

The Economy, Housing and the Arts Policy and Accountability Committee Agenda

Monday 17 September 2018 at 7.00 pm
Small Hall - Hammersmith Town Hall

MEMBERSHIP

Administration	Opposition
Councillor Rory Vaughan (Chair) Councillor Zarar Qayyum Councillor Rowan Ree Councillor Ann Rosenberg	Councillor Adronie Alford

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Date Issued: 07 September 2018

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17 September 2018

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London Borough of Hammersmith & Fulham

The Economy, Housing and the Arts Policy and Accountability Committee Minutes



Monday 2 July 2018

PRESENT

Committee members: Councillors Rory Vaughan (Chair), Zarar Qayyum, Rowan Ree, Ann Rosenberg and Adronie Alford

Other Councillors: Lisa Homan

Officers: Justine Dornan (Private Sector Housing and Energy Officer), Elizabeth Fonseca (Environmental Quality Manager), Glendine Shepherd (Head of Housing Solutions), Jo Rowlands (Strategic Director Growth and Place), Mark Brayford (Assistant Director Growth and Place), Daniel Miller (Resident Involvement & Service Improvement Manager), Janey Carey (Head of Resident Involvement & Improvement), David McNulty (Assistant Director, Operations).

1. APPOINTMENT OF A VICE CHAIR

Councillor Adronie Alford was elected as Vice-Chair for the 2018-19 Municipal Year.

2. APOLOGIES FOR ABSENCE

There were no apologies for absence.

3. DECLARATIONS OF INTEREST

Councillor Rory Vaughan explained that, whilst it did not constitute a conflict of interest for the purposes of the Council's code of conduct, due to his professional role he would be unable to be involved in discussion of national economic policy issues should they arise at the Committee and so may need recuse himself should such discussions arise at future meetings. However, he did not expect such discussions to arise often, if at all.

4. MINUTES

The minutes of the meeting held on 16 January 2018 were agreed to be accurate.

5. AN INTRODUCTION TO SCRUTINY IN HAMMERSMITH AND FULHAM

The Committee Co-Ordinator introduced the report which provided an overview of the scrutiny process within the Authority.

RESOLVED

That the item be noted.

6. THE COUNCIL'S HOME ENERGY STRATEGY AND MEASURES TO TACKLE FUEL POVERTY

Justine Dornan, (Private sector and Housing Officer) gave a presentation on the fuel poverty initiatives undertaken by the Council and outlined the following key areas:

- The Healthier Homes project was initiated and funded under the Public Health Investment Fund from the end of 2014 to March 2017. This aimed to reduce fuel poverty and hazards in the homes of vulnerable residents to improve quality of life and reduce GP visits and hospital admissions through grants and enforcement action.
- The service achieved this by working in partnership with local third sector organisations i.e. Bishop Creighton, Citizens Advice, Fulham Good Neighbours, Crosslight and Age UK.
- In terms of outcomes: 250 referrals were received to the main project and 208 through the Council's debt advisor. In addition, 47 households had boilers installed, replaced, or repaired.
- Training: Nine Healthier Homes training sessions were held for Council Staff, NHS and third sector organisations. A series of informal presentations were made at GP surgeries, residents' groups, and community champions.
- Healthier homes visits took place to identify issues and refer on where necessary.
- Funding: Affordable Warmth Solutions is distributing the Warm Homes Fund and LBHF has successfully bid as part of a consortium for funding to allow home visits and small measures for residents. The Council aimed to tap into existing funding streams to get the best deal for residents.

Justine Dornan presented two case studies about energy efficiency and explained how the individual circumstances had led to a number of social care referrals.

Councillor Zarar Qayyum asked if there was a case study to illustrate how a household which was struggling financially, could seek advice about reducing

heating costs. Justine Dornan explained that officers were unable to cite a case study, but in such cases, they would assist the resident by referring them to a debt advisor. Councillor Zarar Qayyum enquired about outreach opportunities and whether there was any assistance available to residents for skills and training. In response, Justine Dornan confirmed that outreach services were usually provided through Social Services or organisations such as Mind and Bishops Creighton's. It was noted that officers had not branched out into providing employment / skills advice, and, presently, assistance focused around maximising the amount of benefits a person could claim, new boilers and insulation to save money. Justine Dornan confirmed that Doctor Edwards and Bishop Kings Charity, Fulham provided Relief in Need grants which were used for essential items of daily living including kitchen appliances, beds, furniture and clothing.

Councillor Adronie Alford highlighted the work that was conducted by the Hammersmith United Charities, which invested in people and communities. The Committee noted the importance of ensuring all homes were kept warm, to combat illness and officers were asked whether they insulated old housing stock. Justine Dornan explained that installing loft insulation was a fast and effective way of improving heat retention and was seen as a quick win. Secondary glazing was also beneficial, although this was slower and more costly to install. Councillor Adrione Alford asked for further information on the grant funding which could be used for windows. Justine Dornan said that grants concerned lofts and boiler works but not windows.

Councillor Lisa Homan spoke about the current climate of grant funding and it was noted that government grants, energy companies and third sector groups provided finance to assist the elderly. Demographic change meant that, increasingly, elderly residents were living in older properties which required regular maintenance. This meant that residents were often property rich but cash poor and unable to meet these ongoing costs. Councillor Homan explained that loneliness amongst the elderly (especially those in the private rented sector) was an increasing problem and officers needed to be vigilant when making home visits to try and ensure the Council provided assistance where possible.

Councillor Rowan Ree said that early intervention was key and asked how officers ensured they were aware of all the funding streams which could be accessed and applied for. In response, Justine Dornan explained that officers used fuel poverty networks and worked in partnership with colleagues across London to make sure they were conversant with the available funding streams. Details were provided on the Warm Homes Fund and how this operated.

