

# The Economy, Arts, Sports, and Public Realm Policy and Accountability Committee Agenda

Monday 3 February 2025 at 7.00 pm

145 King Street (Ground Floor), Hammersmith, W6 9XY

Watch the meeting live: [youtube.com/hammersmithandfulham](https://youtube.com/hammersmithandfulham)

## MEMBERSHIP

Administration	Opposition
Councillor Rory Vaughan (Chair) Councillor Liz Collins Councillor Adam Peter Lang Councillor Ashok Patel	Councillor Jackie Borland

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This meeting is open to the public and press but spaces are limited. If you would like to attend, please contact [Charles.Francis@lbhf.gov.uk](mailto:Charles.Francis@lbhf.gov.uk). The building has disabled access.

UPDATED: 29 January 2025

# **The Economy, Arts, Sports, and Public Realm Policy and Accountability Committee Agenda**

**3 February 2025**

<b><u>Item</u></b>	<b><u>Pages</u></b>
<b>1. APOLOGIES FOR ABSENCE</b>	
<b>2. DECLARATIONS OF INTEREST</b> <p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Standards Committee.</p>	
<b>3. MINUTES</b> <p>To approve the minutes of the previous meeting and note any outstanding actions.</p>	<b>4 - 17</b>

**4. UPDATE ON 'UPSTREAM LONDON': THE VISION FOR THE NEXT PHASE OF THE COUNCIL'S INDUSTRIAL STRATEGY** 18 - 60

This report presents to the Committee an update on the development of the next phase of the Council's pioneering Industrial Strategy: *Upstream London*, launched in late November at an event at the new WEST Youth Zone in White City. The goal is to make the borough a global hub of innovation and inclusive growth.

**5. 2025/26 REVENUE BUDGET AND MEDIUM TERM FINANCIAL STRATEGY (MTFS)** 61 - 91

This report provides an update on the overall preparation and proposals for the 2025/26 revenue budget, risks, financial resilience, and the impact of those proposals. It also sets out the budget proposals for the services covered by this Policy and Accountability Committee (PAC). An update is also provided on any proposed changes in fees and charges in the budget.

**6. INCLUSIVE ENVIRONMENT DISABLED RESIDENTS TEAM UPDATE** 92 - 96

This report provides information to the Committee on the work of the Inclusive Environment Disabled Residents Team. The report gives an overview of the Team, the work undertaken to date and planned in the future, as well as key achievements and challenges.

**7. DATES OF FUTURE MEETINGS**

To note the following dates of future meetings:

- 29 April 2025

London Borough of Hammersmith & Fulham

## **The Economy, Arts, Sports, and Public Realm Policy and Accountability Committee Minutes**



**Monday 18 November 2024**

### **PRESENT**

**Committee members:** Councillors Rory Vaughan (Chair), Liz Collins, Adam Peter Lang, Ashok Patel and Jackie Borland

#### **Officers:**

Bram Kainth, Executive Director of Place  
Mark Raisbeck, Director of Public Realm  
Val Birchall, Assistant Director, Cultural Services  
Simon Ingyon, Assistant Director, Parks, and Leisure  
Matt Paterson, Assistant Director for Spatial Planning  
Charles Francis, Committee Coordinator

### **1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Andrew Jones (Cabinet Member for the Economy) and Councillor Zarar Qayyum (Cabinet Member for Enterprise and Skills).

Apologies for lateness were received from Councillors Liz Collins and Ashok Patel.

### **2. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **3. MINUTES**

The minutes of the Economy, Arts, Sports and Public Realm Policy and Accountability Committee meeting held on 22<sup>nd</sup> July 2024 were agreed.

#### **4. CULTURAL STRATEGY UPDATE**

Val Birchall, Assistant Director, Cultural Services gave a presentation on Cultural Strategy. This update set out the progress made on the implementation of the Cultural Strategy which was adopted by Cabinet in October 2023.

The presentation drew attention to the following:

- The role of the Arts Commission in the development and delivery of the Cultural Strategy.
- A foundation of the Cultural Strategy was to establish a delivery board called a Cultural Compact. A Cultural Compact is a model promoted by Arts Council England, for a multi-stakeholder anchor network.
- The H&F Compact is called Where Culture Connects and comprises representatives from cultural venues, production companies, community, private sector, public health, education and the creative industries.
- In order to deliver the strategy, a series of related specialist groups were being established by the Compact, as set out below:
  1. Cultural Forum
  2. Destination Management Partnership
  3. Heritage Partnership
  4. Cultural & Creative Education & Skills Partnership
- The next steps:
  1. Three quick-win projects are in development for the next six months - mapping of soft and hard infrastructure for culture; a programme for primary school children, and a scheme to open up access to culture for residents through free admission.
  2. In addition, work towards a Black history museum will continue.
  3. These link directly to the strategy objectives and pick up the priorities of the Forum.
  4. The Compact, including the destination partnership, are working together to develop a public facing programme, including free events and to research feasibility of a collective funding model.

Councillor Adam Peter Lang stated he was pleased with the development of the Cultural Strategy and noted that there were numerous ongoing workstreams. He said it was important to stress the need for employment opportunities and the links these had to the Industrial Strategy.

In relation to the Cultural Forum, Councillor Adam Peter Lang noted this had been launched in October 2024 and asked when the key events were? He commented it was important the Council listened to less prominent groups and also took on board their views (especially young people). In response, Val Birchall agreed it was important to include the views of young people / hidden voices to develop the Strategy and explained that the views of the Youth Council and Youth Voice had been included in the recent BID (for the London Borough of Culture).

