, lobby area, gallery bar, café, destination restaurant, basement live music venue and retail units.



© Andrew Meredith



© Andrew Meredith

Client: Ace Hotel
Client Representative: Tower 8
Executive Architect: EPR Architects
Interior Designer: Universal Design Studio
Structural Engineer: Simpson Associates
M&E Engineer: Red Engineering
Planning Consultant: CBRE
Project Manager and Cost Consultant: Turner & Townsend
Contractor: County Contractors
Transport: Russell Giles Partnership
Lighting Designer: Elektra Lighting Design
Acoustic Consultant: Hann Tucker Associates
Catering Consultant: Tricon
Approved Inspector and Access Consultant: Butler & Young

Viewpoint
“Ace Hotel London has helped bring 100 Shoreditch High Street into harmony with East London. We’re proud to work with EPR Architects, as we weave the Ace ethos into the ongoing narrative of Shoreditch. We’ve incorporated a range of design influences reflective of the cosmopolitan yet historic character of the surroundings - from the clean Modernism of the Bauhaus to UK punk, to the bold graphic style of the early 20th century Vorticist movement.”

Nate Baston, Ace Hotel



© Andrew Meredith

Highgate Shoreditch Hotel

201-207 Shoreditch High Street, Hackney, E1
In design, due to complete January 2018

Highgate Shoreditch Hotel is a 319,000 square foot mixed-use scheme located in the heart of Shoreditch, an area of dynamic social, physical and economic change. Positioned on a site at the southern point of the 'Shoreditch Triangle', the development hopes to become a key addition to East London's creative community and tech media economy. The scheme pays tribute to the area's history by delivering a contemporary piece of architecture that fits a dynamic area of change, consisting of commercial office space, shared amenities, F&B, events space and a 200-key hotel.

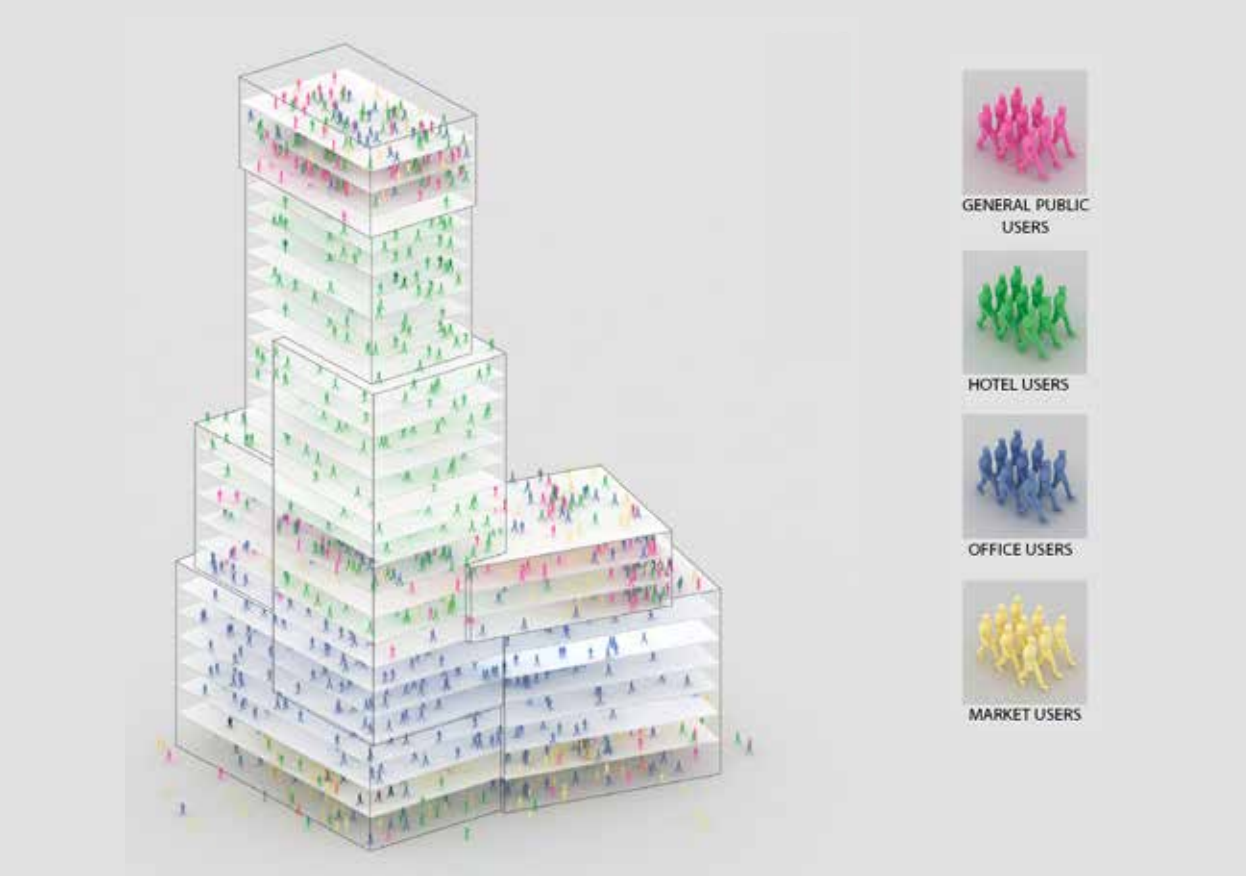
Shoreditch has undergone so much physical, social and economic change in the last few decades that it's barely recognisable from the industrial manufacturing and residential neighbourhood it used to be. Its former occupants of tailors, ironworkers and leather workers have, for the most part, been replaced with creative agencies, tech start-ups and independent bars and restaurants.

Incorporating the area's unique historic charm – as well as its recent growth – has been fundamental to the design approach, which aims to mediate between the distinctive character of Shoreditch and the nearby scale of the City of London, two distinct environments in which very different activities and atmospheres exist. The design responds to its location with a building form that sits fittingly amongst a cluster of existing and planned tall

buildings, to create a building that showcases the areas diverse mix of activities and offers the building users an orchestrated sequence of spaces that tell Shoreditch's story.

The base, called 'The Market', is highly permeable and accessible to pedestrians, whilst the mid-terrace level called 'The Shed' offers gathering space for lectures, presentations and other amenities. Finally, the top box named 'The Sky lounge' offers a more intimate and exclusive space where visitors can enjoy views of London. The massing is formed by a sequence of volumes that reflect the dynamic mix of activities found in the local community. The volumes sit on top of each other, with their planes offset and thus differentiated from the other.

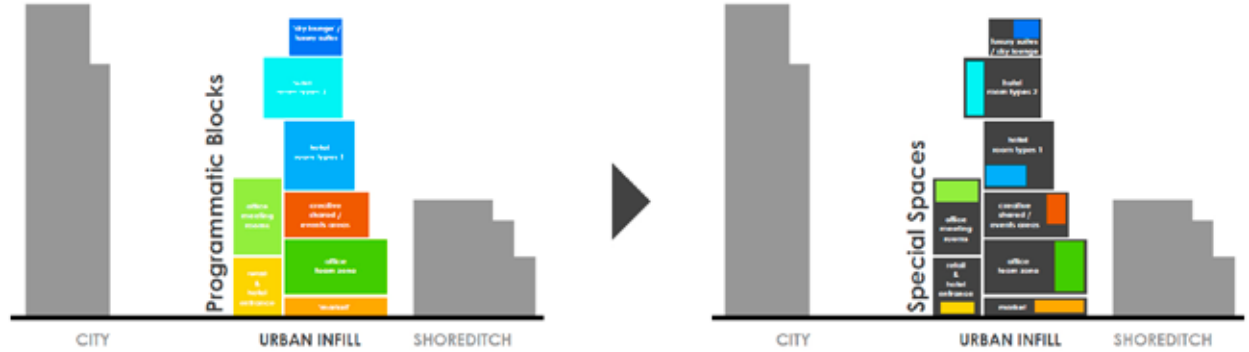
The materiality takes inspiration from the local context, with a raw, gritty and dynamic appearance, with a base that appears solid and robust, with concrete which will age well and unite with its surroundings. The façade design allows the right amount of transparency to create a dialogue between the inside and the outside. The concept celebrates Shoreditch's rich layers of history and provide an additional investment in Shoreditch's wider regeneration programme, producing new jobs for the area, boosting the local economy and driving forward improvements to the physical environment for the London Borough of Hackney.



Client: Highgate Holdings Inc.
Developer: HG Europe (Shoreditch) Ltd and Folgate Estates Limited
Architect: Gensler
Structural Engineer: Expedition Engineering
Planning Consultant: CMA Planning
Project Manager and Cost Consultant: McBains Cooper

Viewpoint
"Through its careful mix of uses, Highgate Shoreditch Hotel will introduce an important interplay between places to work, meet, eat, drink and enjoy, creating a number of different activities collected together as a microcosm of its neighbourhood. The project rethinks the traditional mixed-use building typology that wraps different uses within the same envelope, and instead proposes that the building shape be derived by programmatic requirements. Even with its close proximity to tall buildings, it was extremely important that the design attempts to create a building form that embraces Shoreditch's rich industrial legacy."

Valeria Segovia, Associate, Gensler



Airbnb UK Headquarters

40 Compton Street, Clerkenwell, Islington, EC1
Completed January 2016

Developed around the idea of an English village, this former industrial building now hosts 70 people in an environment that encourages crossover and interaction, with no fixed desks to improve wellbeing and productivity. Elements of the typical English settlement were examined and spatial and physical characteristics distilled and expressed in architectonic interventions throughout the space: The Green, Library, Market Place. Each element provides a different environment for the team to inhabit, depending on task or mode of working.

Client: Airbnb **Architect:** Threefold Architects **Structural Engineer:** TALL consulting structural engineers **Contractor:** Parkeray



160 Old Street

Islington, EC1
Under construction, due to complete Q1 2018

160 Old Street is a 160,000 square foot redevelopment including offices, retail and restaurant. The offices are collaborative, light filled spaces with terraces on every floor, including double-height areas overlooking private courtyards.

Client: Great Ropemaker Partnership - JV between Great Portland Estates plc and BP Pension Fund Ltd **Architect:** ORMS **Planning Consultant:** DP9



The Eagle

161 City Road, Hackney, EC1
Completed January 2016

Located in the heart of Tech City, this art-deco-style mixed-use development includes employment space for over 300 people, alongside 276 new homes and a new public square. Tech City's largest start-up hub has been created at The Eagle in partnership with The Brew – an energetic affordable co-working environment with 150 desks available from £10 per day.