The Chair commented that the report underlined the importance of energy efficiency, as well as the cross-working with Adult Social Care. As some of the cases appeared to be reactive, he asked how the referral process worked. Justine Dornan explained that officers informed residents about the steps they could take to improve energy efficiency and the services available to them. In some cases, residents self-referred but it was noted that in many cases, the Council's partners made referrals. The Chair asked about the

strategic level and whether there was a strategy to place residents with service providers. Justine Dornan explained that officers provided advice and guidance through the Council's Press Office and in those cases where young children were involved, officers advised families to contact Children's Centres. However, the advice about home energy and fuel poverty was not aimed at young people. The Chair confirmed that further work needed to be done in the future with young families to address this gap.

The Chair asked what steps officers took to tackle fuel poverty in the private rented sector, how the Council liaised with landlords and what the cost implications were. Justine Dornan explained that the Council worked with landlords to ensure a minimum standard of heating was offered to tenants and if complaints arose, enforcement action was taken by Environmental Health officers. One of the difficulties officers faced was the conversion of larger single occupancy residences into flats. Councillor Homan explained that the Council received referrals to sheltered housing from Adult Social Care and Glendine Shepherd, Head of Housing Solutions, confirmed that in these cases, specialist Housing officers would oversee the referrals process.

Councillor Zarar Qayyum asked about those Council tenants which were struggling to pay their rent and whether advice was provided on fuel providers. Justine Dornan confirmed that Housing provided advice on changing providers and tariffs to reduce fuel and water cost. Councillor Zarar Qayyum asked if figures could be provided on the number of Council tenants with rent arrears, high energy bills and what could be done to assist them.

RESOLVED

1. That the Committee noted and commented on the proposed and ongoing work to reduce fuel poverty.
2. That figures be provided on the number of Council tenants with rent arrears and high energy bills.

7. RESIDENT INVOLVEMENT UPDATE

Janey Carey, Head of Resident Involvement & Improvement, provided an update on how the Council was working with council housing residents from street properties, small blocks, estates, and sheltered housing to improve the services they receive. The presentation provided an overview of the key involvement initiatives, including the main achievements to date and areas of future focus.

The Resident Involvement Strategy was developed with residents and aimed to:

- 1) Place greater control and influence at the hands of our residents, making us more accountable for the housing services they receive.
- 2) Deliver 'More Involvement, Better Involvement' by working with residents to identify and break down barriers to engagement.
- 3) Promote social inclusion and support thriving and vibrant communities.

Officers explained the Resident Involvement Team worked with over 400 residents in three main ways which were:

- 1) Through resident-led service improvement groups that focused on improving a specific area of the Housing Service by reviewing the performance, processes, and customer service, and working together to agree suitable improvements.
- 2) Through informal involvement such as task-and-finish groups on a certain subject, estate inspections, mystery shopping, focus groups, surveys, newsletters, community events, a Reading Group, and involving residents in officer recruitment.
- 3) By working with over 30 Tenants & Residents Associations (TRAs) to support and develop community projects and address local delivery needs.

Details were provided on the role and responsibilities of the three resident-led service improvement groups which were: the Repairs Working Group, Estate Services Working Group and Investment Group. In addition, it was noted that the Council had recently established a Fire Safety Plus Advisory Group and was in the process of developing Communications and Inclusion workshops.

Janey Carey explained how resident satisfaction was measured, the actions taken to support communities and how the Council assisted residents to use community halls, rooms and hub offices to their best advantage.

Concluding her remarks, Janey Carey explained that officers would be reviewing the existing strategy, engagement structure and current vision in line with the administration's 2018 manifesto to "*work out with residents to find the best way forward rather than just doing things to them*". It was noted that this work would inform the new strategy for 2018-22 which would be based on the following aims:

- 1) Improving the Housing Service by continuing to work with residents.
- 2) Identifying untapped involvement opportunities at an estate and borough-wide level
- 3) Identifying new ways to work with residents from street properties, small blocks, and gap sites to specifically address their needs.
- 4) Gaining increased insight from resident's views and opinions.
- 5) Improving digital involvement and engagement opportunities and how to reach those typically less-engaged.

Councillor Homan thanked officers for the presentation and expressed disappointment at how few residents and tenants were present compared to previous PAC meetings. She highlighted that residents in street properties and small blocks were a cause for concern and there was scope to improve engagement with these groups. Officers confirmed that invitations had been circulated in the usual way by emailing all Tenants & Residents Association contacts and involved residents as part of the Get Involved mailing list. The unusually hot weather may have contributed to a decline in attendance figures. Commenting on the work so far, Councillor Homan said that officers had done a fantastic job and significant progress had been made to improve resident involvement since the inception of the strategy.

The Chair asked about the success of resident engagement and whether a set pool of residents simply attended many of the groups on a regular basis. Janey Carey said that the Council was in the process of setting up a database so that it could establish which residents wanted to actively participate in specific start and finish groups.

Councillor Rowan Ree asked whether data gathering agencies such as IPSOS or Mori were used by the Council. In response, Janey Carey confirmed that Housing had considered this option but officers were now working closely with Peter Smith's Policy Team to improve digital inclusion. Councillor Rowan Ree commented there was a danger that officers might focus solely on Council tenants rather than the community as a whole, and where possible officers should look at other funding opportunities to enhance digital inclusion. Councillor Rowan Ree stated that it was also important to try and increase the breadth and scope of resident feedback, as well as to encourage better involvement from residents.

Janey Carey explained that officers were aware how important it was to try and access as wider pool of residents as possible and when officers had worked on estates they had used this to piggy back other forms of work such as investigating how stock transfers were working. Daniel Miller, Resident Involvement & Service Improvement Manager, confirmed that the Council was looking to establish a borough wide forum called the Residents Voice for council housing residents, using a workshop style. Work had also been conducted with the Nextdoor website as a digital platform which had proved quite successful.

Councillor Homan mentioned the Love Where You Live initiative and said this was a good approach to use in the future. Councillor Rowan Ree asked what the most surprising insight had been from the work conducted so far. In response, Janey Carey confirmed that residents were generally happy although repairs issues were raised from time to time.

Councillor Ann Rosenberg asked about disputes between residents and what solutions could be found. In response, Daniel Miller confirmed that in some cases, committees comprising of residents working together on projects could lead to differences of opinion and for disputes to arise. In which case, officers would try and resolve the dispute, but where this was proving difficult, the Council might use an organisation such as CALM to mediate.

