

# The Earls Court Development Company Impact Report

Nov 2023 – Oct 2024



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## About Us

Formed in 2020, we are leading the transformation of the former Earls Court Exhibition Centre site – one of Central London’s most significant redevelopment opportunities. Our vision to ‘Discover Wonder’ started on day one with local investment and activation. As we progress the masterplan, this will become a reality, with a focus on creating a globally recognised destination.

After four years of extensive public consultation, we submitted a Hybrid Planning Application in July 2024 to the Royal Borough of Kensington and Chelsea and the London Borough of Hammersmith and Fulham. This marks a major milestone in our journey towards delivering a vibrant, sustainable neighbourhood that

will include new homes, purpose-built workspaces, cultural and community spaces, retail and leisure facilities and a high-quality public realm.

Our approach is to start local and aim global, ensuring that the benefits of this transformation are felt by local communities from the very beginning. We are committed to transparency and engaging in open, honest conversations with all stakeholders.

Through collaborative working, we aim to create a place that is not only welcoming and accessible but also serves as a model for sustainable, mixed-use developments for future generations.

Aerial view of the Earls Court Site



# Welcome



We publish our annual Impact Report after a brilliant year, in which we have submitted our planning application for the transformation of this iconic site, welcomed our 800,000th visitor to our many and varied meanwhile uses, and worked with over 30 local organisations. The submission of the applications marks a major milestone, after four years of work with communities and stakeholders, bringing forward a masterplan which will create an inclusive and innovative neighbourhood.

Earls Court has always been a place where ideas take shape. Ensuring the inspirational stories, initiatives and ideas of today are part of the future of Earls Court is central to how we approach our role as stewards of this amazing site.

For our third annual report, we showcase not only our social and economic impact, but – for the first time – also bring in our environmental reporting. This brings all three strands of our Sustainable Development Charter together, setting out the progress we are making on how Earls Court will become a blueprint for future living; a climate resilient neighbourhood with social and economic inclusion embedded into our very foundations.

I am forever in awe of the many groups and individuals we work with. This report is really about all those people and the way in which they use their partnership with ECDC to continue their dedication and commitment to improving lives and outcomes for the communities in and around Earls Court.

As we look beyond planning and beyond 2025, the site will start to change as the masterplan begins to be delivered. Throughout this process, we will retain our focus on ensuring that the big changes and ideas which will define the future of Earls Court, involve and embrace the existing community, of which we are a part.

We look forward to working with you over the next 12 months and for many years to come.

**Rebekah Paczek**

Director of Public Affairs, Social Impact and Community Relations



1.0

# Executive Summary

## People-centric and planet focused

Since its inception in 2020, The Earls Court Development Company (ECDC) has committed to creating an approach to sustainability that is exemplary in its ambitions, generating social and economic impact across many factors and a wide range of stakeholder groups.

Marking the period between November 2023 to the end of October 2024, this year's report highlights the impact of the work we are doing with the communities of the Royal Borough of Kensington and Chelsea and the London Borough of Hammersmith and Fulham. It demonstrates how the transformative effect of our work across these three areas - environmental wellbeing, social impact and economic inclusion - has steadily grown.

This year, our activities have helped achieve an estimated:

**£23.1 million**

generated in additional  
local spend

**£13.6 million**

gross value added  
created

**£9.1 million**

in social impact  
created

Signed up to the  
Science Based Targets  
Initiative (SBTi)

**46 projects**

supported

**413**

full time equivalent  
jobs created

Integrated water  
management strategy  
established





Earls Court Community Hub summer fete





It's not just about the statistics. When asked how our work has influenced their feelings towards the area, 63% of local residents surveyed responded positively<sup>1</sup>.

At the heart of this success remains the Earls Court Community Fund, which continues to drive significant positive social impact. Reflecting on the journey since we acquired the Site, it's clear in this report that this has not only been sustained but strengthened over time.

For the first time, this 2024 report also reports on our environmental wellbeing activities. The focus on sustainability has run through everything from day one across our own internal operations, meanwhile activities and the way in which we work with our suppliers, contractors, tenants, occupiers, partners and neighbours.

For each of our six environmental goals, we've set specific and concrete commitments to ensure we achieve them. We are using respected and independently accredited methods to measure our progress so we can report our ongoing achievements in the years ahead.

While the scope of this report is restricted to the proposed development area, our ambition is to extend the positive impact we're generating beyond the redline boundary of the site, reinforcing ECDC as a long-term part of the community, improving the lives of others who may not - yet - interact with the development.

The findings of this year's report are clear: we have deepened our environmental commitments, and the previous years' trends of social impact and economic growth have continued to thrive, reinforcing the lasting and transformative influence of this work.

<sup>1</sup>Out of 257 residents surveyed, 93 indicated that ECDC has influenced their feelings about the area. Of those 93, 59 respondents (or 63%) said it had a positive impact on their feelings towards the area.

# 2.0







## Environmental Wellbeing

To ensure our impacts are good for the planet and our climate – to go beyond net zero carbon – we must respect and live within our collective environmental limits, now and for tomorrow.

To support this, we created a series of Principles for Future Living in a Sustainable Development Charter for the Earls Court Development. Our Charter has informed the evolution of the masterplan. The masterplan can deliver on the ambition of the Charter and improve the local environment of Earls Court. Here, we outline our goals and how we expect them to be met.

### 2.1 Our goals

The charter sets out six goals:

 Beyond net zero carbon	 Celebrating and enhancing our natural environment	 Water neutral
 Delivering cleaner air	 Healthy living	 Circular resource use



These are targets and aspirations associated with the design and delivery of the development. They will change overtime to respond to the evolution of the scheme. To ensure our environmental performance is verifiable, we will measure progress against independent and internationally recognised environmental assessment methodologies to evidence and validate the outcomes we will achieve.

As a first step, we have signed up to the UN Race to Zero campaign, to mobilise leadership and support from businesses and other stakeholders for a healthy, resilient, zero carbon recovery. The Science Based Targets Initiative (SBTi) see page 26, gives companies a robust framework to set science-based targets that align with the goals of the UN Race to Zero, specifically aiming for net-zero carbon emissions by 2050. It is internationally renowned and has a completely independent verification process.



Indicative image of The Cascades





## Beyond net zero carbon

We will achieve net zero carbon (in line with the UK Green Building Council and Science Based Targets methodologies) and aim to go beyond – to extract more carbon over the lifetime of the development than is emitted.



This means we have committed to:

- Implementing a 5th generation ‘Ambient Loop’ energy network to enable Site-wide CO<sub>2</sub> emissions savings of over 65%
- Delivering zero carbon on-site emissions for all buildings, plots and public realm functions in operation
- Designing residential buildings using Passivhaus principles
- Implementing at least 280kW of photovoltaics (also known as solar cells), generating enough energy annually for more than 65 homes
- Setting a voluntary target carbon budget for all buildings, plots and proposed development components
- Co-locating energy network and equipment which minimises embodied carbon and maximises operational efficiency
- Reducing the upfront embodied carbon of buildings: the target is less than 500kgCO<sub>2</sub>/m<sup>2</sup> for domestic buildings and less than 650kgCO<sub>2</sub>/m<sup>2</sup> for non-domestic





## Celebrating and enhancing our natural environment

We will create a welcoming and accessible place for people to enjoy and connect with nature.

The Earls Court Development presents a major opportunity to radically increase biodiversity through nature-led design. This will facilitate people's connection with and access to nature, and will also integrate with wider existing ecological corridors, cultivating connections that extend beyond our site boundary.

Increasing the overall amount quality and functionality of green space will help to reduce the urban heat island effect, alleviate flood risk and minimise pressure on drainage systems through the natural infiltration of rainwater and use of water collection and storage, including greywater from buildings. It will also improve health and wellbeing by connecting people with nature.



This means we have committed to:

- Reopening the Site through natural landscape with around 20 acres of public and open space
- Creating a network of interlinked exhibition gardens and spaces containing a diversity of planting
- Achieving a minimum biodiversity net gain of 85%
- Planting a minimum of 1,000 new trees, of which over 50% will be mature or semi-mature
- Introducing climate-resilient and native species to create sustainable ecosystems
- Enhancing the existing ecological corridor



## Water neutral

We will limit the need for fresh water and use water resources intelligently.

The aim of the water strategy at Earls Court for the proposed development is to minimise the consumption of potable water on the Site and minimise the quantity of water leaving the Site. By doing this, Earls Court aims to support and deliver a climate resilient landscape, adapting to a changing climate.



This means we have committed to:

- Building sustainable urban drainage systems (SuDS) to slow water run-off, ensuring more than 60% infiltrates the ground
- Minimising demand in buildings
- Ensuring all public realm landscape irrigation is from rainfall and/or greywater, with up to 40 days of water storage
- Harvesting water for The Cascades from recycled sources, with up to 60 days water storage
- Selecting climate resilient species in the planting strategy to minimise water demands for irrigation





## Delivering cleaner air

We will improve air quality on-site and for our neighbours.



This means we have committed to:

- Maximising vehicle and car-free public realm
- Repurposing the existing Table and enclose this section of the West London Line, limiting pollution (subject to third party approval)
- Allowing no combustion for buildings on-site (except life safety generation, until non-combustion solutions become available)
- Monitoring on-site air quality
- Providing electric charging points to all parking spaces to promote EV uptake
- Providing electric car club spaces for 25 vehicles





## Healthy living

We will nurture healthy lifestyles by promoting the use of a sustainable transport hierarchy. Create opportunities and spaces that improve the way people feel about themselves and the area.