Client: Mount Anvil **Architect:** Farrells **Structural Engineer:** Waterman Structures **M&E Engineer:** Hoare Lea **Planning Consultant:** Gerald Eve



The Bower

207-211 Old Street, EC1
Under construction, due to complete early 2018

Providing a new landmark quarter next to Old Street roundabout, the Bower includes a 122,000 square feet refurbished office building, 22,000 square feet of workspace, new public realm and three new access routes to a vibrant retail and restaurant destination. Work has now commenced on Phase 2, The Tower, a 171,000 square feet office building fronting Old Street.

Developer: Helical plc **Architect:** Allford Hall Monaghan Morris **Planning Consultant:** DP9 **Project Manager:** GVA Second London Wall **Quantity Surveyor:** Arcadis **Services Engineer:** Sweco **Structural Engineer:** Waterman



Albert House

Singer Street, Hackney, EC2
Completed December 2015

Located in the heart of Tech City overlooking the Old Street roundabout, Albert House offers a diverse range of spaces to support a variety of ways of working, including drop-in workspace, fixed desks, a bar, lounge, shared workroom and gym, meeting and conferencing rooms, and ample bike storage, all designed with luxurious industrial finishes.

Client: The Office Group **Architect:** Ben Adams Architects Ltd **Structural Engineer:** Engineering Design and Analysis **M&E / Sustainability Engineer:** Environmental Engineering Partnership **Contractor:** Faithdean **Project Manager:** Quantem **AV Consultant:** Aonyx



MullenLowe Group

37-45 City Road, Islington, EC1
Completed December 2015

This 4,300 square metre CAT B fit-out provides a new workspace for three advertising agencies united within the Group, with a core palette of woven vinyl flooring, plywood and cork subtly varying from floor to floor to delineate each agency's domain. In each agency, the conventional departmental divisions are abandoned, as creative teams are separated by three-quarter height ply partitions. On the ground floor, the 'Town Square' provides a variety of client meeting rooms and social spaces for the whole Group.

Client: MullenLowe Group **Architect:** Studio Octopi **Project Manager:** Bollingbrook **Fit-out Contractor:** Overbury **M&E Engineer:** Ingenium Consulting Engineers **AV Consultant:** Electric String



C-Space

37-45 City Road, EC1
Completed October 2015

Retrofitting a 1960s former carpet factory whilst preserving its industrial heritage, this commercial development provides a total 62,000 square feet of flexible spaces. The work involved the complete reconfiguration and refurbishment of the interiors, upgrading of the existing façade and the creation of a new courtyard and main entrance lobby, along with the addition of a new storey. Contributing to the wide scale regeneration of the area, this project also delivered public realm improvements and new route linking City Road and Tabernacle Street.

Developer: Helical plc **Architect:** BuckleyGrayYeoman **Planning Consultant:** JLL **Planning Project Manager:** GVA Second London Wall **Quantity Surveyor:** Arcadis **Services Engineer:** Hoare Lea **Structural Engineer:** Alan Baxter Associates



Holywell Centre

1 Phipp Street, Shoreditch, Hackney, EC2
In design, due to complete May 2018

These new warehouse-inspired offices provide bespoke creative workspace over five floors for new and growing companies. The building envelope uses a palette of brick, corten steel and glass whilst the top two floors are set-back, with twisted perforated aluminium fins to reference the historic textile manufacturing history of the area. Interior spaces are designed to maximise flexible working and encourage collaboration, providing shared meeting rooms, break-out areas, event spaces, outdoor terraces and a café, as well as cycle storage and showers.

Client: Workspace **Architect:** Squire and Partners **Structural Engineer:** Thornton Tomasetti **Services:** Furness Green **Planning Consultant:** GVA **Environmental Consultant:** Etude **Quantity Surveyor:** Pierce Hill



White Collar Factory

86-100 City Road, Old Street, Islington, EC1
Under construction, due to complete Q4 2016

The White Collar Factory (WCF) is a new building at the heart of Old Street Yard in London's emerging Tech City quarter, including a 16-storey tower next to the Old Street roundabout. Featuring big spans, flexible floorplates, large volumes and robust construction, it is a 'new' office building that takes its cues from the multilevel factory typology. Behind, a redundant service yard will be transformed and reoriented into a new public realm that responds to the wider city, designed to attract companies of all shapes and sizes for a diverse business community. A series of new alleys and passages will connect the square and tower to two existing and three new buildings – all of four- to five-storeys and offering a mix of living and working spaces.

The tower will accommodate 19,984 square metres of highly adaptable workspace. A few of its façade details – inboard columns and high-performance curtain wall system skirted by perimeter trench heating – vary somewhat from lower-rise WCF variants, but otherwise all WCF principles – deep plan, openable windows, high ceilings of exposed concrete slabs containing heating / cooling pipes and minimal mechanical ventilation – remain the same. The result is a series of simple, generous volumes that are cost-effective and inherently flexible.



The concept for the design and construction of new office buildings combines the wisdom of well-built industrial spaces with best practice in modern office design. Five simple principles ensure that the overall need for artificial lighting, heating and cooling is reduced, while flexibility and adaptability are nurtured. The result is a more sustainable, affordable and future proof workspace: a warehouse for the 21st century.

The five principles:

1. 3.5m high ceilings: improve comfort levels by enabling better ventilation, daylight penetration and greater flexibility of fit-out.
2. Concrete core cooling: using the structure to naturally cool the space .
3. Windows that open: putting people in charge of their environment – providing fresh air and visual connections.
4. Flexible occupation: generous scale of floor plates and exposed services provides maximum flexibility to suit a wide range of users, allowing easy and quick sub-division of space.
5. Stays cool, stays warm: thermally efficient concrete structure to absorb and release heat naturally – glazing areas adjusted to aspect (larger on the north face, smaller on southern faces).

Client: Derwent London
Architect: Allford Hall Monaghan Morris
Planning Consultant: Tibbalds Planning and Urban Design
Main Contractor: Brookfield Multiplex Design
M&E Engineer: Arup
Structural Engineer: AKT II

Viewpoint

"Having worked with Derwent London to reinvent a number of older buildings, themes began to emerge about how we can best occupy them as modern working environments. It was therefore a welcome challenge when my client asked why new buildings of today don't hold the same qualities and robustness to change as the buildings of past industry and commerce. What would a 21st century warehouse feel like and how could this innovate the way we occupy workspace? What started as a research project, identifying the character of previous projects, evolved into a set of principles and ultimately an application at The White Collar Factory. The challenge was to convince a jittery market that we were on to something. To get there, we built a working prototype and spent many workshops interrogating the design."

Stephen Taylor, Associate Director, Allford Hall Monaghan Morris Architects



'Our House', Orms Studio

1 Oliver's Yard, 55-71 City Road, Islington, EC1
Completed September 2014

Businesses have to face up to the challenge of attracting and retaining the best possible talent, and with it the definition and expression of an office is transforming in a manner not seen for many years. Some workplaces are now much more than a physical location for a business' operations; end-users are becoming attuned to the notion of workplace as an extension of their brand and ethos.

'Our House', the working title for the project, is the culmination of a wider initiative to transform the practice that began five years ago. The ambitions extended from a succession plan through to the re-branding and repositioning of the firm, creating a new platform from which their inherent creativity could flourish, and securing a sustainable, progressive future for the practice.

One of the main aims of the project was to design a studio that was created by the collective, to harness and support shared talent. Research was carried out through extensive consultation with clients, collaborators, and the Orms team which explored all aspects of modern architectural practice. Questions raised and discussed during the project ranged from the external perception of Orms through to more practical thoughts about the ambience, function, and operation of the studio.

The basic concept of the design is '120 opportunities for collaboration'. The principle is that the space should be transparent, free-flowing and flexible, accommodating various modes of working and 'playing'. This includes quiet task work, group design reviews and crits, informal meetings, exhibitions, talks and events, alongside the potential to close down different spaces for more formal meetings, private conversations or reviews.



This innovative ability to open and close spaces without losing transparency not only creates a diverse range of working environments but careful positioning makes them easily accessible thereby supporting collaborative ways of working. Critically, this strategy makes all the spaces work very hard by serving a multitude of uses. Transparency is pivotal to the transformation as it enables better communication, knowledge-sharing and the inclusion of all – both staff and visitors – in the space.

Acoustics were a key component in the design. Research conducted found that the previous office had a lack of quiet space and many felt it was too noisy. Working directly with the joinery contractor, a simple yet effective wall cladding was developed that runs around the perimeter of the studio. Perforated milled aluminium sheets have a twenty millimetre-thick black acoustic panel behind them, significantly reducing the reverberation of the space. The wall lining runs into the spaces that can be used for formal meetings to create a much calmer and quieter environment there. The use of cork flooring throughout has added to this absorption.

Flexibility is central to the design: sliding walls; display panels that are not permanently fixed; seamless workbenches with capacity to accommodate a higher occupation density. All these elements give occupiers day-to-day flexibility to suit working modes as well as longer-term flexibility to deal with the demands of the business. The working environment is one of the most important touch points for Orms as an organization, as the physical embodiment of their brand values, aesthetic approach and design philosophy.

Client and Architect: Orms
Services Engineer: GDM Partnership
Contractor: Kontrakt Ltd
Project Manager: Rougemont Property Consultants Ltd
Quantity Surveyor: Exigere

Viewpoint
"There are tangible indicators that the design offers a positive experience for both staff and visitors. There is a dynamism and buzz in the studio; it has become a genuine collaborative hub where people enjoy meeting and working together. There is no traditional visual hierarchy of corridor, desk and office partitioning, just a fluid wall that defines a sequence of spaces which can be inhabited to suit our needs, both emotional and functional."

Melanie Martin, Associate, Orms



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Alphabeta

2 Worship Street, Islington, EC2
Completed June 2015

The brief for Alphabeta was to take the existing Triton Court – empty, dated and difficult to use – and transform it into a contemporary space that could appeal to a new, more fluid and adept workforce. Located on the intersection between Shoreditch and the City, the design objective was to reflect the merging creative, tech and financial sector industries shaping London’s new economy.

Situated within the Bunhill Fields/Finsbury Square conservation area, Alphabeta is identified as a locally listed building and a Local Landmark. Working closely with the LPAs conservation team, the project carefully scraped back the buildings’ old extensions and alterations to embrace the original steel columns, rivets and brickwork, restoring and celebrating the building’s historic facades and core. At roof level, the extensive demolition of redundant and unattractive mirror-glass plant enclosures helped restore the hierarchy of the historic tower and cupola, while also creating new office space and open terraces offering panoramic views across London’s skyline.