Councillor Adronie Alford highlighted the positive work which had been conducted by the Leaseholder Forum and Resident Involvement Panel but expressed concern about gap sites and small estates where it was difficult to engage with residents. Councillor Homan agreed that such sites were a challenge and welcomed any suggestions to improve matters. Daniel Miller confirmed that the Resident Involvement Team were aware of both types of site and these would form part of new engagement activity moving forwards, as well as being integrated into the new Resident Involvement Strategy.

Councillor Zarar Qayyum asked about the Repairs Working Group and how the Council measured performance in a timely manner. Janey Carey

explained that the Council had a Key Performance Indicator dashboard which recorded a number of indices which could be shared with residents. In addition, it was noted that the Repairs Working Group focused on specific issues to investigate how improvements could be made to procedures and processes and officers would then contact contractors to implement any suggested improvements.

Councillor Zarar Qayyum asked about the role of the Investment Group and what it did. In response, Janey Carey confirmed that it worked with council officers and Groundwork to consider what improvements could be made to an estate and how then reviews and agrees resident bids for improvement projects.

Councillor Homan asked those residents present to ask any questions they had on the presentation which had been provided. In response a resident queried how the meeting had been advertised as they had not been contacted in the usual way. Officers advised the resident to liaise with the customer engagement team and committee services to ensure the council held their specific contact details.

The Chair asked a series of questions about outcomes: how the outcomes of forums were publicised, how the Council showed what it had achieved and how it determined how well the current strategy was working? Janey Carey said that mystery shopping generated reports and ongoing improvements made to the usability of websites meant that progress was tangible. Daniel Miller confirmed that officers had developed a resident evaluation feedback form with residents which would be rolled out soon.

In relation to TRAs and Tenant Halls, the Chair asked about the relationships required for these to function for use by the local community. Janey Carey explained that Community Engagement Officers were responsible for working with TRAs and officers were building levels of support within communities to ensure Tenant Halls opened regularly and are operated as intended. The Chair said that running tenant halls placed quite a burden on the local community, especially having the responsibility to open and close them at the appropriate times. It was highlighted that Tenant Halls were key community assets and it was essential to ensure there was close working between all parties so these functioned effectively.

Councillor Zarar Qayyum about local businesses, the arts and scope within the strategy to improve these links. In response, officers confirmed that they were looking at how these operated as well as the important role which could be taken by third sector organisations. Councillor Homan highlighted she was aware that residents from non-Council communities had requested assistance in running their own residents' associations and officers had suggested that a neighbourhood panel format might be an appropriate means of bringing residents together.

The Chair thanked officers and residents for their work, and all present for their contribution to an interesting debate.


8. WORK PROGRAMMING 2018/19

The Chair introduced the item and suggested the following topics might be considered later in the year: The Economy and the Arts, the Industrial Strategy, Place Making and areas of Policy Development. Committee members were asked to consider this list and provide additional suggestions to the next meeting.

Meeting started: 7.05 pm
Meeting ended: 9.00 pm

Chair

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<p>London Borough of Hammersmith & Fulham</p> <p>THE ECONOMY, HOUSING AND THE ARTS POLICY & ACCOUNTABILITY COMMITTEE</p> <p>17 September 2018</p>	
<p>‘DELIVERING THE INDUSTRIAL STRATEGY – ECONOMIC GROWTH FOR EVERYONE’ – PROGRESS UPDATE</p>	
<p>Report of the Cabinet Member for Economy and the Arts</p>	
<p>Open Report</p>	
<p>Classification - For Policy and Accountability Review and Comment</p> <p>Key Decision: No</p>	
<p>Consultation This report has been prepared jointly by the Partnership for Growth & Innovation and the Economic Development Team, including Business Investment, Adult Learning and Skills and Work Matters.</p>	
<p>Wards Affected: All</p>	
<p>Accountable Director: Jo Rowlands, Director, Growth & Place</p>	
<p>Report Authors: David Burns, Assistant Director, Growth & Place Bruce Nairne, Economic Development Consultant Prema Gurunathan & Jenni Young Managing Director – Partnership for Growth</p>	<p>Contact Details: Tel: 020 8753 6090 E-mail: David.burns@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. This report sets out the progress that has been made on implementing the Council’s *Industrial Strategy – Economic Growth for Everyone*, which was launched in 2017.
- 1.2. It focuses primarily on the activities and achievements of the Partnership for Growth and Innovation between the Council and Imperial College, known as Upstream, which was launched in January 2018. Upstream is here to support innovation, collaboration and business growth - to make the borough a place to thrive and help transform White City into an innovation district. Its focus is on the biotech, digital and creative industries.

- 1.3. Implementing the Industrial Strategy is a cross-departmental responsibility and will only be achieved through effective partnership working within the Council and with business and other partners within and beyond the Borough.
- 1.4. The Economic Development Team has the principal responsibility for coordinating and progressing many of these actions. Its functions and structures are currently the subject of a strategic review. Nevertheless, it continues to deliver a number of the actions within the strategy, although there continues to be work to be done in setting a more strategic framework so that these actions can be better coordinated.
- 1.5. The main body of this paper has the following sections:
 - A brief overview of the Hammersmith and Fulham economy (Section 4)
 - A summary of how economic development within Hammersmith & Fulham is currently delivered (Section 5)
 - A description of the main themes of the Industrial Strategy (Section 6)
 - A section on progress on the West Tech Industrial Strategy theme, which is the main focus for Upstream (Section 7)
 - Summary tables outlining progress against the actions, which underpin the remaining three themes, to which Upstream and other council departments/teams contribute.
 - Appendix I: Upstream Testimonials
- 1.6. This is an information update report for the Committee to consider.

2. RECOMMENDATIONS

- 2.1. The Committee is asked to note the contents of this report and to consider its implications for the implementation of the Industrial Strategy over the forthcoming twelve months.

3. PROPOSAL AND ISSUES

- 3.1. This report sets out the progress that has been made in delivering the actions within the Industrial Strategy, with a particular reference to the progress and planned activities of the Partnership for Growth and Innovation (Upstream). It is being prepared for Policy and Accountability Review for information purposes and comment.