The Earls Court Development will look to nurture healthy lifestyles by promoting connections to nature, reducing barriers to physical activity and the use of sustainable transport hierarchies such as walking and cycling to provide a safe and accessible space for all. This will create opportunities and spaces that improve the way people feel about themselves and the area.



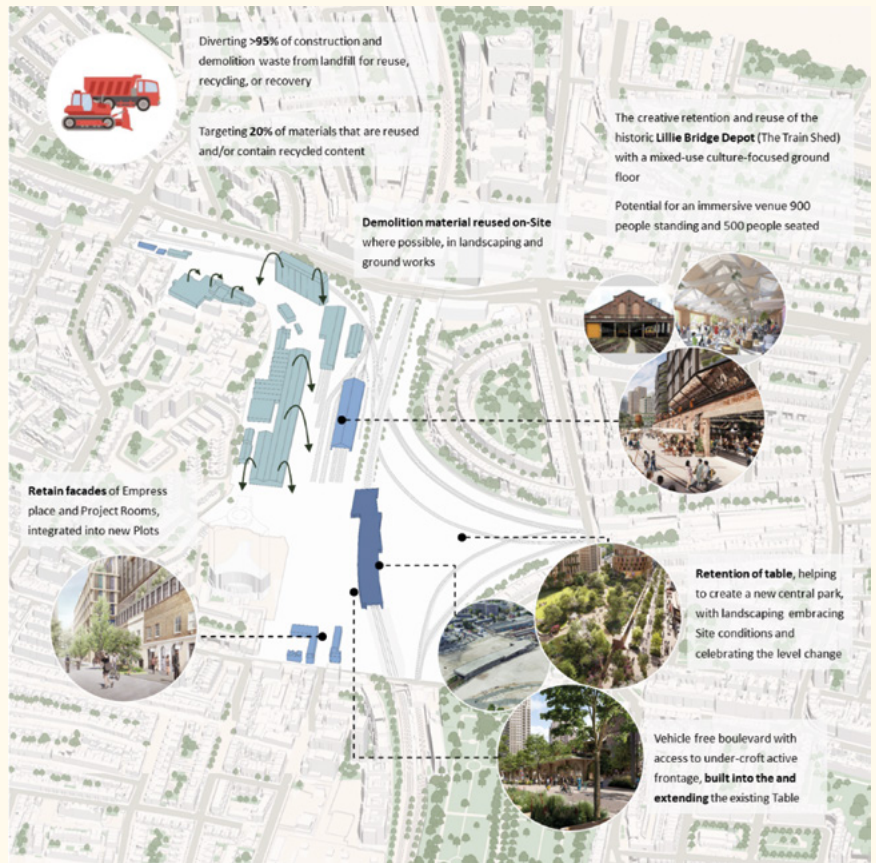
This means we have committed to:

- Delivering a fully accessible and inclusive environment with step-free mobility
- Providing a planting strategy to provide wonder and delight. For example using species with different flowering seasons to create all-year variety
- Creating multi-generational public open spaces including integrated play space for children of all ages
- Making comfortable living environments internally and externally for all residents by positively improving the microclimate
- Continuing to work with our Public Realm Inclusivity Panel to interrogate, critique and refine design principles



## Circular resource use

We will adopt the key principles of durability, disassembly, reuse and adaptability to enable the efficient use of natural resources.



This means we have committed to:

- Retaining buildings and structures which are suited for the requirements of the Site
- Using materials which minimise carbon impacts, targeting 20% of materials that are reused and/or contain recycled content



## Certification

We will deliver buildings with recognised and verified sustainability ratings.

This means we will:

- Undertake BREEAM Communities pre-assessment for the proposed development with a base target of 'Excellent'
- Undertake HQM assessment with a base target of HQM 4 stars for residential plots and buildings
- Seek to achieve BREEAM 'Excellent' rating in office buildings; and a minimum of 'Excellent' for remaining non-domestic uses over 1,000m<sup>2</sup>
- Seek to achieve WELL Gold in office buildings

Indicative image of The Table Park



## 2.2 Monitoring our progress

We are monitoring the environmental wellbeing and overseeing the impact of the actions we take.

We have mapped our goals and commitments against progress so far, both across the plots and the masterplan to determine how we are performing, using a comprehensive set of key performance indicators (KPIs) for each. This will help us determine gaps, areas for improvement and highlight where key pieces of information are needed to move forward. Not all goals, objectives and associated KPIs can be measured or tracked at this design stage but will be added in later phases as the scheme progresses.

The results are based on a review of plots and masterplan Design Team responses, against the latest design performance available, as of May 31, 2024.

Where we're performing well:

- Nature levels in the masterplan are very high and the plot design has shown they can further outperform the targets set for them
- We have established an integrated water management strategy combining drainage design with irrigation requirements, reducing potable water needs
- External air quality has been monitored on-site and current levels are acceptable across the main site, although there is still action needed to mitigate key pollutant sources such as the West London rail line, the A4, Warwick and Lillie Road
- The implementation of the 5th generation energy network across the Site

- We are targeting BREEAM Excellent with a route to Outstanding for non-residential areas, BREEAM Communities Excellent for the masterplan as a whole and Home Quality Mark 4 stars with a route identified towards 4.5 stars for residential
- Operational energy use intensities (EUIs) for the plots are expected to be low and very close to Passivhaus Standards and net zero industry targets

Where we need more information:

- At present, the design has not progressed far enough for us to determine performance of internal air quality levels, based on material specifications. This will come in later stages
- Age-friendly design of landscape and plots have not yet been designed in sufficient detail to be fully reviewed by an appropriate party
- One of our consulting engineering practices, WSP, with expertise in healthy streets work, has focused on the active travel zone methodology required for transport assessments submitted for planning, but not the healthy streets check for designers which provides a score. It is therefore more qualitative than quantitative at this stage
- WELL Standard certification and WiredScore are performance-based and, as no standalone office plots have been designed yet, are unknown. Once the development moves beyond outline planning, these will come forward



The table below outlines the numbers of metrics in each of the Sustainable Development Charter (SDC) goals. It then shows the current performance spectrum of the metrics, as a summary across both plots and the masterplan.

Sustainable Development Charter					
Environmental wellbeing and MP03 KPI performance					
Goal	Total	Meeting planning policy	Meeting or bettering baseline target	Meeting or bettering aspirational target	Unknown at this point
Beyond net zero	6	3	2	1	0
Celebrating and enhancing our natural environment	6	0	1	5	0
Water neutral	5	0	4	1	0
Delivering cleaner air	11	1	3	3	4
Healthy living	13	2	6	1	4
Circular resource use	8	2	3	1	2
Certifications	5	0	4	0	1

The results are based on a review of plots and masterplan Design Team responses.

For further detail, see the MP03 report:  
<https://adoddleak.asite.com/lnk/dExGr6BtkrARbLI6bXG4>

## 2.2.1 Air quality

The mental and physical health of our community is, to a large extent, determined by the environment we live and work in.

Common pollutants in London from cars, trains and buildings increase the risk of short and long-term health complications.

As delivering clean air is a goal for us, we aim to remove sources of pollution and work with partners to tackle emissions at source. We will investigate new technologies and systems to trap and remove pollutants from the atmosphere. To do this, we needed to understand how the area performs now before development occurs, therefore a series of air quality monitors have been implemented for long-term monitoring.

### Monitoring air quality on-site

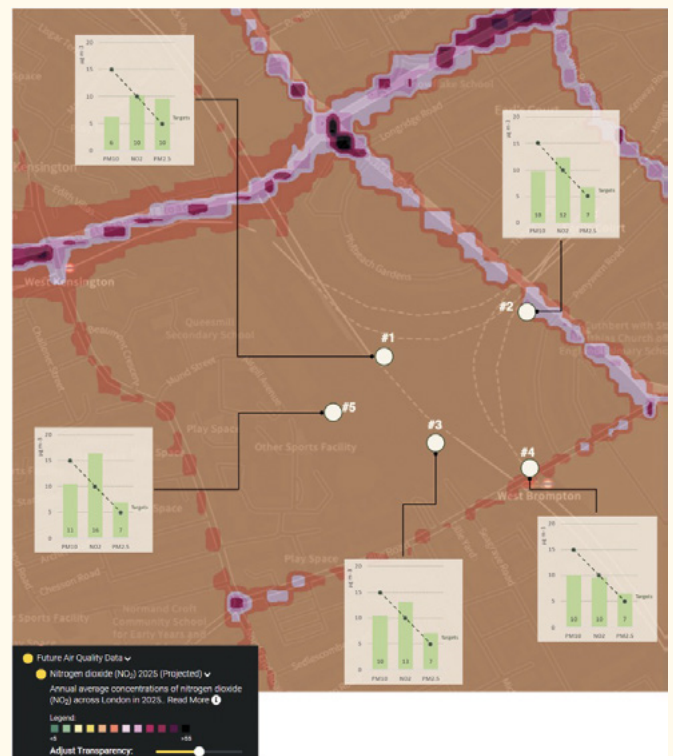
The map on the right shows base layer the projected annual average concentrations of nitrogen dioxide (NO<sub>2</sub>) across London in 2025 as modelled for the GLA London Environment Strategy (2018). It suggests that the whole of the Site has a concentration of 20-25µg/m<sup>3</sup> with the legal limit being 40µg/m<sup>3</sup>. It shows high concentrations from the roads around the Site but does not show any pollutants from the railway tracks.

To understand and then make improvements to air quality from all sources of air pollution, we have implemented a long-term monitoring regime. Air quality monitoring on-site has been in place since July 2022. This has improved our understanding of the current quality of the air along with the range of sources.