Internally, the building was extensively remodeled, creating a seven-storey glazed atrium to form the dynamic, social heart of the building. The atrium is clad in a series of contrasting materials including charred timber, untreated mild steel sheet and extensive glazing. A series of steps in the facade projection break up the glazing grid into a sculptural form, further accentuated by seven projecting meeting rooms that cantilever into the space. The creation of a library, café, basketball court, co-working area, touchdown working spaces and shared rooftop terraces further

foster the building’s community, for the area’s homegrown economies to connect and grow.

A cycle ramp, positioned beyond a glazed screen, allows cyclists to continue their journey from street level down to the lower ground cycle store, providing a fast, convenient route for cyclists into the building, and further animating the building at street level.

The existing labyrinthine floor plates of the building were reconfigured to create open, flexible and naturally lit workspaces. Under-utilised light-wells were infilled to create continuous, connected floor plates and open up site lines, whilst dropped ceilings were removed to reveal the full window heights and optimise the penetration of natural light into the building. A full BIM model was used to carefully position exposed services in relation to the building’s varying and complex structure, whilst also ensuring a clean aesthetic was retained through a modular service ‘spine’.

An 18-month period of appraisal and design development analysed the existing structure, and proposed strategic alterations and additions. Alongside this process, a continuously evolving cost-plan analysed the commercial cost and value of alterations. As a result of this work, the brief significantly developed from a quick and simple re-finish of the existing spaces to a fully comprehensive refurbishment. The final scheme created an additional 3,219 square metres of net floor area – an uplift of 17 per cent from the existing, at a cost of £1,486/sqm of completed area.



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Client: Resolution Property
Architect: Studio RHE
Structural Engineer: Furness Partnership Services
Engineer and Sustainability: AECOM
Project Manager and Cost Consultant: Quartz Project Services
Contractor: Galliford Try

Viewpoint

“Alphabeta was the repositioning of a tired, uninspiring 1980s corporate office building. Our challenge was to reimagine the building as a cutting edge creative workspace for the tech and media industries. Designed wholly for the end user, the project sort to redefine the working life experience for those in the building. Beginning your day cycling down our 40m ‘ride-in’ bike ramp, visiting the authentic Italian barista and then arriving in our 5,000sqm boutique hotel inspired lobby. Loft offices with the simple and inspiring traits of volume, light and character. Basketball court, yoga studio, roof terraces. A building for modern, forward thinking business.”

Jacob Loftus, Head of UK Investment, Resolution Property

Devonshire Square Estate

City of London, EC2
Under construction, phased completion 2017

Located on the eastern edge of the City of London and comprising a combination of Grade II-listed and 1980's office buildings, this project seeks to sensitively restore the estate by introducing high quality office space, retail, and leisure facilities. Improved permeability via a central courtyard hub, landscaping and new wayfinding will restore this site as a destination as well as an alternative route through the congested surrounding area.

Client: The Blackstone Group **Architect:** John Robertson Architects **Project Manager and CDM Coordinator:** Gardiner & Theobald **Structural Engineer:** Waterman **Services Engineer:** MTT Consultants **Cost Consultant:** Core Five **Facilities Manager:** DSQ FM **Planning Consultant:** CBRE



The Leadenhall Building

122 Leadenhall Street, City of London, EC3
Completed October 2015

The iconic building's tapered profile, designed to protect views of St Paul's Cathedral, required the relocation of lift shafts and facilities to an external core on the north side of the building, which created uninterrupted floors and provided panoramic views across the city. Flexible floorplates ranging from 6,000 to 22,000 square feet have created offices for a wide range of occupier needs. The ground-breaking design, alongside advance construction techniques has made it one of the first UK buildings to achieve the Wired Certification, benchmarking internet connectivity and infrastructure.

Client: British Land and Oxford Properties **Architect:** Rogers Stirk Harbour + Partners **Structural Engineer:** Arup **Lead Contractor:** Laing O'Rourke



The Aon Centre

The Leadenhall Building, 122 Leadenhall Street, City of London, EC3
Completed October 2015

Relocating the headquarters from Chicago to London, this 190,000 square foot vertical campus has utilised 11 floors of the iconic building, accommodating a workforce of more than 2,000. The workspace has been informed by data gained from surveys across pre-existing Aon sites, resulting in a dynamic design that embodies the company values and culture, has an exceptional client-facing environment, and a next generation workplace to attract and retain the very best talent.

Client: Aon **Interior Design:** Gensler **Structural Engineer:** Arup **Sustainability Consultant and BREAM:** Chapman BDSP **Project Management:** CBRE **Cost Consultant:** Capita **AV/IT:** PTS



Working in the City

Aldgate, City of London
Initiative ongoing

Using Aldgate as a test bed, this initiative explored how the office environments change to counter or embrace recent trends of working, and how 'third spaces' will respond in order to better support workers. Significant advances in technology and corporate policy have freed employees from the traditional 'office desk', providing staff with a choice over whether to use alternative locations to work. This initiative reimagines a part of London, incorporating key workplace trends and research-driven insights on what the future of work could be.

Designer: Gensler



One New Ludgate

60 Ludgate Hill, City of London, EC2
Completed March 2015

This new office building responds to the complex historic precinct of St Paul's with visual solidity to the street frontage, with full-height windows set within a deeply profiled masonry facade. Amber cathedral glass provides colour to a new public space, and a loggia on the top floor reveals a dramatic view of the Cathedral's west front and dome. The scheme has created sunlight-filled floors, all with access to outdoor space, and views of St Paul's Cathedral and a large roof garden on the fifth floor.

Client: Land Securities **Architect:** Fletcher Priest Architects **Structural Engineer:** Waterman Structures **Services Engineer:** Waterman Building Services **Quantity Surveyor:** Gleeds **Contractor:** Skanska UK Building



Project One

Deloitte Campus, New Street Square, City of London, EC4
in design, due to complete Q1 2018

Project One is aimed at transforming Deloitte's campus into a new workplace, with a design that includes interconnecting staircases and bridge links to encourage 'chance' meetings, whilst informal and formal spaces provide innovative connections between teams. The neighbourhoods, exposed ceilings, varied and flexible design of the work-settings, and the active and quiet zones seek to ensure the workplace moves away from the traditional, existing approach and responds to the future way of agile working.

Client: Deloitte LLP **Interior/Campus Architect:** ID:SR **Bridge Architect:** Wilkinson Eyre **MEP/Sustainability:** Hoare Lea



Commonwealth Bank of Australia, London

1 New Ludgate, 60 Ludgate Hill, City of London, EC4
Completed February 2016

Providing a 44,000 square foot interior fit-out and workplace strategy, this project deliver a design for a global financial business within its local context, as well as promoting high standards of wellness throughout. Occupying two floors in a new development adjacent to the Old Bailey, the interiors have been carefully configured to provide dedicated client and staff areas, with an activity-driven design approach creating varied and flexible working environments.

Client: Commonwealth Bank of Australia **Architect/Interior Designer:** ID:SR, Sheppard Robson **Structural Engineer:** TWS M&E/Sustainability **Engineer:** Red Engineering **Design IT and AV Consultant:** MIX Furniture **Consultant:** Showcase **Quantity Surveyor and Project Manager:** Mace **Contractor:** Overbury



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Deloitte Digital

Clerkenwell Green, Islington, EC1
Completed March 2014

Relocating to a recently refurbished warehouse in a creative neighbourhood, the client needed to enable fast, iterative, evolving, multi-disciplinary and agile ways of working. The design reflects a new type of studio workspace to stimulate both the right brain and left brain and create a 'free spirit and open mind' working culture. The 'apartment' concept has created personalised team spaces within an open fluid space, including a co-working space for visitors.

Client: Deloitte Digital **Workplace Consultant and Interior Architect:** Perkins+Will **Contractor:** Overbury



WeWork at 199 Bishopsgate

1 Primrose Street, City of London, EC2
Status: Completed September 2015

Following earlier refurbishment work to the building to Cat A, this fit-out was based on the WeWork house style, inspired by geometry, pop culture, street art, nature and local culture. The Cat A space has been adapted to produce interiors that are inspiring whilst environmentally friendly and supportive of businesses flexible needs. Incorporating a mixture of co-working spaces and communal facilities, the fit-out brings a new way of working to the area between Shoreditch and the City.

The area is viewed as a creative hub, with neighbouring businesses including a high proportion of startups from the technology sector and creative industries. Startups and businesses needing flexible accommodation and lease contracts have been targeted, as an increasing tenant market due to the rise in TMT and changing ways of working in London.

Capitalising on the unique history and culture of the area, WeWork's style guides have been tailored to the building and the surrounding Spitalfields area. Wall finishes include wallpaper, graphics, accent paints, acoustic felt and murals. The majority

of the flooring throughout is a matt finish engineered timber accompanied with carpets in the meeting rooms, whilst bespoke joinery created robust countertops and a reception desk tailored to the space. This combination of materials ensures that high traffic areas are durable whilst soft furnishings can be interchanged and replaced over time according to wear. Customising the space is actively encouraged: the glass partitions of the office can be used as a blank canvas for members to inscribe, stick post-it notes and add personalised graphic displays, and even bring in pets to make their space feel like home.

A high density occupational ratio of 1:4 was required, incorporating a range of workspaces including hot desks, labs and private offices – allowing different work styles and business types to co-work within flexible working patterns. Meeting this aim was helped by the strategic placement of breakout areas, tea points and communal facilities, which allow different modes of working to run side by side. Layout and considered use of natural light and materials also aided this.



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Client: British Land
Architect & Interior Delivery: John Robertson Architects
Interior Designer: WeWork
Project Manager, CDM Coordinator, Cost Consultant: Stace
Building Manager: Broadgate Estates
Structural Engineer: Meinhardt
M&E Consultant: Chapman BDSP
AV Consultant: Visatak
Contractor: 8Build

Viewpoint
"The challenge of accommodating a higher density and still creating a desirable and welcoming work environment was one we were ready to take. Our knowledge of the existing building and strategic space planning were key to our design solution. The careful arrangement of breakout and common areas helps the overall space work incredibly hard while keeping a sense of openness and collaboration. Achieving this atmosphere despite the increased density was key to the client brief and the success of the project, and we are extremely proud to have contributed to it."

Festus Moffat, Director,
John Robertson Architects



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CMS

78 Cannon Street, City of London, EC4
Completed June 2015

Enhancing facilities with a collaborative working environment, supported by state-of-the-art technology and two connecting staircases, these offices for a law firm have increased occupier capacity by 13 per cent with 30 per cent less space. Dynamic amenities have been designed into the flow, doubling up as both refreshment and working spaces.