4. ECONOMIC SUMMARY

- 4.1. According to the Huggins Competitiveness Index, Hammersmith and Fulham is the 6th most competitive in the country an estimated Gross Value Added of £8.1bn. The Borough has a significant contribution of TV programming, sound recording and music publishing activity and a strong arts and cultural sector.
- 4.2. Nevertheless, growth has been constrained by low availability of office accommodation, which has resulted in high rents within the Borough, whilst smaller premises have been lost to housing through Permitted Development.
- 4.3. According to the Office for National Statistics, there were 14,650 business units in the Borough in 2017, 2,610 more than there had been in 2012. The rate of increase since then (+22%) is amongst the lowest in London.
- 4.4. Nevertheless, it has a high level of business density with 69 businesses per 1,000 local residents. There are 135,000 people working as employees in the Borough and job density is higher than all but six of the capital's London Boroughs (excluding the City of London).
- 4.5. Median annual earnings for full-time workers in the borough are £36,908, which is higher than in most London Boroughs, but still over £3,000 below median earnings for employed local residents (who may work outside of the borough). ONS model based estimates suggest that there are around 6,200 unemployed working age adults in the Borough, but there is no-one in work in around 8,000 of the Borough's households.

5. ECONOMIC DEVELOPMENT WITHIN THE COUNCIL

- 5.1. The Council's Economic Development and Adult Learning and Skills Team sits within the Growth and Place Directorate.
- 5.2. The team currently comprises three main service areas:

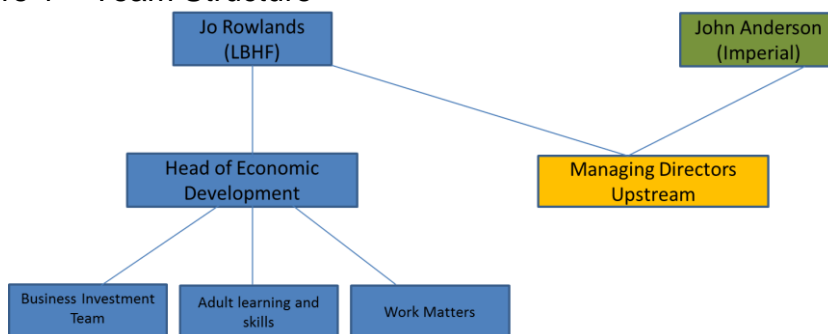
- The Business Investment Team, which leads on supporting businesses, co-ordinating business-related enquiries to the Council, and organising place making activities, such as Extended Markets;
- Work Matters, which includes Work Zone, the Council’s job brokerage service and One Place, which provides budgeting support and advice to vulnerable residents within the Borough;
- Adult Learning and Skills, which provides the adult and community learning within the Borough, mainly, but not exclusively from its base at the Macbeth Centre.

5.3. Upstream (the Partnership for Innovation and Growth), a partnership between the Council and Imperial College is closely aligned with the Economic Development, Adult Learning and Skills (EDALS) Team. However, it has a specific focus on delivering the West Tech (see below) elements of the Industrial Strategy (although it also contributes to actions under other themes) and has different identity and reporting arrangements.

5.4. In July 2018, a consultant, Bruce Nairne, was commissioned by the Council to undertake a strategic review of the economic development function in order to establish whether the right structures are currently in place to deliver the outcomes from the industrial strategy.

5.5. This review is currently in progress. It has involved extensive internal consultations with Team Members and other council officers with links to economic development, a review of documents and data that are relevant to the scope of the review and, so far, a small number of consultations with external partners and stakeholders. It is anticipated that this consultation will continue over the next few weeks and will also involve an investigation into how economic development is delivered within other London Boroughs, with a particular reference to how Councils effectively engage, understand and respond to the needs of their businesses.

5.6. Figure 1 – Team Structure



6. THE INDUSTRIAL STRATEGY – ECONOMIC GROWTH FOR EVERYONE

- 6.1. The Council’s Industrial Strategy was launched in July 2017 with the aim of making the Borough “the best place in Europe to do business” and ensuring that all residents and businesses benefit from economic growth within the Borough.
- 6.2. The Industrial Strategy is underpinned by four key themes:
- **West Tech**, which aims to establish an innovation district around White City, focusing on an Innovation and Growth Partnership between the Council and Imperial College
 - **Encouraging Enterprise**, which aims to deliver more affordable workspace, drive superfast broadband and take an ‘economic and social value’ approach to procurement to create new opportunities for local firms and jobs and training for residents
 - **A Great Place in London**, which is aimed at improving town centres, promoting and developing the Borough’s Arts, Culture and Leisure scene; taking steps to improve the reputation of Hammersmith & Fulham internationally; and building 10,000 new homes
 - **People – Economic Growth for All**, which aims to ensure that all residents share in the Borough’s economic prosperity by leveraging relationships with anchor institutions, improving local supply chains and developing tailored apprenticeship and employment and training and business start-up support packages.
- 6.3. Whilst responsibility for taking forward actions in the Industrial Strategy cuts across several departments within the Council and, indeed, stakeholders and partners across the Borough, the Economic Development Team has a key role in coordinating the Council’s activities.

7. WEST TECH - PROGRESS TO DATE

- 7.1. This theme of the Industrial Strategy includes three key actions, which are set out below. The majority of the West Tech theme has been taken forward by Upstream.

1: *Develop a Growth Partnership with Imperial College to support the clustering of technology and creative businesses*

Progress to date

- 7.2. Upstream was established in January 2018. It is led by a Managing Director role (a job share role currently held by Prema Gurunathan & Jenni Young) and has 0.4 support from a graduate trainee (due to end in September). The role reports into Jo Rowlands at LBHF and John Anderson at Imperial College, it also has an Executive Advisory Group that offers direction, guidance and support.

7.3. The Group's members include council and college officials as well as high profile business leaders and entrepreneurs who are based in the borough. Upstream is currently progressing a series of actions that aim to attract, develop and build the community of technology and creative businesses across the borough and ensure that all residents within the Borough benefit from the economic growth. The first phase of this is to build the foundations for this by developing a clear identity, engaging with tech and creative businesses and developing networks and events to attract and retain high growth businesses.