### Mapping the results

The map shows the five monitoring sites and the annual average pollutant levels at each of them. The most recent year of monitoring data, July 31, 2023, to July 31, 2024 showed that concentrations of NO<sub>2</sub> and particulate matter (PM10 and PM2.5) were typically over 65% below their respective legal air quality limits.

Monitoring has shown daily profile changes for pollutants influenced by commuting times, weather changes and train schedules. This illustrates how our Site is influenced by existing pollution and how the air quality climate is complex and can vary from hour to hour.



Base layer from <https://apps.london.gov.uk/air-quality>. The projected annual average concentrations of nitrogen dioxide (NO<sub>2</sub>) across London in 2025 as modelled for the London Environment Strategy (2018). This modelling takes into account the policies included in the Mayor's London Environment Strategy. The legend below increases in increments of 3µg/m<sup>3</sup>, the legal limit is 40µg/m<sup>3</sup>.



The results also outline the Site targets, based on the World Health Organisation's 2021 global air quality guidelines, a world-leading source on the requirements for clean air:

PM10 levels are typically already lower than the targets

NO<sub>2</sub> in key locations exceed the targets. This could be attributed to on-site generators or trains passing

PM2.5 levels are close to or above the targets

## Future activity

Air quality concentrations monitored at the Site reflect the current conditions of the Site which will change throughout the meanwhile, construction and operational phases. Therefore, we will continue to monitor air quality throughout these phases of the development to be able to assess the progress of clean air goals. This will include additional monitoring

to the north of the Site. Monitoring on-site air quality will continue for at least ten years after completion and will be made publicly available.

The air quality positive approach described earlier will contribute towards keeping the pollutant concentrations at the Site at this level or better it.

Indicative image of Aisgill Gardens





## 2.2.2 Biodiversity

Nature presents untold benefits to the health and wellbeing of both people and the planet. Amplifying its presence and fostering better connections with nature is our golden thread – creating diverse and generous spaces to play, meet, relax and for sanctuary, whatever the season, inside or out.

A few features on-site provide the current biodiversity of the Site. These elements are small but key.

### The Community Hub Garden

The Community Hub Garden opened in June 2022 and provides 800m<sup>2</sup> of community green space, which is maintained by Hammersmith Community Gardens Association with the help of community volunteers. It provides a range of dense planting with habitats for insects and bird life, as well as a preview of the type of landscape and planting density of future parks outlined in the masterplan. Read more about the garden's impact on page 36.





## Living wall green hoardings

Living wall green hoardings installed by ECDC along Lillie Road and Old Brompton Road, mix culture and nature, with some depicting famous faces from across the years. They provide vertical planting along a busy road, helping to catch pollutants, and provide a visible experience of nature when people leave West Brompton station.



Living wall green hoarding



# Monitoring biodiversity in the masterplan

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To support the masterplan, Hoare Lea implemented their nature-based solutions tool, Biome. It is a user-friendly interface to estimate the financial and non-financial natural capital – that is the value derived from nature and environmental processes – from a landscaping strategy. It will help guide the future design of the development with options to create positive environmental and social outcomes.

Biome allows us to measure the benefit of a range of nature-based solution landscaping features, such as the number of trees, green walls or roof area, or permeable paving area. Metrics include noise reduced, carbon sequestered, rainwater managed and property value.

The results of any proposal can be compared against predetermined targets and relevant key performance indicators at both a plot and masterplan level to ensure all plots reach the necessary goals.

This then helps show the performance of the design strategy and can estimate the financial return to the developers and to society, creating a better basis for evidence-based decision making.





Living Wall hoarding







## 2.3 Validating our progress

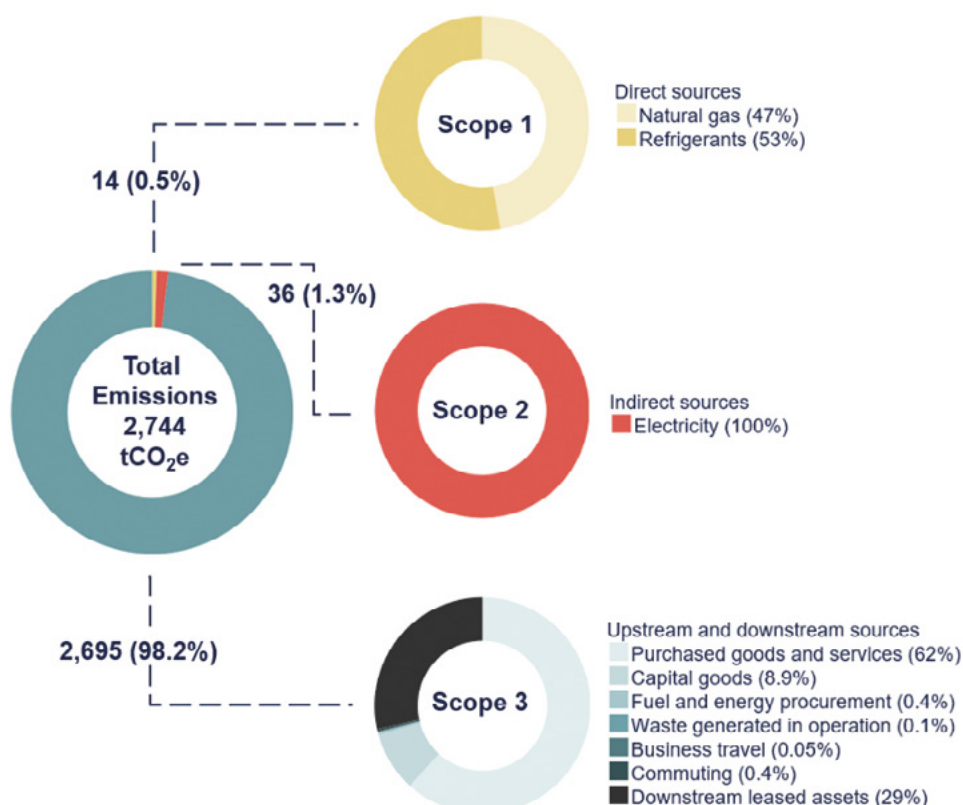
### 2.3.1 Setting science-based targets (SBTi)

Science-based targets remove the arbitrary approach to carbon reduction targets and replace it with a global benchmark; businesses can set aggressive yet reasonable goals that align with limiting global warming to 1.5°C.

This resonates with one of our goals to bring forward a masterplan that will both achieve net zero carbon and will go beyond that to extract more carbon over the lifetime of the development than is emitted.

ECDC completed a rigorous application with our near term and net zero targets approved by the SBTi in October 2024; one of a handful of UK developers to have their science-based targets validated.

There are two time periods at which the science-based targets are assessed, with differing criteria. Simply put, the first looks for the businesses' own emissions and those of its premises are to be cut by 50% within 5 to 10 years; the second is a 90% cut in all emissions by 2040 or 2050.



## Our near term targets

We commit to reducing absolute scope 1 and 2 greenhouse gas (GHG) emissions 50.4% by 2032 from a 2022 base year. These are the emissions that ECDC makes directly, over properties we directly control and those that we use indirectly – for example our heating and electricity.

We commit to reducing scope 3 GHG emissions 58.1% per square metre of net lettable area within the same timeframe. This covers all of the emissions ECDC

is indirectly responsible for, up and down the supply chain.

## Our net zero and long-term targets

We commit to reaching net-zero greenhouse gas emissions across the value chain by 2050.

We commit to reducing absolute scope 1, 2 and 3 GHG emissions 90% by 2050 from a 2022 base year.



Indicative image of Empress Place



## 2.3.2 Making progress in the year ahead

There are several activities we will monitor over the next year. These are outlined (but not limited to) below:

### **BREEAM Communities' assessment**

BREEAM is an internationally recognised science-based sustainability framework and BREEAM Communities is used to assess sustainable design in the masterplanning of new communities and regeneration projects. We can share progress and outcomes from the assessment.

### **Waste and recycling**

As work progresses on the redevelopment of the Site, material use - and therefore waste - is expected to increase. Waste volumes and quantities recycled are collated by contractors and the cumulation of this can be reported. Our aim is to reduce/avoid waste to landfill, by maximising reuse and recycling first.

### **Energy and carbon emissions in line with SBTi**

As the SBTi targets are now validated, an annual submission must be met to the SBTi in order to maintain our status. This submission will include energy and carbon reporting from all activity, and means that our scope 1, 2 and 3 emissions will be made public.

**BREEAM®**



**SCIENCE  
BASED  
TARGETS**

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

## 2.4 Case studies

### 2.4.1 Reuse of existing buildings

We have made a conscious effort over the last five years to use existing buildings on the estate for temporary or short-term uses. The benefits and uses of this repurposing are outlined on the following pages.

Earls Court Community Hub





## The Community Hub, Aisgill Avenue

The Community Hub has been repurposed from its original set up as the marketing suite for the previous owner and developer of the Site, which had been left empty and unused for some considerable time. ECDC - in one of its earliest acts - decided to convert the building into a Community Hub and to use the gardens for a range of impactful uses. The Hub has been the focus for the community engagement programmes over the last three-plus years.



Earls Court Community Hub



## 9 Beaumont Avenue, West Kensington

The building includes a unique, large, open assembly space which has been used by multiple different tenants.