Client: CMS **Interior Design:** KKS **Main Contractor:** ISG **M&E Consultant:** Chapman BDSP **Project Manager:** Gardiner & Theobald **Furniture:** Modus **Flooring:** Solus Ceramics **Feature Staircase:** EE Stairs



33 Central

33 King William Street, City of London, EC4
Under construction, due to complete 2017

This new build office development, situated at the northern approach to London Bridge, will provide eleven floors of Grade A open plan office space and a double-height main entrance on the primary thoroughfare of King William Street. An expansive roof garden gives occupiers panoramic views of the City and the river.

Client: HB Reavis **Architect:** John Robertson Architects **Development Manager:** City Office Real Estate **Planning Consultant:** DP9 **Structural Engineer:** Waterman Structures **Building Services Consultant, Fire Consultant, Acoustic Consultant, Sustainability Consultant, BREEAM AP:** Hilson Moran **Landscape Architect:** Townshend Landscape Architects **Cost Consultant, CDM Coordinator:** AECOM **Building Control Approved Inspector:** MLM **Party Wall Surveyor:** GIA Transportation **Consultant:** JMP Consultants **Facade Engineering Consultant:** Wintech **Leasing Agent:** Deloitte Real Estate & Knight Frank



Angel Court

One Angel Court, City of London, EC2
Under construction, due to complete January 2017

This 25-storey tower, formed from the core of an 1970s building, transforms Angel Court from a dark alley into an attractive pedestrian street lined with shops and restaurants. Contrasting with the stone architecture of the Bank of England conservation area, it is clad in white curved glass, which forms a continuous surface across the entire volume. During the day it is translucent, an effect that comes from a double frit on the glass to allow views in any light.

Client: Stanhope Plc & Mitsui Fudosan (UK) Ltd **Architect:** Fletcher Priest Architects **Construction Manager:** Mace **Quantity Surveyor:** Alinea Consulting **Structural Consultant:** Waterman Services **Consultant:** Waterman Building Services **Landscape Consultant:** Vogt Landscapes



Landmark Place

Water Lane, City of London, EC3
Under construction, due to complete April 2018

This luxury development of 165 apartments and penthouses on the River Thames includes workspace facilities such as glass-roofed reception, residents' lounge, business suite and viewing room. The ground-floor residents' lounge is equipped with Wi-Fi, audio visual and catering facilities, and seating, whilst the business suite and viewing room which can be also used for private functions.

Client: Barratt London, in partnership with CPC Group Ltd. **Architect & Landscape Architect:** Broadway Malyan **Structural Engineer:** Thornton Tomasetti **M&E and Sustainability Engineer:** Whitecode Design Associates **Planning Consultant:** DP9 **Project Manager and Cost Consultant:** EC Harris **Interior Designer:** Bowler James Brindley



SOUTH

South Bank, Blackfriars, Southwark, Borough, Elephant & Castle, Old Kent Road, Peckham, Camberwell, Brixton, Battersea, Putney, Earlsfield, Twickenham, Croydon

Sea Containers

18 Upper Ground, Southwark, SE1
Completed September 2015

The recently refurbished Sea Containers building has been transformed into a state-of-the-art flexible workspace which boldly pushes the boundaries of commercial interior architecture. With the longest commercial frontage on the River Thames, Sea Containers has been revitalised into a modern workplace, providing space for some 2,300 people, at only 1,700 workstations. Only 38 per cent of the scheme is accommodated with traditional workstation settings, and there is not a single cellular office – instead a diverse range of spaces from open to private, formal to normal, small to large, bookable to non-bookable.

The project questions all aspects of what commercial environments can offer by drawing on examples from other landmark buildings along the Southbank, with the aim of giving its users an environment as culturally stimulating as the Hayward Gallery with the quality of the National Theatre and a catering offer to rival the Oxo Tower.

A strategic review of the Assess, Audit and Align process preceded the architectural design, analysing relevant future working requirements and the current workplaces, benchmarking against similar organisations, mapping movement patterns and establishing a hierarchy of spaces. This analysis was compiled into a future working model, based on a more empowered culture of working in a dynamic environment with collaborative working and a common spatial culture.

The chosen building, Sea Containers, has undergone a major refurbishment to provide a new office and hotel building. 50 per cent of the space has been taken from Shell + Core, enabling the

design to utilise the space in the most efficient way, and create the most cost effective and architecturally striking project.

Radical remodelling was required to the middle zone floors (levels 6-11), to alleviate the effects of low ceiling heights and deep floorplates. In the final design, Ogilvy took the uppermost three floors in this block (levels 9, 10 and 11) while WPP sister company MEC occupied the lower three floors (6, 7 and 8).

To alleviate the oppressive atmosphere created by the low ceilings and open up spaces, large openings have been cutting into the concrete floor slabs within this middle zone of floors. These openings also create much-needed new opportunities for vertical circulation within this dynamic building. A critical initiative was to divide the three storey zone from floors 9 to 11 into three distinct vertical 'stacks', each occupying one-third of the width of the building, known as the west, central and east stacks. This created a grid of nine spaces, creating a series of manageable 'humanised' volumes of space.

Two types of new connections between floors have been conceived. 'Fast' connections would be simple staircases aimed at providing rapid access, whilst 'slow' connections would meander between floors, encouraging interaction and chance encounters.

The workplace has been modelled on the concept of the city, with a collection of neighbourhoods connected by common spaces. Each self-contained neighbourhood contains a group company, while the common areas support flexible working, collaboration and circulation.



Client: Ogilvy Group UK, MEC, WPP
Developer: Deerbrook
Architect: BDG architecture + design and Matheson Whiteley
M&E/Sustainability: Arup
Project Manager/Cost Consultant: Bollingbrook
Cost (M&E): Quantem
Contractor: Structure Tone
Feature Lighting: Jason Bruges Studio
Landscape: Schoenaich Landscape
Enabling Works: Shaca Joinery: Chilfen

Viewpoint
"BDG's collaboration with Ogilvy's real estate team and the building's landlord allowed the design team to examine the impact of carving up the building in different ways, in terms of construction costs, spatial impact and requirements to reinstate changes at the end of the lease. The aim was to provide Ogilvy with the spaces it requires, while also adding value for the building's owner. This culture of close collaboration continued through the design phase of the project, with vital senior input from the client at all stages throughout the project. This ensured that BDG/MW continually evolved design strategies to achieve the best solution."

Raj Dadra, COO, Ogilvy and Mather Group UK



UBM

240 Blackfriars Road, Southwark, SE1
Completed February 2015

Being the world's second largest 'pure play' event's organiser, with a company history that stretches back over 150 years, UBM felt Ludgate House at 245 Blackfriars Road no longer represented the forward-thinking events-led marketing and communications services the company offered. A new space to reflect the company while incorporating next generation workplace thinking informed the move to 240 Blackfriars. Located on the corner of Southwark Street and Blackfriars Road in the diverse and historic Bankside, the new offices have set a benchmark for agile and sustainable new ways of working.

The workspace strategy was heavily informed by an extensive analysis of the client's former office utilisation. As part of the design process, Workplace Performance Index (WPI) was used to detail how UBM's 600+ employees worked at and away from their desks. Unlike the previous home, the new workplace is specifically designed to accommodate the company's four working modes identified in the analysis – concentration, collaboration, communication and contemplation. The opportunity to create a custom-designed environment specifically adapted to the company's way of working was key to the design, which sought to futureproof the environment to evolve with the company and foster an place where people collaborate based on their job role rather than hierarchy.

The result is a global headquarters that embodies energy and drive, with future- proofed and inherently flexible space giving the ability to continually evolve to meet the company's developing

strategic needs. Its 'free address' open-plan workspace optimises business performance, encourages autonomy and creates a vibrant environment with an abundance of collaborative spaces that empower employees with the choice of how, where and who they work with. The design priority was to support a variety of working styles and foster interaction between colleagues, producing numerous fluid, flexible and experiential work settings spread over seven working floors.

Continuous design elements based on the corporate values are woven throughout. The colourful yet airy interiors feature colours found in crystal variations, with angular glass meeting rooms and walls that mimic the geometric aesthetics of the building exterior. The triple-height glass-roofed Sky Deck on the top floor has created a multi-purpose dining and events space that makes best use of the views of the River Thames.

Sustainable design choices has made the office one of only four LEED Platinum Commercial Interiors in London. And with a LEED score of 87, it is the second highest rated LEED-CI project in the country. As a BREAM Excellent building, it is the most sustainable in the company's global property portfolio, designed with energy and water efficiency, employee wellbeing and future flexibility in mind.

The brand-centric workplace has provided staff with the creative environment needed to foster innovation and to compete in the digital age.



© Dave Parker

Architect: Gensler
Structural Engineer: Ross & Partners
M&E and Sustainability Engineer: Hilson
Moran Planning
Consultant: Building Services Group
Project Manager and Cost Consultant:
DND Core Ltd
Contractor: Swift Refurbishments

Viewpoint
"To succeed, it is imperative that the office of the future is designed with the ability to meet changing workforce expectations, whilst supporting the numerous working styles needed by staff throughout a typical day. Within leading organisations such as UBM, there's a growing recognition that the physical workplace can be key to providing the blend of culture, brand, and experiential working environments workers so desperately seek. UBM's new home is custom-designed to meet these needs, specifically adapted to their unique ways of working and futureproofed to evolve with the company. Its 'free address' open plan format optimises business performance, encouraging autonomy while simultaneously fostering the innovative environment needed to maintain its competitive edge".

Enrico Caruso, Principal, Gensler



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Build Studios

203 Westminster Bridge Road, Lambeth, SE1
Completed October 2016

The UK’s first co-working and events space aimed entirely at young businesses in architecture and the built environment, this project will deliver 32 fixed desks, an informal work area, business lounge and events space. Subsidised rents and business support will be available alongside lecture series’ and a mentoring programme. In return, participants will collaborate in the Studio’s social value programme, aimed at working with local schools and the community to raise aspiration and improve access to the sector.

Client: WeAreWaterloo Business Improvement District Building
Architect: Allford Hall Monaghan Morris **Landlord:** Urbanest
Consultant: Studio TILT, Original Futures **Fit Out:** Carver Haggard **Grant Support:** LB Lambeth



53 Great Suffolk Street

Southwark, SE1
Under construction, due to complete July 2017

Transforming a former 1980s blacksmith’s warehouse and meat factory into office use, this project doubles the gross floor area to 40,000 square feet by replacing a single-storey section of the building with a new bay matching the main volume, clad in coal-fired, salt-glazed brick. Using high quality, robust materials throughout the interiors feature exposed concrete, raw steel and painted brickwork.