2: Create an Innovation District at White City, including a 23 acre university campus

Progress to date:

7.4. The five-year vision for Upstream is for Hammersmith and Fulham to be a 'Premier League' destination for tech and creative start-ups and big businesses looking for a London location and to be considered 'best in class' for creating and driving an innovation and enterprise district.

7.5. There is now broad agreement amongst businesses on developing the White City Innovation District (WCID) and the Partnership is currently working on plans for its official launch, scheduled for early 2019.

7.6. Upstream has led an application by Imperial College for UK Research and Innovation (UKRI) funds, focused around WCID and it is currently working on influencer-level policy roundtables, which it aims to commence November 2018. Through Upstream's leadership, the borough has also hosted London Tech Week events for the very first time.

7.7. Building the university campus is progressing and new businesses are moving into the area on a regular basis. Notable new tenants include ITV, White City House, biotech SynThace, satellite start-up OneWeb, world-class media business Publicis (2019), Imperial's chemistry department, ed-tech Avado and Open Cell biotech design cluster (as reported in The Observer) in the Old Laundry Yard nearby. In addition, Imperial College and Blenheim Chalcot (Hammersmith-based venture capital firm) have signed a JV and are collaborating in the building of 'ScaleSpace' a 250,000 sq ft building, which will support exciting new scaleups. Finally, it is worth noting that the two co-working companies (Huckletree West and Central Working) are around 90% full.

7.8. Upstream is focused on connecting and supporting fast-growing, ambitious businesses who want to be part of this nascent innovation district. It is doing this through interactive meetups, clinics, 1-2-1 assistance and high-profile events (e.g. Gigglebyte, London Tech Week).

7.9. The Upstream website www.move-upstream.org.uk promotes the Borough as a business investment destination. Its newsletter has over 400 subscribers, its Twitter account has 560 followers and 50-75k monthly impressions, 86% of which are tech/business/entrepreneurship related and 50% are from Greater London. Upstream has benchmarked these figures in relation to relevant organisations across the UK and is on track to have a similar digital footprint.

- 7.10. Regular business networking and promotional meetings have been organised and hosted, including Upstream Thursdays (where start-ups and businesses are offered trial co-working and networking events across the borough), which have run every month since May.
- 7.11. High-profile events that aim to put the borough on the map include Giggabyte, the UK's first comedy festival for the business technology sector; whose launch included the comedy chief of UKTV, a women entrepreneurs pitching workshop and investor panel as well as an 'improv' workshop for local businesses.
- 7.12. Upstream is currently working on a creative meetup, a biotech meetup, a Chief Information/Security Officer roundtable and a retail tech mini-conference, which are scheduled for early 2019.
- 7.13. Upstream has successfully secured in-kind support for initiatives to support and connect businesses in the Borough from Blenheim Chalcot, Stanhope/Mitsui, all four major co-working companies, Barclays and Natwest banks. Support has manifested itself in the hosting of events, expert help on a regular basis as well as at Upstream's start-up clinics.
- 7.14. Upstream has promoted the Royal College of Art's graduate show preview and programmes at LAMDA, Lyric, Bush Theatre. The partnership is working to ensure that all local residents benefit from the White City redevelopment. So far, it has connected eight businesses and organisations with Imperial College's Community Outreach programme; brokered introductions between school/resident organisations' and key local companies, including GE, L'Oreal, Dunnhumby, White Company, YNAP, Huckletree, Medidata.
- 7.15. It is currently working with local residents to bring 'Slush' nordic creative festival to London and it supported OpenCell on the London Design Festival application and publicity.

3: *Develop a land policy to deliver affordable flexible workspace for STEM, digital and creative industries*

Progress to date

- 7.16. Action in this area is not led by Upstream. A working group, led by the Head of Planning Policy and which includes representatives from Economic Development and Corporate Property, has been convened to develop an appropriate planning policy on affordable workspace. The aim is to have a draft Supplementary Planning Guidance, including affordable workspace policies formulated by December 2018, which will then be the subject of public consultation. In the meantime, the West London Alliance has also commissioned an Affordable Workspace Study, which the Council is participating in.

7.17. Currently, Policy E3 of the Draft London Plan 2017 is being used to inform this action. The Economic Development Team is working with planning case officers to ensure that each relevant new development creates at least 5% affordable workspace.

7.18. Current developments that are subject to planning approval include:

- 66 Hammersmith Road (904 sqm of co-working affordable space);
- Olympia (details to be discussed);
- 3 Shortlands (a floor of co-working affordable space);
- Hammersmith Magistrates Court (one floor of co-working affordable space);
- Landmark House (currently no affordable workspace but another application is being considered and affordable workspace will be discussed);
- Durham Wharf (solely affordable work/live space for artists/musicians and creatives); Wood Lane TFL arches;
- Wood Lane, Transport for London Arches (213 sq,m of affordable workspace)

7.19. There have been no issues with securing affordable workspace from new large suitable development. Generally, these developments expect to be providing a proportion of such workspace. Guidance has been developed to support developers with key aspects of creating and operating such space. Negotiation takes place around the rates to be charged to the end user.

8. ENCOURAGING ENTERPRISE – PROGRESS TO DATE

This theme of the Industrial Strategy includes thirteen underpinning actions, which collectively aim to ensure that the Borough can both attract and retain businesses and support them to grow and add value to the local economy.