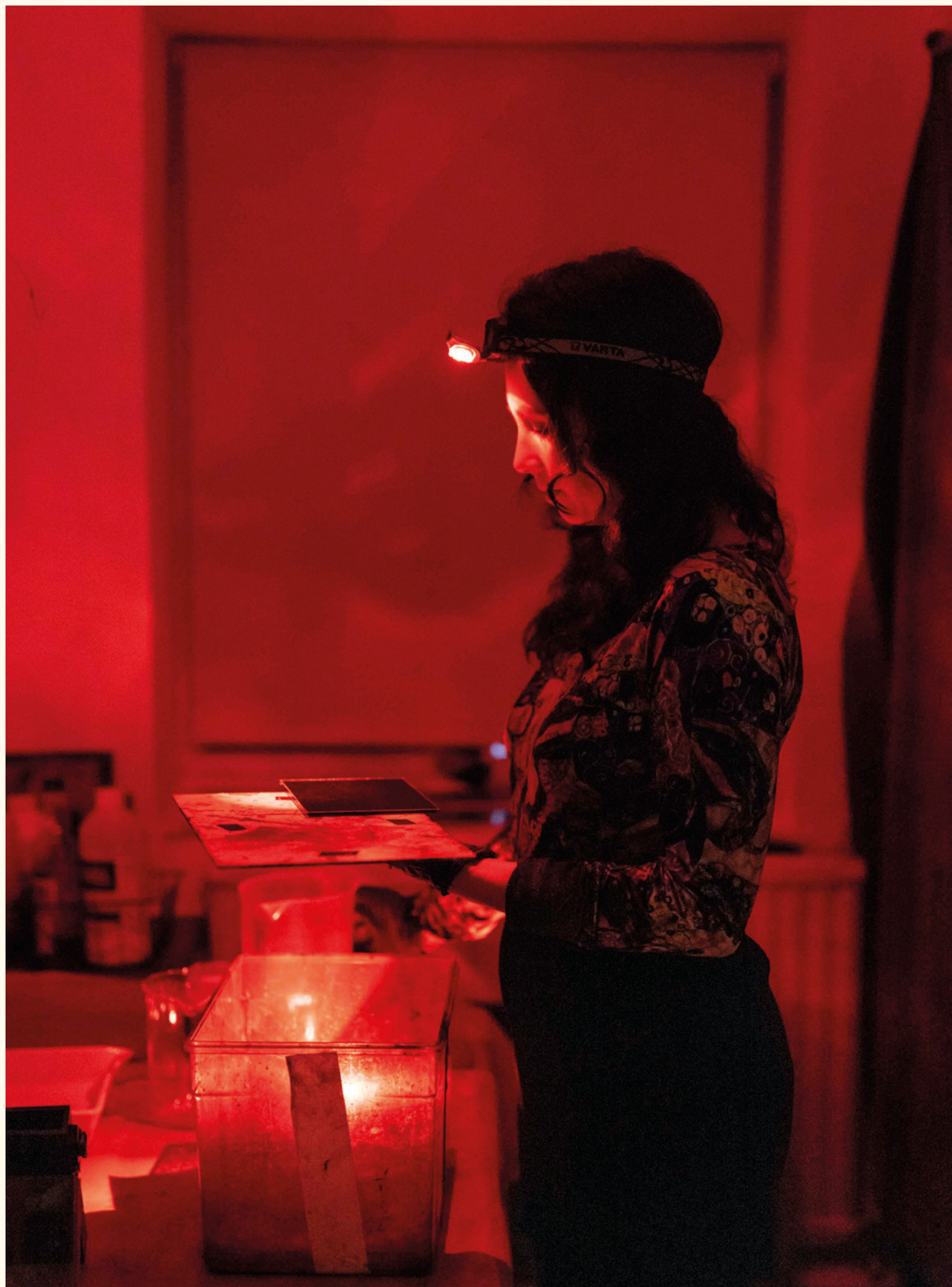
Most notably, the space was used by The Fulham Boys School during Covid, allowing extra space for students to maintain social distancing while learning and sitting exams.

Most recently, The Lost Estate theatre group has occupied the building since March 2023. The Lost Estate also raises money for the Felix Project, a charitable organisation that saves surplus food from suppliers and redistributes it to charities. In the last year, they raised a total of £30,033.45.



The Lost Estate





Artist Magda Kuca, Empress Studios



## Empress Studios, Empress Place and Seven Stars, North End Road

Working with This is Projekt, we turned six derelict Victorian townhouses on Empress Place into 8,500 sq ft of workspace for creatives and innovators, who live and/or work in Hammersmith and Fulham and Kensington and Chelsea. Planning permission was granted in 2022 for 46 new spaces, creating affordable studios and office spaces supporting the arts and sciences.

The Empress Place and the Seven Stars buildings have been retrofitted and repurposed into homes, occupied

in a guardianship scheme. This means these buildings are maintained, occupied and do not fall into disrepair, while providing much needed housing.

As with the Community Hub, and particularly in relation to the buildings along Empress Place and Empress Studios, this is a good example of the circular economy in action. The buildings have been repurposed – in many cases brought back to life from dereliction. Not only do they provide much needed local social and economic positive impact, they minimise the waste for materials – again reducing the overall carbon impact of the development.



Empress Studios, Empress Place



## 2.4.2 BBC Earth Experience

We welcomed the ground-breaking new attraction BBC Earth Experience - featuring Seven Worlds, One Planet - from March 2023 to January 2024 at The Daikin Centre, a purpose-built and demountable venue. BBC Earth Experience offered visitors the chance to experience the extraordinary diversity of our seven unique continents, featuring bespoke narration from Sir David Attenborough. The attraction allowed visitors to learn about nature and consider their relationship with the environment amongst other social benefits.

Sir David Attenborough at the launch of BBC Earth Experience



## Impact

BBC Earth Experience set out to maximise the efficiency of the venue, while minimising their environmental footprint. As a result of their tenancy:

**10,000**

they saved the equivalent carbon emissions from 10,000 trees by running on 100% renewable energy, compared to traditional gas-powered setups

**1,944,955**

seeds were sold in their gift shop for planting in the wider community by visitors

**37,700**

plastic bottles were avoided by the use of hydrating water fountains

**18,280kg**

of waste recycled since opening, equivalent to a total of 12,100kg of CO<sub>2</sub> savings

Over the course of the tenancy, more than 375,000 people visited and thousands of students immersed themselves in the venue.

Surveys showed that many of the visitors would look to reduce their energy use, reduce waste and discuss environmental issues more. For local visitors, the biggest impact was spending more time in green spaces, reducing car use and donating to environmental charities.





## 2.4.3 Biodiversity Community Hub and garden

As part of the planning application, a qualified ecologist made a baseline biodiversity survey across the Site, including the Community Hub and gardens.

The gardens have been revitalised by ECDC and are maintained by Hammersmith Community Gardens Association and community volunteers with great dedication. Its wide range of planting provides habitats suitable for insects and birds and contributes to the biodiversity importance of the wider site.

Our consultants have measured the All Phases Site, which covers approximately 18.1623ha (excluding tree canopies), to have the equivalent of 15.6BU (Biodiversity Units). This works out as 0.85BU per hectare.

The much smaller Community Hub Garden of only 800m<sup>2</sup>, has 0.3BU. This works out as 3.75BU per hectare.

This small garden punches well above its biodiversity weight: it has a density over three times the rest of the Site as it currently exists – the equivalent of 2% of the whole Site – demonstrating the importance of dense, habitat rich landscapes.

This exemplifies the consideration taken in developing the landscape design of the masterplan. The existing site is largely barren with little biodiversity value. In the short time since the Hub garden was created, it has improved the biodiversity of the overall Site. As the development works progress, the richness and variety of the new landscape will overtake even the biodiversity value of the extant biodiversity habitats.







## Statutory biodiversity metric

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The statutory biodiversity metric is how we measure biodiversity value for the purposes of meeting the government's policy of Biodiversity Net Gain (BNG). This policy states that all developments have to achieve an enhanced BNG of 10% over the biodiversity any site already has before development. This is done by calculating the number of Biodiversity Units (BU) a site has using a formula. The formula takes different factors into account, including the habitat's size, condition, type and strategic significance. This includes both existing habitats and those planned for enhancement or creation. The metric also incorporates risk multipliers and trading rules, which set minimum habitat creation and enhancement requirements. The assessment must be undertaken by a 'competent person', as set out in the UK Government's guidance.



## 3.0

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# Social and Economic Impact



## Social impact

Social impact refers to the significance that individuals and society assign to changes in lives influenced by the social, economic, and environmental effects of development. It is measured both qualitatively and quantitatively and is presented in this report in monetary terms, as well as through key quotes and case studies.

Social impact will continue to be a core driver in everything we do at Earls Court and is underpinned by the following goals:

A safe, inclusive  
and supportive place  
for everyone

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Involving local  
people

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A wonderful  
place to live, work  
and visit



Empress Space public realm

## Economic impact

Economic impact assesses economic activity associated with a particular intervention or set of actions. It is usually measured in terms of the additional expenditure, GVA and employment that is generated within the local economy. We will continue to deliver the very highest standards of economic inclusivity throughout the lifetime of development working to the following goals:

Maximise appropriate  
economic growth  
in the local area

Create an  
affordable  
community

Provide access  
to economic  
opportunities for all





Earls Court Community Hub outdoor activities



Artist Diane Frost, Empress Studios

Since 2020, our work has evolved and the impact ECDC is making on social wellbeing has steadily expanded, creating value that touches more lives across the Earls Court area. Once again, this year we have seen a balanced distribution of impact across a range of factors, showing how the work continues to adapt to meet the evolving needs of the community.