Client: Morgan Capital Partners **Architect:** Hawkins\Brown **Main Contractor:** Iconic Build **Project Manager:** Workman **Structural Engineer:** F J Samuely and Partners **M&E Consultant:** Watkins Payne Partnership **Cost Consultant:** Sweett Group



Allies and Morrison Studios

83, 85, 89 and 93 Southwark Street and 1-9 Farnham Place, Southwark, SE1
Ongoing, with phases completed in 2015, 2013, 2005 and 2003

With a gallery space, a retail shop, a restaurant and two roof decks accommodating diverse uses from staff lunches to yoga classes, this workspace is an example of the blurring of boundaries between work and life. The initiative offers subsidised rent to interesting tenants, and opens itself to the outside world, with The Contemporary Applied Arts Gallery and a model-shop at ground-level, allowing pedestrians to see the making of architecture.

Client and Architect: Allies and Morrison **Structural Engineer:** Davies Maguire + Whitby / whitbybird Ltd **Services Engineer:** Grontmij, Waterman Gore, WSP **Access Consultant:** David Bonnett Associates **Contractor:** Balfour Beatty **Acoustic Consultant:** Sandy Brown Associates **Fit-out Construction Manager:** Gardiner & Theobald **Construction Management CDM Coordinator:** PFB Construction Management Services **Cost Consultant:** Jackson Coles, Barrie Tankel Partnership **Lighting Consultant:** Speirs and Major, Isometrix Lighting and Design **Landscpae Architect:** Shoenaich Rees



© Nick Guttridge

210 Borough High Street

Southwark, SE1
Completed October 2015

Refurbishing St. Dunstan’s House, this project has retained the existing building envelope whilst adding a sixth storey and upgrading the external cladding using painted brick, new windows and corten steel to enhance the building’s street appearance. The Cat B fit out concept was designed to create office space that stands apart from the serviced office market to provide a more design-led and sustainable product.

Client: The Office Group **Architect:** Stiff + Trevillion Architects **Structural Engineer:** Heyne Tillett Steet **Building Services:** Chris Evans Consulting **Project Manager:** Quantum **Planning Consultant:** Tibbalds Planning & Urban Design **Contractor:** ICONIC



The Artworks Elephant

Elephant Road, Elephant and Castle, Southwark, SE17
Completed August 2014

Comprised of 42 shipping containers on three levels and featuring a bustling food courtyard, this five-year project provides employment for over 100 people. Offering affordable office space for over 20 young companies to grow their businesses and including six restaurants, two cafés, two bars and temporary library, the incubator is giving opportunities to promising chefs and popular street brands to establish their first restaurant.

Project Lead: The Artworks Elephant (JV between Lendlease and Stow projects)



Livesey Exchange

Old Kent Road, Southwark, SE15
In design, due to complete 2018

Transforming 1,300 square metres of vacant space on the Ledbury Estate into a community venue, this project will provide a central courtyard surrounded by workshops, studios, multifunctional spaces and a training kitchen. Bringing life, new skills and jobs to a neglected corner of South East London, these programmes are designed to offer opportunities to local people addressing the need for training and support in an area with high youth unemployment and low levels of educational attainment.

Originator: Pempeople **Support and Landlord:** LB Southwark **Architect & Collaborator:** what if: projects **Business Plan:** people make it work, counterculture **Funder:** GLA and crowdfunders



Latona Road Photographer’s Studio

7-17 Latona Road, Peckham, Southwark, SE15
Completed June 2016

Converting a number of former warehouse buildings just off the Old Kent Road into a mix of open workspaces, this project utilises one of the studios to create a collaborative space for a group of Chinese expats working between Europe and Beijing. The design accommodates changing, makeup, kitchen, postproduction and storage in a simple two level ‘black-boarded box’ – leaving as much of the floor space free to enable a large flexible film and photography studio.

Client: Xin Studio Ltd **Architect:** Studio England Song **Contractor:** Vally Construction



Peckham Levels

Peckham Multi-storey Car Park, 95A Rye Lane, Southwark, SE15
Under construction, due to complete February 2017

Peckham Levels will transform an underused multi-storey car park into an exciting creative workspace, designed to support local talent and inspire a new community of artists, makers and entrepreneurs. Facilities include studios, shared workshops, co-working, music rehearsal suites among other uses and will be home to a diverse community of tenants, ranging from individual start-ups to organisations working in arts and culture.

Client: LB Southwark **Developer:** The Collective / Makeshift **Architect:** Carl Turner Architects **Structural Engineer:** Eckersley O’Callaghan **M&E Engineer:** PSH Consulting **Project Manager:** Tower 8 **Cost Consultant:** Christopher Smith Associates **Contractor:** Titan Construction **Building Control:** Harwood **Fire Consultant:** Compliance UK **Acoustician:** Hann Tucker **Transport Consultant:** Motion



Loughborough Junction Workspace Project

Styles Gardens/Loughborough Road, Lambeth, SW9
In design, due to complete July 2017

This new campus-style enterprise hub, offering a variety of affordable workspaces, will include a food business kitchen/incubator, studios, makerspaces, co-working offices and individual and shared workshops, as well as a programme of on-site business support and training activities.

Client: LB Lambeth **Partner:** Greater London Authority **Concept Architect:** Public Works



Pop Brixton

49 Brixton Station Road, Lambeth, SW9
Completed January 2016

Transforming an unused car park into a vibrant open workspace using recycled shipping containers, Pop Brixton creates affordable workspace for a community of 53 independent businesses including food traders, retailers, makers and creative startups, 75 per cent of which are from the local area. 10 units are provided at subsidised rates to social enterprises and first time entrepreneurs, and all tenants volunteer with local community causes.

Client: LB Lambeth **Architect:** Carl Turner Architects **Site Management:** Makeshift



Impact Hub Brixton

Pop Brixton, 49 Brixton Station Road, Lambeth, SW9
Completed September 2015

Located within Pop Brixton, this collaborative co-working space attracts over 170 local businesses, social enterprises, freelancers, creatives, budding start-ups and other change-makers. Hosting start-up incubation and business support programmes, as well as community initiatives, this space seeks to facilitate innovation by bringing together unlikely allies in spaces that inspire and enable.

Client: LB Lambeth **Architect:** Carl Turner Architects
Manager: Impact Hub



Piano House

9 Brighton Terrace, Brixton, Lambeth, SW9
Under construction, due to complete October 2016

Maintaining the rich heritage and integrity of this old Victorian warehouse, Piano House will provide 40,000 square feet of contemporary office space. Responsive to the modern ways of working in the city, it will allow for immersion in Brixton's unique character. Along with several pre-lettings – including Soho House Group and Intrepid Travel – the building will remain home to the popular co-working space Piano Club.

Client: TCN UK **Principal Designer:** Jackdaw Studios **Principal Contractor:** BP Installations



Somewhereto

Piano House, 9 Brighton Terrace, Brixton, Lambeth, SW9
Initiative ongoing

Employing an innovative business model in the venue hire market, somewhereto enables a young person to access a space for free every time a business books a space for events or meetings through somewhereto.com. Giving access to flexible and versatile spaces, the project enables opportunity in the city, providing a place that can catalyse growth, productivity, networking, exposure and give young people the chance to see their ideas come to life.

Project Lead: somewhereto



Battersea Arts Centre Creative Hub

Lavender Hill, Wandsworth, SW11
Under construction, due to complete 2018

Located within Battersea's Grade-II* listed former town hall, the Creative Hub will provide flexible working space for 52 people and a private office suite for four start-up and early-stage creative businesses. The incubator will include a workshop and meeting space, a reception and social area, a communal kitchenette and bike parking facilities, and help young people from nearby council estates to develop their own social enterprises.

Client: Battersea Arts Centre and Mayor of London **Architect:** Haworth Tompkins



Your New Town Hall, Brixton

Brixton Hill, Lambeth, SW12
Under construction, due to complete February 2018

Refurbishing the Grade II-listed Lambeth Town Hall whilst providing 13,905 square metres of energy efficient, highly flexible new Civic Office building, Your New Town Hall will reduce council running costs, facilitate smart working practices, and improve staff effectiveness and productivity.

Client: Muse Developments and LB Lambeth **Architect:** Cartwright Pickard **Structural Engineer:** Curtins **M&E Engineer:** Chapman BDSP



Salesian Community House

Surrey Lane, Battersea, Wandsworth, SW11

The new community house addresses the complex public/private and personal/communal requirements the Salesians of Don Bosco. Flexible space for the Salesians' continued religious, charitable and community work is provided at ground floor, whilst at first and second floors, private accommodation for residents and visitors has a sense of homeliness. These balconied rooms overlook the landscaped garden and the building's focal point: a unique copper-clad chapel that extends into the garden, and where worship is both personal and communal.

Client: Salesians of Don Bosco **Architect:** MSMR Architects **Contractor:** Roof Ltd **Project Manager/ Cost Consultant:** Synergy Construction & Property Consultants **Structural Engineer:** Michael Barclay Partnership **M&E Engineer/Sustainability:** Cudd Bentley **Consulting Landscape Architect:** Randle Siddeley Associates **Clerk of Works:** Survey2Site **Acoustic Consultant:** Sharps Redmore Acoustic Consultant **Arboricultural Consultant:** Treeworks Environmental Practice



Battersea Power Station

188 Kirtling Street, Wandsworth, SW8
Under construction, due to complete 2020

Creating a 42-acre campus, the redevelopment of the Grade II* listed Battersea Power Station will form a new business quarter delivering 1.25 million square feet of office space – of which 470,000 square feet has been pre-let to Apple, located inside the iconic Power Station itself.

Resting within the vast Boiler House – the centre of the building visibly defined by a chimney at each corner – work is underway on the creation of six vast, open plan, office floor plates. Each floor will offer 80,000 square feet of flexible office space defined by the building’s raw industrial architecture.

The designs at Battersea Power Station have anticipated the need for office space in which businesses can be located on one continuous, open plan floor, as well as vertically through feature connected staircases. To that end you will find Collaborative work spaces, shared social and hospitality facilities form part of a naturally-lit workspace, aided by a vast central atrium and the floor-to-ceiling art deco style windows created in the side elevations.