Action	Link to Manifesto	Update	Comments
1: Address under-utilised council land and assets and review planning mechanisms, including providing up to 800 homes by 2020	Maintain low rental levels of the Council's industrial estates and enterprise parks.	In progress	<p>A framework for delivery of new homes is in place, and 89 homes are currently on site. Feasibilities have been completed on the next round of sites to be delivered and partners are being procured.</p> <p>An affordable rents policy for the Council's business estates is in development. This is currently being led by the Head of Corporate Property and there are discussions to review the letting strategy for Townmead and Sullivan Business Estates and the retail units across all council estates. The objective is to maintain sub-market rents, and enable access to start up businesses.</p>
2: Consider new funding approaches, including business rate reductions for key locations and sectors and to businesses moving into the Borough	Create 2000 new jobs in technology, media, creative industries by 2022.	To be progressed	<p>Further work needs to be done on defining both the sectors and the location where business rate reductions could or should apply. This will be determined by the development of a more coordinated approach to inward investment and business retention.</p> <p>Changes to business rates are also dependent on the business rates devolution, the timetable for which is uncertain.</p>
3. Establish a tech/creative venture capital fund	Create 2000 new jobs in technology, media, creative industries by 2022.	To be progressed	This is considered by Upstream to be a phase two activity, to take forward once the White City Innovation District is more clearly established. This action needs clear scoping to assess risk appetite and better understand potential funding sources.
4. Establish a Business Growth Team, led by a Chief Entrepreneurs Officer to champion the Borough as a leading place for STEM and creative businesses	<p>Create 2000 new jobs in technology, media, creative industries by 2022.</p> <p>Bring new investment of large anchor firms that will enable the vision of a West Tech Hub</p> <p>Anchor at least 20 new spin out companies in the next four years.</p>	Partly Progressed	<p>The Partnership for Growth & Innovation has taken a lead on this - progress so far is as set out earlier in the report.</p> <p>The focus of Upstream is currently mainly on supporting/attracting tech and creative business and developing the White City Innovation District. Once the review of the Economic Development team is complete, the individual teams will work together to develop a Borough wide approach to Business Growth.</p>
5. Leverage support from anchor firms to connect start-ups with customers and	Develop a new online portal to help bring entrepreneurs, innovators and investors together	Partly progressed	The HFBrill4Biz supply chain initiative started in April 2018. It aims to strengthen local supply chains between anchor businesses and the Borough's SMEs. To date, 151 SMEs have been engaged against a target of 220; and 33 buyers/developers have been engaged against a target of 35. So far, this has resulted in local companies being put forward

develop supply chains			<p>for tender opportunities, 30 of which have been sent out to local SMEs. £448,050 worth of contracts have been won through this initiative.</p> <p>Upstream has also been working on this action. The UKRI bid (see above) involved consortia of start-ups and big business. In addition, Upstream connected Buddy Burst, a local start-up with Imperial College, resulting in business for the company.</p>
6. Develop networking and other events to build a tech and creative community	<p>Anchor at least 20 new spin out companies over the next four years.</p> <p>Create 2000 new jobs in technology, media, creative industries by 2022.</p> <p>Develop a new on-line portal to help bring entrepreneurs, innovators and investors together</p> <p>Develop international partner cities to facilitate international investment and attract overseas firms to the Borough</p>	Partly progressed	<p>Upstream has initiated a programme of networking events for tech and creative businesses. These are set out in Section 4.3 of this report. New tech and creative start up categories have included in the Business Awards.</p>
7. Engage business in on-going consultation to better understand and provide better skills training, for example	<p>Create 2000 new jobs in technology, media, creative industries by 2022.</p> <p>Provide affordable office space, networking opportunities an workforce training and skills</p> <p>Work with schools to increase access of young people to training, apprenticeships and work placements.</p> <p>Promote Upstream and create a business forum to better understand the needs of businesses in the Borough.</p>	To be progressed	<p>A more coordinated approach to how this form of engagement needs to be developed. This could include establishing a business-led, borough-wide Employment & Skills Board and/or sector dialogue groups or a Borough wide Business Forum that can represent the views of the Borough's businesses on a range of economic development issues.</p> <p>In the interim Upstream is holding regular meetings with anchor tenants, start-ups and businesses within tech, creative and biotech sectors to understand and respond to their needs. The Work Matters team is planning a series of sector focused consultation meetings with Managing Directors and Human Resources Heads, in order to better understand business skills and recruitment needs.</p> <p>The Business Investment Team regularly seeks feedback on businesses' needs from town centre and high street meetings, the Enterprise Club, the H&F Business Desk, 1-2-1s with businesses, and Brill for Biz social media, a closed Facebook page. In addition, One Day Business Boot Camps delivered at the Macbeth Centre were developed in response to consultation with local business advisers.</p>
8. Simplify tender requirements, split lots and set local spending targets	Support local businesses to gain more of the Council's contracts,	Partly progressed	<p>The Council's Housing Operations Team has developed smaller contracts for property refurbishment and maintenance, including kitchens and bathrooms fitting, refurbishment of voids, fire protection, gas and electrical repairs, drainage in order to make them more accessible to local SMEs. This has been supplemented by a "Meet the Buyer", planned for 6 September 2018.</p> <p>Further work needs to be done on evaluating this approach and in expanding this to other council contracts. The Public Service Reform directorate is leading on this aspect of the work.</p>

<p>9. Expand business advice and mentoring services</p>	<p>Anchor at least 20 new spin out companies over the next four years</p> <p>Promote Upstream and create a business forum to better understand the needs of businesses in the Borough.</p>	<p>Partly progressed</p>	<p>There is a need to develop a more coordinated approach to identifying and responding to business support needs and developing B2B mentoring across the Borough. The Council has potential business mentors signed up from legal, marketing, business development sectors, accountants, for example.</p> <p>Upstream has initiated clinics and events aimed at supporting start-ups and scale-ups within tech/biotech/creative clusters and rapid growth start-ups & scale-ups with potential in the borough.</p> <p>The H&F Business Advice Service Helpline (BASH) service was launched in summer 2017. It provides access to experienced business advisers. The Service will provide a drop in Business Advice Clinic at all Enterprise Clubs starting from September.</p> <p>Local businesses at the recent H&F Means Business (March) were offered a free stand in return for offering 1-2-1 advice sessions on the event day and a minimum of 5 hours support through the Business Desk.</p> <p>The Council also hosts the H&F Business Desk, where businesses can email or leave a message and a team member will get back to them in three days. The Annual Business Expo in March also includes exhibition stands, seminars, 1:1 Advice Clinic and Networking opportunities.</p>
<p>10. Streamline the way in which all businesses interact with the council</p>	<p>Support local businesses to gain more of the Council's contracts</p> <p>Promote Upstream and create a business forum to better understand the needs of businesses in the Borough.</p>	<p>To be progressed</p>	<p>There is a need to better coordinate how Council's interact with businesses in the Borough. Between 2013 and 2015 the Council had a business strategy group between 2013-2015, which aimed to streamline how services were provided to businesses, but this has lapsed. This (or something similar) needs to be revived, but how the Council interacts with businesses should also be shaped by consultation and engagement with businesses.</p> <p>Upstream, which is located outside the regular reporting structures of the Council provides direct access to connections and support to start-ups, scale-ups and anchor tenants.</p>
<p>11. Create apprenticeships and employment and training packages tailored around business needs</p>	<p>Create 2000 new jobs in technology, media, creative industries by 2022.</p> <p>Provide affordable office space, networking opportunities and workforce training and skills</p> <p>Work with schools to increase access of young people to training, apprenticeships and work placements.</p> <p>Promote Upstream and create a business forum to better understand the needs of businesses in the Borough.</p>	<p>To be progressed</p>	<p>This needs to be informed by clear and coherent engagement with businesses (see Action 7). In addition, the Council, as a strategic leader, needs to develop its own effective approach to apprenticeships and effective employment and training packages.</p>