Between November 2023 and October 2024,  
our activities have helped achieve an estimated:

**£13.6m**

gross value added created

**£9.1 million**

in social impact created

**46 projects**

supported

**413**

full-time equivalent  
jobs created

**£23.1 million**

generated in additional  
local spend



## Key successes in 2024 vs 2023



## 2022 – 2024 overview

	2022	2023	2024
Social value created	£7.8 million	£7.9 million	£9.1 million
Local spend	£2.7 million	£25.7 million	£23 million
FTE jobs	79	599	413
Gross value added	£2.1 million	£12.9 million	£13.6 million

## 3.1 Our programmes

Building on our success from last year, we have focused on creating as much benefit for the local community as possible.

As well as submitting the Hybrid Planning Application, we have continued to invest in the community. To deliver this benefit, we have focused on:

- Meanwhile activities
- The Community Hub
- Earls Court Community Fund
- Sponsorships
- Skills and education
- Lillie Road shops
- ECDC internal activities

Through our meanwhile programme of activities, we've hosted events, provided community space and continued to open up the Earls Court Site. Our community activities have also meant that we have been able to support the health, wellbeing, skills and education, among other factors, of local people. We've done all this through an array of activities, from the activities of the Community Hub, the opening of an immersive BBC Earth Experience, the continuation of the Earls Court Community Fund and the ever-present support for local organisations.

We're also aware of the social and economic impacts that our plans for the development site will have on local people. We wanted to hear from as many stakeholders as possible and to allow everybody to have an influence on the future of the site. We've hosted neighbourhood engagement activities, workshops, Site tours and newsletters to reach as many people as

possible, while also using the development as a platform for boosting education and creating skills for local young people.

Finally, we recognise the importance of being a good neighbour and contributing to the community through our everyday activities. To understand how these activities have affected people, around 23 interviews, 56 feedback forms and questionnaires and 194 survey responses from a range of stakeholders across 45 programmes and activities were carried out by social value consultants, RealWorth, and economic consultants, SQW. This data was then used to calculate our impact.



Artist in Residence workshop





Artist in Residence workshop



### 3.1.1 Meanwhile activities

‘Meanwhile use’ refers to the short-term use of temporarily empty buildings or public realm during a redevelopment. Since we acquired the Site, we have used a range of spaces within the area to create social impact, putting on a wide-range meanwhile programme. The total social impact created through the Meanwhile Activities is estimated to be £3.6m.

In the past 12 months, this has included:

#### Artists in Residence

A programme formed in partnership with the National Portrait Gallery which consists of artists working with the local community to deliver portraits and community arts projects. Each residency is three months, with a total of four artists over the year. The programme runs for three years in total.



#### ‘A Day in Your Life’ young artists exhibition

A programme for young artists hosted by Alison Jackson for around 500-600 local children, with work exhibited on hoardings by ECDC on Warwick Road.



#### BBC Earth Experience

An immersive attraction offering visitors the chance to experience the diversity of the seven continents, which closed in January 2024 after a successful run.





## Earls Court Skills Centre

A centre for local people offering a transformative programme of future-focused skills and training, equipping the next generation of workers with vital skills, particularly across the built environment and the clean and climate tech sectors.



## Empress Studios

A creative workspace redevelopment by This is Projekt in collaboration with ECDC. The space contains 46 lettable studios, occupied by about 55-60 creative artists. Roughly 80% of the artists are from the local area.



## Empress Place and Seven Stars

37 homes (13 in Empress Place and 24 in Seven Stars) were refurbished and brought onto the market by LOWE Guardians at lower-than-market rent. Over the year, 54 tenants occupied the rooms, including key workers, young professionals and creatives.



## On-site greening

Improvements to the public realm by Hammersmith Community Gardens Association.



## Padel Social Club

A social hub offering Padel courts, with up to 2,000 weekly users reported. Of these, it's estimated that 50% are from the local area.



## The Lost Estate

An immersive theatre experience that brings the greatest stories ever told to life. Fusing theatre, live music, and food.



## Pop-up film hub

A pop-up film space on Empress Space in collaboration with the Earls Court Film Festival.



## The Urban Beach

A summer pop-up community space for local people that opened for five months on Empress Space.





To demonstrate how social and economic impact has been created through the Meanwhile Programme, case studies of the Artist in Residence programme, Padel Social Club and the Skills Centre are provided below:

### Artist in Residence Programme

In January 2023, we launched an Artist in Residence programme in partnership with the National Portrait Gallery, whereby we provide studio space in the Community Hub Annex for three months. The artists are given a grant of £3,000 per month and up to £1,000 a month for an art material allowance and need to use the space for a minimum of three days a week. They are also required to provide weekly workshops to Hub users.

The Artist in Residence Programme alone helped achieve an estimated:

- **£58,000** in social value created
- **£33,931** in additional local spend
- Additional **£19,680 GVA** gross value added
- **0.6 FTE jobs**

Liah Edwardes, Artist in Residence

### Liah Edwardes, an Artist in Residence at the Community Hub

Liah Edwardes is one of the four Artists in Residence at the Community Hub during this assessment period, with her work focusing on community engagement through creative workshops. Liah's practice is rooted in community involvement, and the programme allowed her to engage with and draw an array of local individuals, including a long-time magazine seller who had "so many moments happening around her", and a newcomer to the Hub, whom she taught to embroider during a difficult life period.

Liah's work aims to provide participants with a creative outlet that fosters personal expression and a sense of belonging, with some attendees even continuing their artwork at home. She believes that the residency has not only enriched her practice but also helped her to develop a strong narrative through her interactions with the diverse local population.

Her experience underscores the importance of maintaining community involvement throughout the process and ensuring the Hub remains a vital space for local residents.





Below are some of the responses provided when 2024's participants were asked how the programme benefited them:

"I was completely embraced by the community and fortified my existing links, found new places that became favourites, while as an artist truly allowed me to focus on creating a specific body of work in a limited period."

"It filled me with joy each day to take the Underground to various stops within Hammersmith & Fulham and Kensington & Chelsea and as I walked to the Hub I would stop and sketch and converse with people explaining that I was the Artist in Residence at ECDC."

"It deepened my community practice. I learned more ways to work with other stakeholders and identified the need for more ambitious ideas. It strengthened my communication skills."



## Padel Social Club

Padel Social Club at Empress Space offers five outdoor showcase courts. The site opened in Autumn 2023. It provides sports, wellbeing facilities and food and beverage, creating a social hub for the community with up to **2,000 weekly users**, half of whom are local residents.

We have worked closely with Padel Social Club to ensure there are pro-social benefits for the local community. The site hosts women-only, LGBTQ+, and singles events, and it offers free use to Community Hub users. Regular users of Padel Social Club have increased physical health, improved wellbeing around their health, and a new place to socialise with people in the area.

Padel Social Club alone helped achieve an estimated:

- **£1.7 million** social value created
- **£1.2 million** in additional local spend
- Additional **£437,676 GVA** gross value added
- **15 FTE jobs**



## The Skills Centre

The Earls Court Skills Centre is a hub for upskilling and education offering future-focused skills training across the built environment. The Skills Centre provides its users with qualifications which offer routes into future employment, reducing the risk of becoming NEET, and training in health and safety, nutrition, and greener construction practices.

The Centre has three classrooms, a CSCS (Construction Skills Certification Scheme) room, welfare facilities, and an office. They currently have five staff: a Centre manager, two admin staff, one instructor, and a CSCS coordinator who splits their time across different Skills Centre sites in London.

All the training activity delivered at the Earls Court Skills Centre over the last 12 months has been pre-employability training. Courses are designed in partnership with local employers and typically last three weeks with a mix of classroom and yard-based training. The courses also cover employability skills and one-to-one information, advice and guidance. Enrolments take place each month, and courses are open to learners from all backgrounds. The consultees stated that most of the trainees who complete their training courses will find employment. There is an aftercare programme where people are contacted to make sure they have either found employment or in some cases are given further advice and bootcamp training.

Based on the latest monitoring data produced by the Skills Centre, the Earls Court Site has supported 154 learners with two-thirds (105) living in the two local boroughs (see table on the right). In total, 124 have completed training courses over the last 12 months and this includes 75 learners who live locally. Most of the courses delivered have been Level 1 and all the training delivered at the Earls Court centre has been pre-employability training.

	All EC Skills Centre learners	Learners living in 2 boroughs
Learner starts	154	105
Level 1	72	51
Level 2	19	2
Level 3	3	2
Level 4+	12	3
Short courses	18	8
Total completing training	124	75

The Skills Centre alone helped achieve an estimated:

- **£272,000** in social value created
- **£105,097** in additional local spend
- Additional **£14,714 GVA** Gross value added
- **0.3 FTE jobs**





## 3.1.2 The Community Hub

The Earls Court Community Hub opened in June 2022 and is located at Aisgill Avenue in West Kensington. The Hub is a community-focused space for activities, workshops and community engagement. There is a wide range of activities at the Hub, some of which are delivered by the Hub and others delivered by local charities and community organisations. The activities on offer fall into the following categories: physical; social; creative; educational; therapies; children and families; half-term activities; and others. Across the reporting period, there were **over 8,500 visitors including over 1,000 unique users**.

The Community Hub alone helped achieve an estimated:

- **£625,000** in social value created
- **£237,514** additional local spend
- Additional **£13,758 GVA** gross value added
- **4 FTE jobs**

The Community Hub is estimated to have created £110,000 more social impact than the previous year. As a result of the activities of the Hub, users have greater wellbeing through civic engagement, skill development, a nicer urban environment, wellbeing around financial support, greater social connections, and improved mental and physical health.