This project not only seeks to faithfully restore the building – which lay derelict for thirty years since its closure in 1983 – but

also to retain the essence of redundant industrial use for which it became famous in art, film and music. The interior has been designed to leave much of the original fabric of the building exposed and accessible. A prime example of this is at the southern entrance to the building where the entire height of the 60m wall is exposed and unencumbered by intermediate floors, with the atrium being capped in glass enabling people to gaze up and out to the chimneys above from the floor of the entrance foyer, while the sheer height of the walls gives an immediate sense of the building’s scale.

Workers will have at their disposal a new 6-acre riverside park, use of external roof space and a diverse range of shops, restaurants, cafés and cultural venues throughout the campus.

Transport connectivity is key to the success of the development. Served by a new tube station on the Northern line, passengers can travel into the City and the West End in under fifteen minutes. There will be River Bus services operating from the Battersea Power Station jetty and a network of dedicated cycle routes, as well as existing mainline train services from Battersea Park to London Victoria and Queenstown Road to London Waterloo.



Masterplanner: Rafael Vinoly
Lead Design Architect: Wilkinson Eyre
Heritage Architect: Purcell
Landscape Architect: LDA and Andy Sturgeon
Structural Engineer: Buro Happold
Cost Consultant: Gardiner & Theobald
M&E: Chapman BDSP
Project Manager and Employers Agent: Turner and Townsend
Contractor: Skanska

Viewpoint
“With such a rich, vibrant mix of amenities within our 42-acre campus and our industrial history, we hope that the 1.25m square feet of office space will become a major destination for London’s Tech and Media occupiers. London is the creative capital of the world but to ensure that we maintain that position we must provide characterful office space that is so sought after by these innovative companies who want a building with a strong personality to reflect their brand identity.”

Andrew Hilston, Head of Office Leasing, Battersea Power Station



YUM! Headquarters

Orion Gate, Woking, GU22
Completed October 2014

YUM! is a global restaurant company which required a new UK headquarters with bespoke fit-out according to its needs. Designing for a corporate company with a non-corporate character required a playful approach to the fit out of the building, adding aspects of discovery and surprise for users to enjoy. As the spaces unfold, workers are invited to inscribe the walls, play a game or retreat into a cocoon.

The design responds to the increasing demand in London for highly personalised schemes that offer spaces to work, rest and play within a small footprint. Working closely with the client to produce a bespoke fit out, the design has been created through workshops and consultations throughout the design process to ensure it met the company's needs.

The design centres on the concept of bringing the 'home-into-the-office' – creating a relaxed, yet innovative and highly productive workplace. The high density office spaces, which have been personalised by the new tenants, are intermingled with informal breakout areas, while the vibrant meeting rooms provide a colourful backdrop and add depth to the space. Tailored to the specific needs of a restaurant company, the office includes a professional test kitchen, a service catering barista, and business centre. To provide a holistic experience, there is also space for workout classes as the reconfigurable meeting rooms double-up as a pilates and aerobics studio, a library and play rooms.

A strong graphic theme runs throughout the building, providing continuity from floor to floor. The individual meeting rooms, eating areas, work and play zones have their own identities, which assist with navigation and define each area. The unified feel throughout creates a sense of belonging and recognition in YUM!'s new home.

The design meets the client's need for expansion by future-proofing the space plan and providing a variety of spaces that are adaptable to the changing demands of a modern corporate workplace. This has been achieved by installing bench-style workstations along with a lightweight, movable partitioning system. Meeting rooms can be opened up and merged together if needed. The workspace achieved a high density occupational ratio from day one, averaging 1 person per 8 square metres. By combining flexible spatial interventions with accessible building control services, the offices can cope with future expansion and meet a density increase of 1 person per 6 square metres.

This scheme also meets the environmental requirements of the client by incorporating clever ways to cut down on waste and emissions to help the company transition towards a paperless office. The original fit-out of the building to Cat A standard achieved a BREEAM rating of 'Very Good'. To build upon this, YUM! now has 26 cycle spaces, exceeding the SKA cycle requirement, cardboard baler and waste compactor as part of the refuse strategy, integrated recycling points on every level, and FSC timber and zero VOC paint throughout.



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Client: YUM!
Interior Design: John Robertson Architects
Building Management: YUM/KFC UKI
Project Management: HUSH PMC
Construction Design and Management Coordinator, Cost Consultant: Pierce Hill
Mechanical and Engineering Consultant: Foreman Roberts
Structural Engineer: Nick Nicolaou
IT Consultant: Infra-IT Ltd
AV Consultant: Pioneer Group
Contractor: Parkeray Ltd
Sustainability Consultant: TFT/Grigoriou

Viewpoint
"One year on from the date of moving in, the love for our new office remains as strong as ever. It's a bright, exciting, modern and fun place to work. The facility energises people in so many ways, and facilitates the building and reinforcement of the culture that makes KFC so unique."

Martin Shuker, Managing Director, KFT UK (YUM!)



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Assael's New Offices

123 Upper Richmond Road, Putney, Wandsworth, SW15
Completed January 2016

This open-plan space was designed to encourage staff to step away from their computers to have team catch-ups, a proper lunch break, or a chat over coffee to improve their wellbeing and happiness. A colourful 'play' area at ground floor – with informal and formal meeting and break-out spaces, booths, pin-up areas, an indoor garden with cushioned benches, chess sets and dominoes, a café, bar, pool table and video wall – is purposely separated from the 'work' zone above.

Client and Architect: Assael Architecture **Exterior Architect:** Allford Hall Monaghan Morris **Contractor:** Wrenspire **M&E Engineer and Lighting:** Hoare Lea **Quantity Surveyor:** Hother Associates **Project Manager:** Glenmhor Development Management



3Space Croydon

5th Floor, Southern House, Croydon, CRO
Completed, active period: January 2013 - February 2016

Over 12,000 square feet on the fifth floor of Southern House has been opened up creating meeting rooms, communal areas, 3D printings, talks events and workshops. Acting as a launchpad to more established office providers in the area, the space provides low risk, no commitment workspace for the first stages of a company's lifecycle.

Client: London and Continental Railways **Partner:** Croydon Tech City **Architect, Workspace Provider & Designer:** 3Space



Banham Group Headquarters

20 Thornsett Road, Earlsfield, Wandsworth, SW18
Completed 2015

Replacing an existing industrial building with a new development whilst refurbishing stands-alone pavilion adjacent to the River Wandle, this new headquarters is located in a South London industrial enclave. The project was designed to suit a variety of spaces, activities and services required by the company, including distribution and storage facilities, small manufacturing and assembly spaces, a trade and showroom and 24-hour security monitoring facilities with bedroom accommodation.

Client: Banham Group **Architect:** Allies and Morrison **Contractor:** McLaren Construction Ltd **Cost Consultant:** Moulton Taggart **Structural Engineer:** Davies Maguire + Whitby Services **Engineer:** Max Fordham **Fire Consultant:** The Fire Surgery **BREEAM and Acoustic Consultant:** Max Fordham **Traffic Consultant:** Sinclair Knight Merz



Bernard Weatherill House

8 Mint Walk, Croydon CRO
Completed May 2013

Providing modern administrative headquarters over 13 storeys, combined with a new public access facility at ground floor, this project formed part of the first phase of Croydon's innovative public private urban regeneration partnership. The scheme includes a dedicated conference centre, health suite, meeting room suite, union facilities, staff canteen and external amenity spaces.

Client: CCURV **Developer:** John Laing **Occupier:** LB Croydon **Architect:** EPR Architects **Structural, M&E and Sustainability Engineer:** AECOM **Contractor:** Sir Robert McAlpine **Project Manager:** Mace



Ruskin Square Office Building 1

Croydon, CRO
Under construction, due to complete December 2016

Office Building 1 will be the first new office at Ruskin Square, a new mixed-use quarter at East Croydon located between Victoria and Gatwick. The design will utilise an exoskeletal structural frame to maximise efficiency by eliminating internal columns and creating a double-height ground floor hub, and will provide a new commercial offer for Croydon, with an industrial aesthetic of expressed services, exposed structure and soffits and in-situ concrete to landlord areas.

Client: Stanhope and Schrodgers **Architect:** shedkm **Structural and MEP Engineer:** Arup **Landscape Architect:** muf architecture/art **Contractor:** Lendlease



Haymarket Media Group

Bridge House, 69 London Road, Twickenham, Richmond, TW1
Completed November 2015

Attracting over 1,000 staff and freelancers, this project has been conceived for agile working – allowing the business to half its net internal area while also accommodating future growth. The building's formerly vacant, external courtyard has been enclosed and converted into a central atrium with a feature staircase that visually and physically links the social hub on the ground floor to the tea points and alternative working zones on each floor.

Client: Haymarket Media Group **Architect:** Spacelab **Project Manager:** Colliers International **Quantity Surveyor:** Bigham Anderson Partnership **M&E:** Mike Harvey Associates **Structural Engineer:** Harold James (London) Ltd **Main Contractor:** Overbury **Furniture:** The Furniture Practice **Flooring:** Havwoods / Milliken Carpet



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IDEAS AND RESEARCH

International exemplars, research pieces, business initiatives and design concepts

2 Hours Free With Any Meal

Initiative

Seeking to stimulate discussion on how office culture will evolve over the next 10 years, this concept develops a narrative of an imaginary workspace in London 2025. In this scenario, a building whose daily use is in decline – such as a high street building or church – would be used as a shell for a franchised co-work space. Installing flexible elements, the space would be easily and economically adaptable. Offices could be rented for hours, tenancy agreements could last months, changing the relationship a developer, tenant or user has with rented space.

Project Lead: De Rosee sa

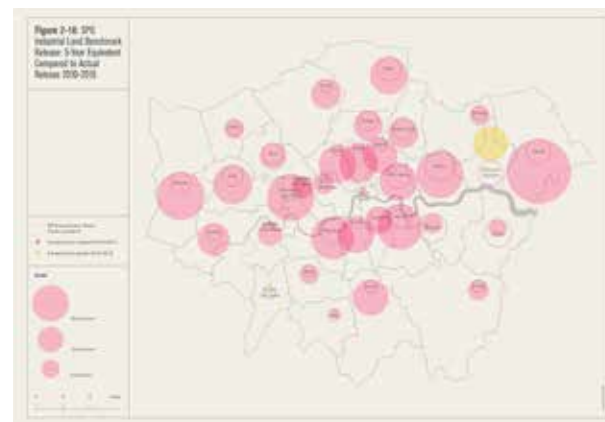


London Industrial Land Supply & Economy Study 2015

London-wide study completed May 2016

Assessing the supply of industrial land available in London in 2015, the study analyses how supply has changed since 2001, with a particular focus on industrial land release over the past five years and a look forward at potential pipeline release over the next two decades. The study goes on to consider the potential impacts of a reduced supply, including implications for continued industrial activity and trends in the use of industrial sites, including intensification and re-location impacts.