<p>12. Develop packages of start up support</p>	<p>Anchor at least 20 new spin out companies over the next four years</p> <p>Promote Upstream and create a business forum to better understand the needs of businesses in the Borough.</p>	<p>Partly developed</p>	<p>There needs to be a more co-ordinated approach to start-up support for businesses across the Borough, based on identified needs.</p> <p>Upstream is focusing on providing support and partnering with organisations to enhance support to organisations within scale-up/start-up sectors and specific clusters.</p> <p>The Business Investment Team provides a range of business support services, as set out in Action 9 of this section of the report.</p>
<p>13. Create new co-working and creative spaces</p>	<p>Provide affordable office space, networking opportunities and workforce training and skills</p> <p>Deliver new affordable office space through planning agreements with developers.</p> <p>Provide more support venues, galleries for local artists to perform, practice and showcase.</p> <p>Develop new affordable artists' studios, performance and rehearsal spaces.</p>	<p>Partly developed</p>	<p>A working group has been convened to develop an appropriate planning policy on affordable workspace. The aim is to have a draft Supplementary Planning Guidance, including affordable workspace policies formulated by December 2018.</p> <p>Currently, Policy E3 of the Draft London Plan 2017 is being used to inform this action. The Economic Development Team is working with planning case officers to ensure that each relevant new development creates at least 5% affordable workspace.</p> <p>The main body of the report at paragraph 7.17 sets out where this is happening now.</p>

9. A GREAT PLACE IN LONDON – PROGRESS TO DATE

This theme of the Industrial Strategy includes eight underpinning actions and it is largely aimed at promoting the Borough to external audiences and in delivering place shaping improvements to both the physical and non-physical environment.

Action	Link to Manifesto	Update	Comments
1. Improve town centres and commercial hubs	<p>Introduce new cheap 30 minute parking bays in our town centre areas, high streets and shopping parades.</p> <p>Develop an on-going programme of public visual art in parks, public spaces and public buildings.</p> <p>Work with residents and businesses to develop new local shopping parade strategies.</p> <p>Build place-making in Fulham, Hammersmith and Shepherd's Bush, developing an annual cycle of local events.</p> <p>Invest in our town centres</p>	Partly progressed	<p>The Council is improving town centres by running extended markets in North End Road and King Street, Hammersmith. These enable businesses to bring their products to market.</p> <p>The Hammersmith BID has successfully been approved for a third term and a new BID has been approved at Fulham Broadway. The Council is working with businesses to revitalise the Shepherd's Bush Business Forum and delivering high street support work in Blythe Road. Similar support has been requested for both Wandsworth Bridge Road and Askew Road.</p> <p>This is a broad action, which will be distilled into more tangible actions and priorities, both spatially and thematically.</p>
2. Create 10,000 new homes with supporting infrastructure, 50% of which will be affordable	Work with Old Oak Regeneration Corporation to deliver thousands of new affordable homes to rent and buy for residents in the Borough	In progress.	<p>The Council's new Local Plan adopted in February 2018 sets out how the Council will deliver new homes over the period of the local plan, including the 50% affordable housing policy.</p> <p>There are currently over 6,000 homes approved through the planning system, including 1300 affordable homes.</p>
3: Support the arts, culture and leisure scene and other street events	Provide more support venues, galleries for local artists to perform, practice and showcase.	In progress	<p>Hammersmith & Fulham hosted the ArtsFest in June 2018.</p> <p>An Arts & Culture Commission is being established to investigate how the Borough can make best use of its arts and cultural assets to support economic growth, health & well-being and community cohesion.</p>

4. Review licensing to support a vibrant night-time economy and review planning flexibility for pop-up events	Support the night-time economy in our town centres. Provide more support venues, galleries for local artists to perform, practice and showcase.	To be progressed	The Arts and Culture Commission will cover this as part of its investigation.
5. Demolish the town hall extension and create a public square	Invest in our town centres	In Progress	Planning application submitted for redevelopment of the town hall site, with a start on site for Mid 2019 being targeted.
6. Promote Hammersmith and Fulham locally, regionally and nationally	Bring new investment of large anchor firms that will enable the vision of a West Tech Hub Create 2,000 new jobs in technology, media and creative industries by 2022 Develop international partner cities to facilitate international investment and attract overseas firms to the Borough	In Progress	Currently, Upstream provides an opportunity to promote the Borough externally to potential investors and to define a clearer narrative for the Borough. The Council is a member of the Capital West London consortium of West London Boroughs who are promoting West London as a whole. A borough-wide inward investment plan and prospectus needs to be developed, following on from the success of Upstream.
7. Establish more Business Improvement Districts and improve public realm in town centres	Build place-making in Fulham, Hammersmith and Shepherd's Bush, developing an annual cycle of local events. Invest in our town centres Support the night-time economy in our town centres.	In progress	Hammersmith has secured a third term for its Business Improvement District and the Fulham Broadway Business Improvement District has recently approved by ballot. The revitalisation of the Shepherd's Bush Business Forum means that there may be potential to develop a Business Improvement District in Shepherd's Bush.
8. Promote the fly-under to connect the river to Hammersmith Town Centre.	Seek agreement to deliver the fly-under	In Progress	The Hammersmith Town Centre Masterplan is in draft form and further consultation with the working group is expected in Autumn 2018 to conclude this work ahead of its adoption as planning policy. The Fly-under is a key part of this masterplan.