Earls Court Community Hub



Users were also offered the opportunity to provide feedback through a 'Communitree', whereby people were invited to write their feedback on a tag and hang it on the tree. This was set up in response to the Community Hub receiving ad hoc feedback daily but having limited ways to capture small, powerful comments.



The Communitree at the Community Hub

Examples of responses to the Communitree which demonstrate the impact of the Community Hub are shown below:

“I like the environment and the community. Me and my kids love the Hub and always have a great time.”

“The Hub is a safe space away from the hustle and bustle. PS I love the Hub team.”

“I’ve been coming since stopping work and I’m really grateful.”

“Great place to show and plenty to do with the family a very welcome place and helpful and class is very low prices.”

“My Hub is a place of meeting place of harmony place of serenity meeting and making friends.”

“Amazing to be able to have foldable therapies such as Reiki and acupuncture.”

“Mimi and Alba are wonderful warm and hospitable, love the diversity of community events especially upskilling like sewing corner please more of these types of workshops like furniture and crockery electrical bike repair and maintenance.”



# Community Hub case study

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## Celebrating Black History Month at the Community Hub

The Earls Court Exhibition Centres were a legendary venue, hosting iconic black artists who shaped music and culture - a legacy we proudly honour this Black History Month. On the 28 October, ECDC hosted an event at the Community Hub for residents to celebrate and to enjoy arts and crafts, a steel band, and African dance.

Participants came from across the community and enjoyed an evening of music and dance as well as an opportunity to celebrate Black History Month. ECDC is working with SMART to support 'Black History Matters,' featuring educational workshops, cultural performances, and discussions to inspire and engage the local community.



Black History Month celebrations at the Community Hub



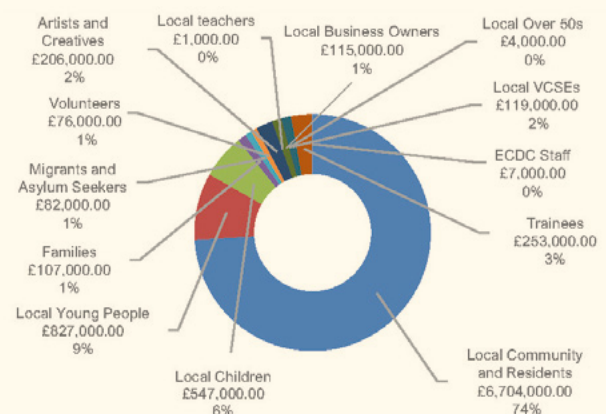
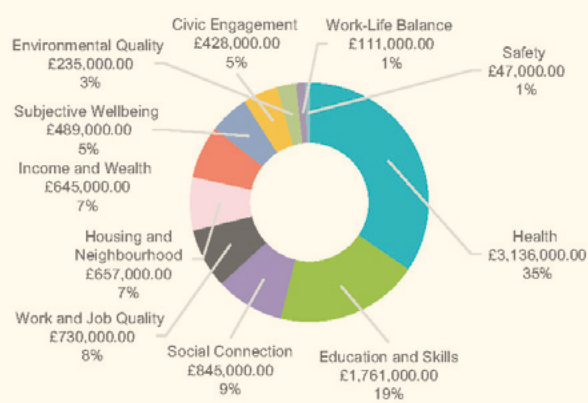


### 3.1.3 The Earls Court Community Fund

The Earls Court Community Fund was set up in 2021 to support the development of local projects that deliver community activities, support residents in engaging with their neighbours and build community connections around the Earls Court Site and surrounding areas of LBHF and RBKC. To date, over £700,000 has been provided to organisations in the local community.

The Community Fund helped achieve an estimated:

- **£4.1 million** in social value created
- **£207,000** in additional local spend
- Additional **£68,310 GVA** gross value added
- **1.7 FTE jobs**





Since its inception, the Fund has supported initiatives focused on community cohesion and support, including Barons Court Project's work with homeless individuals, as well as projects improving health and wellbeing, such as Minds United Football Club's mental health-focused sports programmes. The full list of grantees can be found below.

Organisation	Project
10th Fulham (St Andrew's) Scout Group	Enhanced Scouting programme to grow the Group
Action on Disability (AoD)	Welfare Benefits Service (WBS) extension
Barons Court Project	Morning Drop-In Centre
Community Education Forum	Community Response Education Project (CREP)
Dadihiye Somali Development Organisation	Earls Court Family Support Group
Dads House	Dads House Food Bank
Doorstep Library Network	Shared Reading Project - Clem Attlee
Finborough Theatre	The Finborough Theatre's Season Autumn/Winter 2023/24
FOR WOMEN CIC	Harbouring Women
London Sports Trust	Earls Court Active Together
Minaret Community Centre	ACTIVE LADIES
Minds United Football Club CIC	Sports Development Hub
MoI Youths	Youth Empowerment
Mother and Child Welfare Organisation	Earls Court Health Hub
Open Age	Connecting Communities - Year 3
Response Community Projects	Volunteer Coordinator
Solidarity Sports	Ongoing support towards our Family Den and After School Club
St Cuthbert's Centre	Refettorio Felix at St Cuthbert's Centre
The Bomb Factory Art Foundation	Shaping Spaces Sculpture Trail
The Brunswick Club for Young People	The Brunswick Senior Holiday Activity Programme 2023-24
The Earl's Court Community Trust	Earl's Courtiers Theatre Group Summer Production 2024
The Redeemed Evangelical Mission (TREM) - Place of Our Sanctuary	Open House
Urbanwise.London	Discover Your Earls Court

To demonstrate how social impact has been created, some examples of the organisations and their projects that have benefited from the grant are shown below.

### London Sports Trust

London Sports Trust aims to inspire positive change for disadvantaged young Londoners through the power of sport, training and life skills to improve life outcomes as well as physical and mental health. They received £8,000 to provide sessions for young people.

The work of London Sports Trust has encouraged young people to take up training courses increasing possibilities of future employment, involving young people in sports and sports coaching, and providing an awareness of the environment and history.



“The children and young people from the local area reported an increase in their mental and physical health... Our coaches have also seen an improvement in self-esteem and confidence as they meet new friends from the local area and learn new skills.”

LONDON SPORTS TRUST

### Minds United Football Club CIC

Minds United Football Club CIC brings together football in the community and education department along with the club's other charitable and community activities. They received £8,000 in funding to promote their initiative.

Key social benefits include Minds United have supported users in FA coaching courses boosting knowledge and skills, the sessions support physical fitness and mental wellbeing through sports therapy, and the users have reportedly built relationships that would otherwise not have been created.



“Our activities provide an avenue for individuals of all ages and abilities to come together, bond over shared interests, and form lasting friendships. Moreover, engaging in sports can have numerous health benefits, including improved cardiovascular health, enhanced coordination, and stress relief.”

MINDS UNITED FOOTBALL CLUB CIC



## Mol Youths

Mol Youths are youth workers aiming to support and mentor young people in West London. They received a grant of £12,000 to deliver programmes for hard-to-reach young people living in and around Earl's Court and West Kensington.

“The project has supported disadvantaged young people to take part in meaningful activity across the south of the borough, enabling them to have structure, purpose and drive to improve their situation, whilst taking advantage of activities.”

MO1 YOUTHS

# Mol Youths case study

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## Mol Youths: an attendee's story

The Attendee had left school with grades lower than level four and subsequently struggled to complete college. It was reported that they fell into the wrong company and became known to the local police after being issued with an ASBO.

Mol Youths employment advisor and wider team have been instrumental in shaping the life of this young person, thanks to his involvement with Mol Youths, they have not only found their purpose but have also made an impact on the lives of other youths who attend the project.

## The Bomb Factory Art Foundation

The Bomb Factory Art Foundation an artist-led, non-profit charity, founded in 2015 as an independent space for contemporary art. They received a grant of £5,000 to introduce young people to and provide educational opportunities within art.

Students have learned several new art techniques developing their skills as artists, coming together with other artists from different backgrounds, making strong connections, and inspiring students into prospective career paths.

“The project has had a significant impact on both participants and the wider community. Through workshops and studio visits, students have been exposed to new materials and techniques, fostering an appreciation for contemporary and conceptual art practices.”

THE BOMB FACTORY ART FOUNDATION

## The Mother and Child Welfare Organisation

The Mother and Child Welfare Organisation aims to deliver support to women facing health inequalities. They received a grant of £5,000 to provide health information and a sewing project, which was held at the Community Hub.

Participants learned new skills in sewing, as well as health awareness, which are expected to have positive impacts and both income and wellbeing for people respectively.

“We have created a network of women in the local community which has brought together people from many different ethnicities and backgrounds. When people shared health stories there was a powerful connection, people were suddenly exchanging their stories and finding common experiences with each other.”

MOTHER AND CHILD WELFARE ORGANISATION





### 3.1.4 Sponsorships

Since acquiring the site, ECDC has provided a one-off grant and sponsorship funding to local organisations that play an active part in the communities of RBKC and LBHF. Since November 2023, ECDC has provided roughly **£70,000 in grants and supported eight organisations**. This has included:

- **Earls Court Youth Club Emergency Relief Fund:** grant to support food and other services
- **Earls Court Film Festival:** regular film festival in Earl's Court, sponsored by ECDC
- **Christmas Lights RBKC:** donation towards Christmas Lights along Earl's Court Road
- **Performing Arts at Kensington Aldridge Academy:** donation towards the costs of performing arts at Kensington Aldridge Academy this year
- **ECDC & Consultants Gifting Tree:** donation towards Christmas presents for children at Earls Court Youth Club and Solidarity Sports

- **Lyric Theatre Summer Workshop**
- **H&F Giving Winter Support Fund:** supporting the costs for items in our goody bags to support older residents during Christmas
- **Historic England Blue Plaque Scheme:** sponsorship funding

The sponsorships are estimated to have created around **£664,000 worth of social impact** through the activities that they enable.