Client: GLA Lead Consultant & Study Lead: AECOM Property Market Analysis: Cushman & Wakefield Visual Communication & Additional Analysis: We Made That Graphic Design: Maddison Graphic



The Ark

Initiative

Providing office space in underused churches could provide a unique alternative to the London office rental market, whilst supporting the finances of city churches. Church conversions are familiar, but their sale on the open market breaks the historic pattern of continuous, responsible ownership. Leasing reversible, demountable 'office pods' within underused naves, whilst retaining an east end open for prayer, would generate revenue for the upkeep of historic city churches whilst providing unique working environments.

Project Lead: Feilden Clegg Bradley Studios



Rotated Tetris

Zetland House, 5-25 Scrutton Street, Hackney, EC2

Part-completed, ongoing

Developing a flexible yet structured layout to a hot-desking approach, this project has been created by analysing the organisation of the client: how different experts and teams interact to deliver a project; how skill sets could be grouped together and best related spatially to each other; and how management, clients and external consultants could provide input at the right time in all of the processes.

Client: Brilliant Basics Architect: Krause Architects



UK Workplace Survey 2016

Initiative completed July 2016

The United Kingdom regularly reports the longest working hours in Europe, yet still has one of the lowest levels of productivity. This, coupled with rising labour costs and the uncertainty of Brexit, means that British businesses are under even more pressure to boost organisational performance to remain competitive.

This Workplace Survey (WPS) is the latest iteration of ongoing research on the workplace, which began in 2005. Previous surveys have established the connections between workplace design, employee productivity, and business competitiveness, addressing how the workplace relates to employee effectiveness, business performance, and innovation.

The 2016 WPS revealed that badly designed open plan office environments are stifling innovation in businesses across the UK. Over 8 million UK employees work in open plan environments and many of these environments are not designed to promote creativity and innovation. The study also uncovered that overall the average workplace currently favours those in management positions, creating a generation of 'haves and have-nots'.

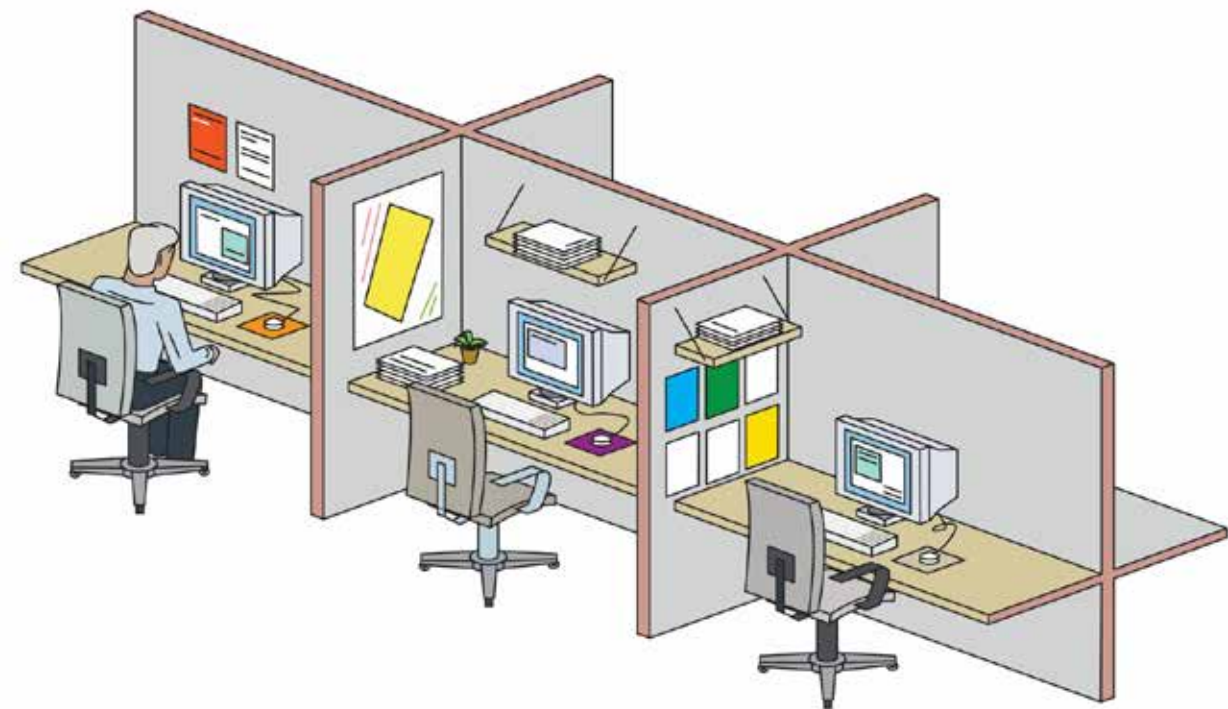
Once billed as the epitome of modern workplace layouts, traditional open plan offices do not offer variety or choice, nor are they tailored to specific tasks and practices, with 70 per cent of employees forced to work in the same place throughout the day. The impact of this lack of choice is that only 33 per cent of respondents report feeling energised at the end of the day. Employees provided with a private office – usually the reserve of those in senior positions – rated their workplace environment

the highest performing, with those in management positions expressing greater job satisfaction and a sense of meaning.

Innovators are five times more likely to have access to a private space and favour working alone. They spend less time in face-to-face collaboration and only 3.5 days of their working week in the office, compared with the other end of the spectrum who spend 86 per cent of their time desk-bound. They also actively choose to spend less time in their assigned spaces by making regular use of conference rooms and open plan meeting areas for collaboration when they are in the office.

Survey respondents who scored highest for innovation achieved better productivity and effectiveness scores for all work modes – focus, collaboration, learning and socialising – and reported greater job satisfaction and a better relationship with their managers. The energy, pharmaceutical and creative industries are leading the way in workplace design by offering their employees the most choice.

So what can be learnt from the innovators that will help produce better office environments? It's time the antiquated one size fits all model was discarded. Not only do businesses need to start matching their space to job needs rather than hierarchy in order to engage all levels of their organisation, they also need to think carefully about their particular industry sector and tailor space to the most important functions of their organisation. The most effective workplaces support both the needs of the individual and the overall team, so businesses adopting an open plan strategy must provide a more balanced environment for concentration, collaboration and socialisation.



Project Lead: Gensler

Viewpoint
“The problem with the generic open plan office is that it does not provide sufficient variety or choice, nor is it tailored to specific tasks and practices. Ultimately a variety of spaces within the office environment is essential, but so is giving employees the autonomy and choice to work when and where suits their particular task, in order to boost their levels of innovation and productivity. If companies want to get ahead in today's competitive globalised environment, then surely this has to be a business goal worth pursuing.”

Philip Tidd, Principal and Head of Consulting EMEA, Gensler



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Ideas and research

Whole-Life Workplace

Initiative

The Whole-Life-Workplace is a new way of delivering enterprise, skills and training services. The Whole-Life Workplace is a co-working space that specifically targets two demographic groups that have been overlooked in the political discourse about workplace, enterprise and innovation.

The first target group are young people burdened by expensive education who do not manage the step into full-time employment. Currently over two million NEETs (Not in Employment, Education or Training) are looking to the government to deliver the three million apprenticeships it has promised. However, apprenticeships alone are not the answer to harvesting the economic productivity of these young career starters. Apprenticeships do not automatically lead to jobs and a future in the company. Young and bright ideas that are supported by knowledge sharing frameworks do create enterprises and jobs – an aspiration shared by all major political parties.

With the increase in retirement age, many senior professionals are looking to be productive in society beyond their retirement age. 53 per cent of people aged over 65 are interested in volunteering, with 76 per cent looking to pursue the pleasure of learning. They are willing to invest in re-training and trying out new professional opportunities. Working allows them to stay physically and mentally active, and reduces feelings of isolation among older people. Encouraging senior professionals in pursuing a second career could save millions in public pension and healthcare spending.

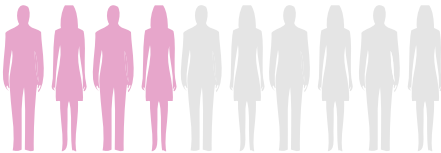
There is an intrinsic parallel between these two groups of people: they both exist on the fringes of the working society and are at

a transitional point in their lives; they have come to the end of their education or first career and are yearning for the flexibility to develop their entrepreneurial potential. With the rise of the knowledge economy and creative industry, the need for collaboration and transfer of ideas and experience has become an important economic factor.

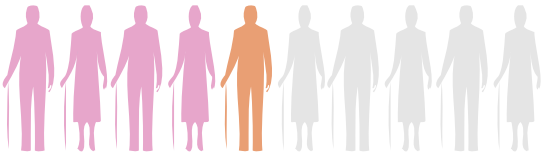
Co-working becomes a professional platform bringing these groups together productively. The Whole-Life Workplace is structured as a series of interconnected rooms each one establishing an atmosphere of sharing. Mashing up domestic, community and workplace references, the suite includes a street front reception room, hobby lab, story nook and rooftop growing space.

Young NEETs and Senior Professionals possess mutually beneficial knowledge and skills. The government has committed to supporting small businesses through a network of 27,000 business mentors. This mentorship is exactly what senior professionals at the end of their career can offer: the know-how of building, nurturing and leading a business. Younger entrepreneurs are astutely aware of new market trends and technological advances, which together with the leadership skills of more experienced professionals, forms a solid base for bringing about pioneering business models.