10 PEOPLE – ECONOMIC GROWTH FOR ALL

The action under this theme are aimed at ensuring that all residents and businesses benefit from the economic growth that will be delivered by the implementation of the Industrial Strategy.

Action	Link to Manifesto	Update	Comments
1. Support residents into high quality training and employment	Work with schools to increase access of young people to training, apprenticeships and work placements.	In progress	<p>WorkZone has supported 141 residents in to construction, gaining CSCS certification and 107 residents in Retail/Customer Service & Hospitality training last year. A further 104 residents were supported into apprenticeships.</p> <p>WorkZone supported 294 residents in to employment out of a total of 1,288 job placements.</p> <p>Currently the service supports a much higher proportion of non-residents than residents into employment and they appear to be supported in a fairly narrow range of employment opportunities. There seems to only limited tracking of the sustainability of the jobs that are filled.</p> <p>A more co-ordinated approach needs to be taken, which more clearly identifies employers' recruitment needs and better matches these with the skills of local residents</p>
2. Engage with schools and young people to inspire the next generation of engineers and makers	<p>Work with schools to increase access of young people to training, apprenticeships and work placements.</p> <p>Provide more support for local people to participate in creative and artistic activities.</p>	In progress	<p>Imperial College's outreach programme focuses on STEM related activities in schools in White City and WorkZone undertakes school engagement activities to encourage take up within the construction and civil engineering industries, including apprenticeships. Work Zone also supports Imperial College's school engagement programmes and events.</p> <p>However, a more co-ordinated approach to school/college engagement, particularly focused on STEM, needs to be developed.</p>
3. Foster CPD for teachers in science and maths		In Development	Joint work with Children's Services to scope the detailed specification for this is in preparation.
4. Take and economic and social value approach to procurement (£280m goods and services)	Support local businesses to gain more of the Council's contracts,	In progress	<p>Progress has been made on developing supply chains through the H&F Brill4Biz Supply Chain project. In addition, Housing Operations within the Council has divided its contracts into smaller lots to make them more accessible to SMEs.</p> <p>The Economic Development Team works closely with the Planning department and developers to secure Section 106 agreements for construction employment and training and affordable workspace allocations.</p> <p>A wider Council piece of work on the Council's contracts is being led by the Public Sector Reform directorate.</p>

<p>5. Work with employers to develop apprenticeships in digital specialisms and in the media, culture and leisure</p>	<p>Provide affordable office space, networking opportunities and workforce training and skills</p> <p>Work with schools to increase access of young people to training, apprenticeships and work placements.</p> <p>Provide more support for local people to participate in creative and artistic activities.</p>	<p>To be progressed</p>	<p>A coordinated approach to this will be established, possibly through the establishment of a borough-wide Employment and Skills Board and sector dialogue groups, which bring employers and learning providers within the Borough together to develop training programmes that are relevant to businesses in these sectors.</p>
<p>6. Provide start up support and training programmes</p>	<p>Support local businesses to gain more of the Council's contracts</p> <p>Anchor at least 20 new spin out companies over the next four years</p> <p>Promote Upstream and create a business forum to better understand the needs of businesses in the Borough.</p>	<p>In progress</p>	<p>Upstream is focusing on providing support for start-ups in specific clusters. The Business Investment Team provides a range of business support services, as set out in Item 9 of this section of the report. This includes start up advice through BASH, signposting internally within the Council's Business Desk, the Annual H&F and the extended markets programme, which enables micro businesses to take their products to market</p>
<p>7. Promote and expand the London Living Wage</p>		<p>To be progressed</p>	

Appendix 1

Upstream Testimonials

1) *Wear Mitt*

Wear Mitt build prosthetic limbs at affordable prices for those that need them around the world. They have designed a prosthetic arm that is incredibly functional but is still comfortable and affordable. The user is able to fit the limb themselves (and adjust it) without having to wait weeks for a clinician. They are now at the exciting stage of testing our product on a small group of individuals.

“Prema and Jenni were instrumental in Mitt securing office space in the Imperial College Advanced Hackspace – which is where we’re now based, building arms and meeting customers and partners. Aside from that we’ve been exposed to exciting local businesses including a local design agency which we are looking to work with in the close future. I’d love to see Hammersmith and Fulham become the next Silicon Valley, and Upstream are providing the support for small businesses like ours to make that a reality.”

Hear what a number of female founders who received pitch training at Gigglebyte had to say about the event: http://www.move-upstream.org.uk/news_post/stand-up-pitch-the-story/

Buddy Burst

Jamie Gray is a local resident who runs Buddy Burst which makes eco-friendly branded giveaways. He asked for an introduction to Imperial College, which resulted in business for his start-up. Jamie wrote to say *“Just a quick note to say ‘thanks’ for the intro to Tom at Imperial. We produced a great product for the University, a bookmark seedstick (with lettuce seeds)!”*.

Lavolio

Lavinia Davolio is a Fulham resident who runs Lavolio, a boutique confectionary business. She attended an Uplift clinic and wrote to say that she had gained *“very useful insights, good connections and got me thinking!!!”*.

Work.Life

Work.Life is a co-working company based on Hammersmith Road and which opened in autumn 2017. David Kosky is its co-founder who wrote to say *“Upstream have been a source of good ideas, connections and support for Work.Life and the businesses based in our Hammersmith co-working space. We commend Upstream's efforts to build a community of entrepreneurs in the borough and create that buzz we see in other parts of the capital. This is why we're happy to support them by hosting events including bringing Silicon Drinkabout out of east London for the first time in its history!”*