ECDC Gifting Tree



# Earls Court Youth Club case study

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## Earls Court Youth Club Emergency Relief Fund

Earls Court Youth Club is a space where young people can come to chill with friends, socialise and have fun. A donation of £5,000 was provided by ECDC for an emergency relief fund, which helped to provide food and support towards core costs.

**In total, over 250 children, 300 young people, and 50 adults are reported to have benefitted from the contribution, with better social connections, physical health, education, and positivity towards the local area key outcomes created.**

## Earls Court Youth Club Emergency Relief Fund Attendee

When [they] first attended ECYC, they were extremely anxious and did not want to engage in activities, dine at the youth club or play with other children. After some 1:1 chess and engaging in other activities, they now play football regularly, dine with their peers and has made friends at ECYC, whom they play with outside of the youth club.





### 3.1.5 Skills and education initiatives

Since taking control of the site, ECDC has demonstrated a commitment to supporting the local community. In particular, developing the education and skills of local people. ECDC supports and provides an additional series of programmes that primarily focus on educating and upskilling local residents of all ages, often using the development site as a case study. Programmes that have taken place in the previous 12 months are listed below:

- **Accelerate Programme:** free programme includes ten creative workshops and work experience hosted by some of London's top architecture practices and built environment practices, in partnership with Open City

- **Blossom Young Minds Coding Courses:** sponsorship towards organisation that are raising children's aspirations in STEM
- **Earls Court Futures Programme:** programme designed to inspire and equip young people in LBHF and RBKC with work-ready skills, knowledge and access to opportunities
- **Public Realm Inclusivity Panel (PRIP):** a diverse group of people from the local area who support ECDC in the design of the masterplan process
- **Young City Makers:** programme that introduces primary school students in Years 4, 5 and 6 to the built environment sector, in partnership with Open City

The Skills and Education Initiatives are estimated to have created around **£247,000 worth of social impact.**



Public Realm Inclusivity Panel workshop

To demonstrate how social and economic impact has been created through the Skills and Education Initiatives, case studies from the Public Realm Inclusivity Panel, Blossom Young Minds and Young City Makers are provided below:

### Public Realm Inclusivity Panel

The PRIP is a diverse group of people from the local area, aged 14 and up, who have a range of lived experiences, requirements and support needs. The panel was set up to give a voice to local people who are not usually included in the process of creating development projects.

The PRIP has been meeting ECDC and the Design Team for 24 sessions over two years. Over the previous year, their work has supported ECDC in preparing the masterplan and proposals for planning submissions, which occurred in June 2024. Over two years, there have been 22 panel members involved.

Examples of feedback from the panel are provided below:

“My awareness has increased and as I walk along or through new sites, I can see areas that would have improved the building outcomes.”

“It has given me the chance, as someone who has a disability, to make a positive change around the area. I felt like I couldn’t do that before.”

“My experience of the PRIP process has been extremely interesting. It is the first time working with a team on a real project.”



Public Realm Inclusivity Panel (Source: Zcd Architects)



## Blossom Young Minds

Blossom Young Minds is an organisation based in the local area that teaches children and young people IT-based skills. ECDC has long-provided funding for Blossoms Young Minds, and within this reporting period, a total of £16,459,64 was provided. This money contributed to a robotics course, a webpage design course, and a hall rental. Five courses have taken place this year, with an intake of 53 young people.

The programme has had significant benefits. It was reported by the students that the majority of their schools do not supply IT lessons that involve programming, robotics and architecture, emphasising the importance of the programme. The four young people who do have lessons in programming at their school reported that their comprehension has improved and they are excelling in their classes.

Further, two students completed two weeks of work experience at the SEW Studios, an architect working with ECDC, whilst one student is going into university this year and has enrolled on an Architecture course, having enjoyed the courses and previously completed the two-week work experience.

**“Thank you for providing the opportunity, it truly inspired my daughter and more.”**

PARENT OF A STUDENT WHO TOOK THE WORK EXPERIENCE

## Young City Makers

Young City Makers is a programme which introduces primary school students in Years 4, 5 and 6 to the built environment sector, also run in partnership with Open City. It challenges them to consider the role they each play in shaping their city and supports skills development and confidence.

At the end of the programme, a shared celebration event is held which brings teachers, students and parents together to enjoy their achievements and exercise their public speaking skills.

This was the second year of the Young City Makers programme, establishing the relationships with local schools by welcoming back every school from the previous year, alongside two further schools. In total, 320 children took part in the programme.

**“It is incredible to engage children in a truly inclusive city making process and make them an integral part of it, listening to their needs, experiences, realities and aspirations!”**

ARCHITECT, YOUNG CITY MAKERS

Young City Makers







Pedal Back Cycling



The Prince and Morning Neighbour coffee shop

### 3.1.6 Lillie Road shops

The shops on Lillie Road have been maintained by ECDC and let to local businesses and community groups. These include The Prince Pub, Dads House, Pedal Back Cycling, and The Hoarder Café and the Pop-Up.

Lillie Road shops helped achieve an estimated:

- **£209,000** in social value created through rent-free space
- **£258,214** in additional local spend
- Additional **£149,764 GVA** gross value added
- **4.4 FTE jobs** sustained through supported activities

The Pop-Up is a temporary retail space that can be accessed rent-free by small businesses, emerging artists, or local designers has benefitted 12 small businesses throughout the year. A survey was provided to the businesses post-occupation to identify the social impacts they benefitted from during their time in the Pop-Up. Business owners reported impacts including business development, improving their business skills, and meeting new customers.

**“Thank you very much for your opportunity to have ArtAscend use the gallery! Because of your generosity, we’ve managed to showcase over 60 young emerging artists and over 100 artworks.”**

POP-UP SHOP OCCUPIER



## Dads House case study

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Dads House aims is to make sure children remain the priority after divorce, separation, or bereavement. They support dads and families through several ways, including a Family Law Clinic, open every Wednesday and Friday to advise on the Family Courts, as well as a food bank open five days a week from 10am to 1pm, open to anyone.

Dads House also offers specific support to combat loneliness, in particular during family breakdown, through yoga classes and football nights. The retail unit on Lillie Road is provided rent-free by ECDC, with the charity only paying for bills in the space.

- Dads House provided over 300 families with free legal advice through its family law clinic
  - An estimated £900,000 worth of pro-bono legal support was delivered through Dads House's legal clinics (not included in impact analysis)
- 

“We are so grateful for the ongoing support from ECDC which is having a very positive impact on our beneficiaries’ lives.”

DADS HOUSE



Dads House At The Lillie Road Shops (Source: Dads House)

### 3.1.7 ECDC internal activities

As well as facilitating work in the community, directly supporting local organisations has been vital to ECDC over the previous 12 months and beyond. Establishing meaningful relationships with local charities and people in the local community has been important as the organisation seeks to create community benefits. As part of their social commitments, ECDC creates additional impact through hosting work experience and staff volunteering at local organisations.



Dads House food bank

The volunteering and work experience activity by ECDC is estimated to have created around **£120,000 of social impact**. This is through additional resource support provided to the organisations through volunteering, and the skills and experience gained by the young people through their work at the organisation.

#### Work experience

From July 1-12, we hosted six interns, each completing a one-week placement. They worked on meanwhile projects, networked with staff, and received career guidance, enhancing their professional skills and employability.

#### Volunteering

ECDC staff volunteered across various organisations, including:

- **Refettorio Felix (Earl's Court):**  
Volunteered twice in November and December, with a total of 9 staff members
- **Solidarity Sports:**  
Volunteers assisted with the Summer and Easter programmes, engaging with young people in arts, crafts, and sports, involving 8 staff members over multiple sessions
- **For Women:**  
2 staff volunteered at a women's support session in April
- **Action on Disability Job Club:**  
4 staff worked with young people with disabilities, including mock interviews, in May and October
- **Fulham Cross Academy:**  
2 staff hosted career sessions for Year 10 students, speaking about career pathways, in January and February
- **Dads House:**  
1 staff member supported a food bank in October



## 3.2 Outcome and impact areas

During the course of the assessment period, we have actively recorded and measured information about the effect that each activity has had on a range of people in the area. We have used this information to calculate the social and economic value of the activities.

### Social value

Social value is the relative importance that people and society place on changes to lives that are affected by the social, economic, and environmental influences of development. It is calculated by placing a money value on the changes that have been created by activities across the following eleven categories:

### Economic impact

Economic impact is measured several ways: the net additional expenditure, the gross value added, and employment from the Meanwhile Programme. Each element of the Programme impacts the local economy differently. Through a combination of interviews, information provided by each of the projects, reports, and published statistics, we have built up a picture of the overall local economic impact of the programme in 2024.

Our stakeholder groups:

- Artists and creatives
- Employees
- Families
- Local business owners
- Local children
- Local community and residents
- Local over 50s
- Local young people
- Migrants and asylum seekers
- Single mothers
- Single fathers
- Visitors
- Volunteers
- Trainees
- People with disabilities
- Local teachers



RealWorth's Eleven Factors of Social Value. Based on the OECD Better Life Index Dimensions of Wellbeing.