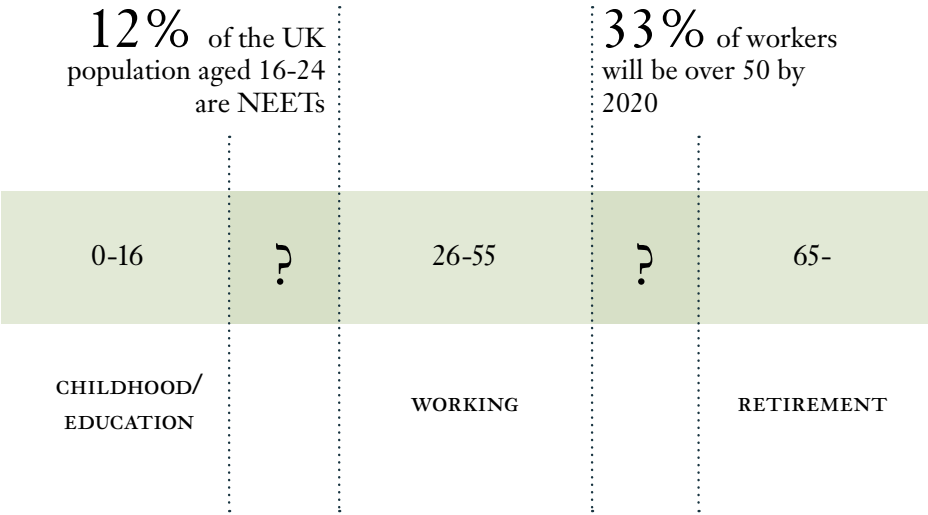
The Whole-Life-Workplace fuels the UK’s entrepreneurial engine and is a handshake across a societal divide. It is a new way in which the public sector can invest in skills and training, boost innovation and help people to start and grow a business. We emphasise the role that design has in forming this unprecedented environment.



37% of NEETs rarely leave the house and 40% feel they have ‘no part in society’



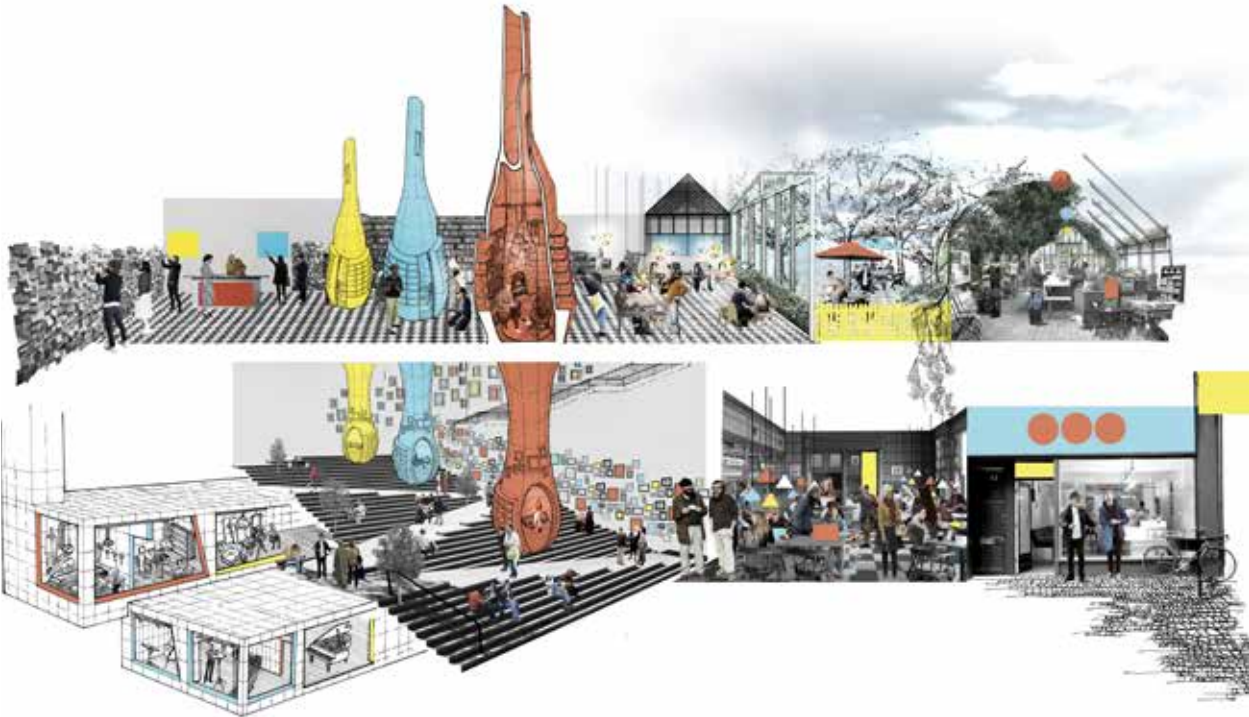
41% of people aged 65 and over in the UK feel out of touch with the pace of modern life and 12% say they feel cut off from society



Project Lead: Hawkins/Brown

Viewpoint
“Whatever stage of life you are at... we will work to help you enjoy the satisfaction and rewards of a decent job.”

2015 Conservative manifesto



Workplace Tracking

Initiative

Workplace Tracking is a data-driven approach to workplace space design. Enabling companies to optimise their environments through providing tools and services, it creates a feedback loop from occupation to design.

Successful innovation depends on communication between people that goes beyond the transfer of functional information. Social experience and exchange is a key catalyst for knowledge creation and innovation.

A precise understanding of how spatial configurations can nurture collaborative and therefore innovative organisations is possible through tracking how people move in space, and the interactions they have with others. Workplace Tracking tracks occupancy,

where people are, and proximity, how close they are. The duration for which they are within 1.5metres of each other is measured as a means to filter encounters, short interactions and longer-term conversations.

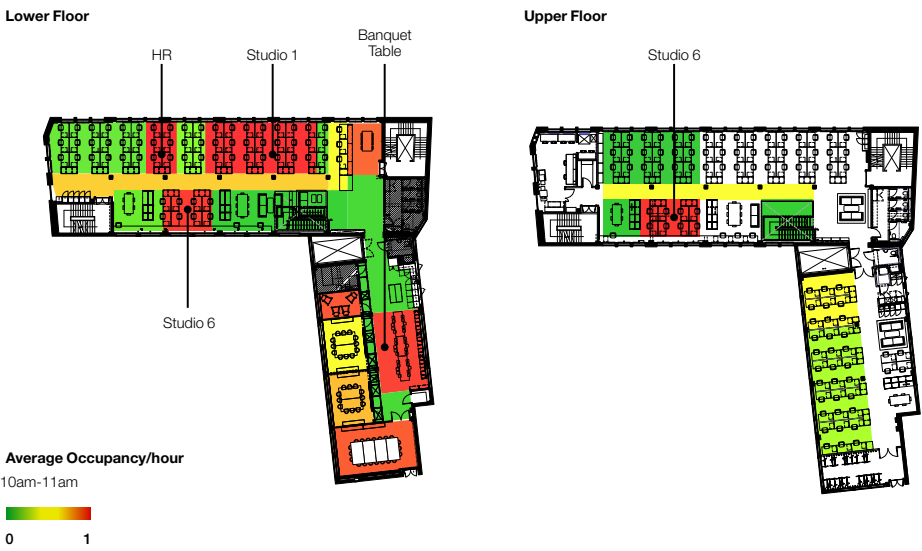
The service utilises bluetooth beacons, smart phone-based apps and advanced data analytics, allowing it to easily track employee movements and record trends. It can be used to critically assess the spatial configurations that structure occupancy and interaction, in turn improving collaborative and innovative potential of building users by identifying underutilised spaces. Providing constant feedback about the spatial performance of the building, it is able to produce lower facility costs through efficient space management.



Architect: Hawkins\Brown
Technology: Pointr
Data Analytics: Buro Happold
Smart Space

Viewpoint
"We are only at the tip of the iceberg for what locational data can offer to promote and enhance efficiency within organisations."

Darryl Chen, Partner, Head of Research, Hawkins\Brown



Visual Vocal

Initiative ongoing

Visual Vocal is a cloud-based virtual reality productivity app that utilises the power of immersive computing technologies. The collaboration and communications tool has the potential to transform workflows and decision-making by allowing distributed project stakeholders to immerse themselves into unbuilt environments and provide instantaneous feedback to inform a collaborative design process, helping to achieve an informed final building that truly meets user requirements.

Project Lead: NBBJ and Visual Vocal



WorkRest

Concept

This concept explores hotel's public areas, from the lobby to the guestroom, and proposes a new template for a work-focused hotel to meet the needs of the modern worker – blending the benefits of co-working and hospitality. As 'the office' has become an increasingly abstract concept due to improved mobile connectivity and working flexibility, hotels are becoming the default place of work for many. Offering a variety of spaces, from bookable workstations to walking meetings, phone booths and studio spaces, the concept creates a feeling of community with social events and an on-demand food service.

Architect: Perkins+Will



Work / Learn / Live / Play Chassis

Concept in design

Using the concept of a vertical campus, this project proposes an elastic set of ideas for a variety of work settings, speculating on the potential of millennial workplaces defined by people and the volumes around them. These spaces understand and enable their needs, productivity and wellbeing in an environment where the choice of workplace has become fundamental to business success in the 'war for talent'. This concept is agile and suitable for a tower, low rise or existing building, accommodating co-living, learning, and playing activities, in urban, brownfield or green sites.

Project Lead: Aukett Swanke



Kora at Evluon

International exemplar

Refurbishing a conference centre, this scheme showcases how an imposing building can be reworked into a modern innovation centre. With flexible working environments, the project seeks to blur the boundaries between the workplace and the home, with a large 150-seat café creating spaces to meet, work and network.

Client: Kora for Regus Architect: Hawkins\Brown Project Manager: Artelia Furniture and Bespoke Joinery Supplier: Directive and Frem Engineer: Royal Haskoning DHV



© Thierry Sauvage

700 Bourke Street, National Australia Bank (NAB)

International exemplar

Creating a workplace for a large company on a tight site, this scheme has adopted an innovative approach to support the company's goals and promote employee potential. The fully flexible, agile working environment includes co-working options and drop-in desks for customers and community partners within the vertical campus. The design uses data from employee mobility to create a collaborative environment, achieving efficiencies and improved business performance.

Client: National Australia Bank, Cbus Property Architect & Interior Designer: Woods Bagot Europe Ltd Structural Engineer: AECOM Consultant: Calder Consulting



Medibank Place, 720 Bourke Street

International exemplar

Responding to the high expectation of workers in Australia, this new office is one of the healthiest workplaces in the world, going beyond conventional Activity Based Working to place the mental and physical health of employees at its heart. 26 types of different work settings, ranging from quiet spaces and collaborative hubs to wifi-enabled balconies, provide a variety of choice. Circadian lighting mimics natural daylight patterns.

Developer: Cbus Property Architect and Interior Design: HASSELL Plaza Design Collaborator: Chris Connell Design, Kerry Phelan Design Office, Russell & George Design Contributor: Fabio Ongarato Design, Veldhoen & Company, Fytogreen, Junglefy Project Manager: Project Planning & Management Main Contractor: Brookfield Multiplex Project Manager: Montlaur Electrical Consultant: Norman Disney & Young



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