### 3.3 Combined economic and social impact

Activity	Social Value	Local Spend	FTE Jobs	GVA
<b>Meanwhile Programme</b>				
Padel	£1,730,000	£1,209,656	15	£437,676
BBC Earth Experience	£416,000	£6,087,193	113.2	£3,465,764
Alisson Jackson Young Artists	£161,000			
Empress Studios	£134,000	£610,749	28.8	£354,235
The Urban Beach	£99,000			
On-Site Greening	£71,000			
Earls Court Film Festival	£61,000	£41,191	0.8	£23,550
Artists in Residence Programme	£58,000	£33,931	0.6	£19,680
The Lost Estate	£56,000	£12,826,688	208.7	£7,380,400
Empress Place and Seven Stars	£27,000	£1,310,721	8.9	£374,101
Lillie Road	£209,000	£258,214	4.4	£149,764
The Community Hub	£635,000	£237,514	4.0	£137,758
<b>Community Programme</b>				
The Community Fund	£4,098,000	£207,000	1.7	£68,310
Sponsorships	£664,000			
<b>Engagement, Education and Skills</b>				
Young City Makers	£120,000			
Blossom Young Minds	£61,000			
Public Realm Inclusivity Panel	£28,000			
TfL Schools	£19,000			
Earls Court Future Programme	£10,000			
Accelerate Programme	£9,000			
Earls Court Skills Centre	£272,000	£105,097	0.3	£14,714
<b>ECDC Internal Activities</b>				
ECDC Operations	£120,000	£253,236	27.0	£1,144,420
Total	£9,058,000	£23,181,190	413	£13,570,372



Key benefits:

413	£13.6 million	£23.1 million	£9.1 million
full time equivalent jobs created	gross value added created	generated in additional local spend	in social impact created
£3,136,000	£1,761,000	£657,000	
worth of health value added to the community, including support for disabilities, support for drug abuse, and increased mental and physical health	worth of improved education and skills including digital skills for young people, educational attainment, and school readiness	worth of improved neighbourhood and housing quality including improved feelings towards the area, support with fuel poverty, and support for the homeless and rough sleepers	

Artists in residence workshop



# 4.0

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## Summary

Since its inception in 2021, ECDC's work has steadily grown, driving local expenditure and creating positive social impact within the community. The 2024 Annual Impact Report highlights the extensive social and economic value that ECDC has generated for the communities of the Royal Borough of Kensington & Chelsea and the London Borough of Hammersmith & Fulham, demonstrating the ongoing, transformative impact of this work.

This is evident from the £9.1m of monetised social value, £23.1m of net additional expenditure, £13.6m of additional GVA, and 413 full time equivalent jobs that were created in the 12-month period from November 2023 to October 2024.

This impact could not have been possible without the wide range of activities delivered by ECDC and its network. The variety of the Programme activities can be seen in the distribution of value generated across many social value factors and a wide range of stakeholder groups.

Notably, ECDC's ongoing activities are helping to maintain significant contributions to the creation

of jobs, GVA and expenditure in the local economy in this year's reports. This is largely driven by the presence of the BBC Earth Experience, the Lost Estate and the continuing success of The Padel Social Club. In 2024, the Lost Estate was the most impactful feature in terms of GVA, net expenditure, and local jobs. The Padel Social Club was the most impactful Meanwhile activity from a social value perspective creating £1.7m in social impact.

Since 2021, ECDC's work has evolved, and the impact has steadily expanded, creating both social and economic value that touches more lives across the Earl's Court area. Once again, this year we've seen a balanced distribution of impact across a range of factors, showing how the work continues to adapt to meet the evolving needs of the community.

At the heart of this success remains the Community Fund, which continues to drive the most significant positive change. Reflecting on the journey since ECDC's acquisition of the Site, it's clear that the impact has not only been sustained but strengthened over time. Over the years, ECDC has deepened its contribution, and this 2024 report highlights how the trends of social and economic growth have continued to thrive, reinforcing the lasting and transformative influence of this work.



# 5.0

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## Appendix

### Methodology

The Earls Court Development Company believes in the importance of using monetary values to help describe and explain our impact to our stakeholders. In the case of social value, monetary values are not always a direct representation of currency, but a measure used to translate the significance of an outcome into something understandable and relatable. To ensure that these monetary outcomes properly tell the story of how our programmes have impacted the local community, rigorous data and methodologies have been applied. The assessment of social value has been adjusted to show the ECDC contribution to the overall figure.

### 5.1 Social value

Social value is the relative importance that people and society place on changes to lives that are affected by the social, economic, and environmental influences of development.

#### The role of factors in determining social value

The social value of the Earls Court Meanwhile and Community Programme was determined by analysing the potential impact across eleven factors, as seen in the figure on Page 68. The process of monetising the social impact of the development can be broadly summarised as follows:

- RealWorth uses a range of primary and secondary sources to produce a list of changes to people's lives (outcomes) because of the development
- Outcomes are then monetised by identifying an appropriate indicator (the unit of measurement), and then applying a suitable monetary value (or proxy) to each indicator
- The monetary values are multiplied by the numbers of people affected and the amount of time the influence of the project/ intervention was likely to stay with them to produce a gross value for each outcome

- The gross value of each outcome is then adjusted for contextual parameters, such as the extent that a change would have occurred without the intervention and the how quickly effects may drop off over time. The total social value is determined by summing the value of each adjusted outcome to get total social value of the development

### Information sources and method of assessment at earls court

Several sources of information were used to conduct this desktop study, including:

- Semi-structured interviews with representatives of beneficiary organisations
- Reports and outputs from beneficiary organisations, in particular mid-year and end-of-year grants from Community Fund recipients
- Information provided by beneficiary organisations through email and phone exchanges
- Marketing and communications materials produced by ECDC and consultants
- Engagement and consultation outputs
- Local socio-economic information and statistics

## 5.2 Economic impact

### Expenditure

This is simply the amount of additional money coming into the local area. This can be directly through ECDC funds or expenditure, the additional wages of the residents in Empress Place, the total spent by visitors at the BBC Earth Experience, or the value of the sales of creative artists in Empress Studios.

However, this is not the same as the added value of any new economic activity. Some of this expenditure is used to purchase inputs from outside the area e.g. the costs of repurposing the Mannequin Factory to become a theatre venue for the Lost Estate were mainly for professional services companies based in other parts of London. The salaries and wages paid to residents in Empress Place are used to pay for a wide range of services. Expenditure gives the total value of the transactions in the local economy, while GVA (below) gives the amount of value actually created.

### Gross value added (GVA)

GVA is a more common measure of economic activity. It is the increase in the value of the economy due to the production of goods and services. In simple terms, this is the value of sales minus the inputs used in production (or the value that is added to the inputs). For example, if a shop buys a toy for £8 and sells it for £10, the value added is £2 which contributes to paying salaries (to support jobs) and profit. GVA is produced by businesses (or other organisations) and is measured where the goods or services are produced. It is not related to where employees live.



## Employment

Employment is measured in terms of Full time Equivalent (FTE) jobs for a year. In practice one FTE could be made up of several part-time jobs or a larger number of full-time jobs over a shorter period of time. Employment is also recorded where the job is rather than where the employee lives.

## Additionality

An important concept in estimating the economic impact is to determine the extent to which these effects are ‘additional’ compared with what would have happened anyway (or the counterfactual). Additionality includes consideration of several concepts: Deadweight – would all or some of the activities and outcomes have happened anyway; Displacement – have any of the activities stimulated by the project been at the expense of activity elsewhere, and Leakage: what proportion of the activities and outcomes occur outside the specific area being analysed.

Some of the GVA or jobs would have been created anyway without ECDC’s intervention. For example, some of the businesses and artists in Empress Studios may simply have worked from home or other spaces. In each case, we consider the overall additionality of the activities and apply this to the estimates of economic impact.

## Estimating expenditure, gross value added (GVA) and employment

Throughout the report, we have used a range of sources to calculate the change in expenditure, GVA and employment. This requires a series of assumptions about, for example, incomes, the number of jobs supported by expenditure, the proportion of construction expenditure made within the local area etc. Where possible, we use published sources and provide links to the relevant research. In some cases, it is necessary to use our judgement based on the local area and the types of activities.

## Multiplier effects

The additional economic activity will also have knock-on effects through supply chains and as a result of the wages and profits that are re-spent in the economy. There are two types of multipliers:

**Type 1** multipliers reflect the supplier linkage effects (sometimes referred to as indirect effects) arise as businesses increase their demands for goods and services from suppliers. These businesses in turn increase their demands for goods and services and so on down the supply chain.

**Type 2** multipliers include both the supplier linkage effects described above and the income effect. This is the effect of increased income and profits being re-spent in the local economy, further supporting economic activity.

The value of these multiplier effects varies depending on the geographical area and the connectivity with neighbouring areas. Homes and Community Agency Additionality Guidance provides some broad guidance on the values that could be used at different geographies. It suggests a multiplier effect between 1.05 at a neighbourhood level to 1.3 at a regional level. For a local area that is well-connected to the rest of the city, we have used a multiplier of 1.15 throughout.

## **Gathering data**

We have developed a case study for each activity to enable us to understand the way in which each contributes to the local economy. The impact of each activity is different, and its effects have to be considered. This has involved a wide-ranging programme of consultations and reviews of the available data to develop our estimates. It includes consultations with the leads of each of the activities, further interviews with a sample of beneficiaries, surveys, and information provided by ECDC.

The estimates are for the period November 2022 to October 2023 and the approach and methodology should allow comparable estimates to be developed in future years.



**EARLS COURT** 