Councillor Jackie Borland commented she was encouraged by how ambitious the Cultural Strategy was and asked what the time frame for its implementation was. In response, Val Birchall confirmed that the Strategy was based on a 10-year framework. Some of the actions would be delivered in the short and medium term, but its overall implementation was dependant on funding and the number of partners the Council required.

Councillor Ashok Patel congratulated officers on the work of the Cultural Compact. Commenting on the Heritage Partnerships and Black History Museum, he asked if the aims of the Museum could be extended to cover Asians from 1960's, as he felt it should also cover Asian history. In response, Val Birchall listed a series of cultural venues and partnerships which had fed into the ongoing heritage work. And commented that in future, the intention was to do themed and focused work with particular groups. It was noted that the Compact was currently considering the scope and composition of the Heritage Partnership.

Councillor Rory Vaughan noted the successful summer and winter events which had taken place on King Street, and he asked how these activities, as well as using green spaces and the river creatively, might contribute to the visitor economy.

In response Val Birchall commented there were two parts to using the green spaces and delivering summer/winter events. One was about residents and the use of green spaces which ran through the strategy, and was linked to accessibility of activities. The second was about events designed to attract visitors. Val explained that the visitor Economy officer was gathering data on visitor behaviour and hotel room availability, and using this to look at the borough hotel capacity and how to draw in further numbers with specific promotional messages and new activities.

Cllr Rory Vaughan asked what the unique selling points of Hammersmith and Fulham were, as well as other areas within the borough, such as Shepherd's Bush. He asked officers to comment on co-production and also Public Health and how the health economy might be involved in culture in future, as there were strong links with Hammersmith Hospital, Charing Cross and other facilities across the borough.

In response, Val Birchall highlighted that Nikki Lang, Director of Public Health sat on the Compact. And one of the aims of the Cultural Compact was to create an environment which had wider benefits to people's mental wellbeing and also their physical well-being. Val Birchall highlighted some exemplary organisations in the borough such as Dance West working with older people, as well as a number of arts and health workstreams currently underway. In relation to co-production, Val Birchall explained that a considerable amount of Community Arts was developed in conjunction with the people who were involved, so this brought culture into communities. The Committee noted that, in future, one of the aims was to have more of a neighbourhood focus and engage more with communities to develop community- based projects.

Cllr Ashok Patel offered his congratulations on the ideas of an annual Hammersmith and Fulham award. Turning to the Appendix of the report, he noted that there was a proposal for collaborating with the Sands End Arts and Community Centre (SEACC)

to amplify opportunities there which he also supported. He asked about how he could become involved in Sands End meetings in the future.

In response, Val Birchall commented that Nina von der Werth, the Director of SEACC, would be leading conversations about future opportunities and she would be best placed to keep Councillor Patel informed of developments.

Summarising the item, the Chair, Councillor Rory Vaughan said he was encouraged by the progress that was being made. He thought there were lots of great ideas, and the Committee were glad these were being driven forwards. He asked for a further update in due course.

## **RESOLVED**

1. For the Committee as recommended to review and comment on the report.

## **5. PUBLIC REALM WORKS PROCUREMENT**

In the absence of Ian Hawthorn, Assistant Director Highways, Mark Raisbeck, Director of Public Realm, provided a presentation. This outlined the strategic approach being developed for a Public Realm Maintenance & Project Works Contract for all Council Public Realm works from April 2026. The presentation covered the following points:

- The scope of the Public Realm Contract -noting that it covered Highways, Parks & Consultancy Services
- The objectives of the new contract, noting it will:
  1. Align with LBHF's Low Carbon Procurement Policy.
  2. Be accessible by Highways, Parks and Housing teams for efficient procurement and delivery of works.
  3. Incorporate Social Value.
  4. Focus on Apprenticeships.
  5. Incorporate Innovation – electrification of vehicles, recycling, sustainability, decarbonisation.
  6. Deliver quality public space – in line with the Council's StreetSmart guide.
  7. Deliver against a suite of KPI's to maximise efficient delivery of the contracts.
- An overview of the Lot Structure.
- Details of the developmental timescales for the new contract.

Councillor Adam Peter Lang noted that there were two potential contract options, and he supported officer's views. Mark Raisbeck confirmed that a Transport for London framework contract could be used as a fallback position for highways works, but this was not the preferred option. In relation to drainage, Councillor Adam Peter Lang suggested that this was an area that needed to be looked at differently (within the new contract) in future, as residents had expressed their concerns on this to him.

He also highlighted future employment opportunities and suggested that each contract winner should be asked to commit to a specific number of apprenticeships.

Acknowledging that the Policy and Accountability Committee meeting was not the right forum, Councillor Adam Peter Lang highlighted he had received a number of complaints about Lime and Forrest e-bikes and he asked if it was possible that a pan-London approach could be taken to regulation.

Turning to public realm issues, and specifically street lighting, Councillor Adam Peter Lang explained how this impacted on residents. He highlighted how improved street lighting could have a positive impact on the night-time economy and also improve public safety.

In relation to drainage, Mark Raisbeck commented that the work officers were doing on Suds and flood alleviation was very important and the Council required a contractor that could deliver and communicate with the residents effectively, which was one of the softer sides officers were looking for in the procurement process.

With regards to street lighting, Mark Raisbeck commented that the borough had some excellent levels of street lighting and, generally speaking, the Council exceeded the minimum standards. However, there were always some locations where this could be improved. He highlighted that officers were currently doing extensive surveys across parks and open spaces to ensure lighting was of an appropriate standard and again, ensuring the right contractor, with the right skills could deliver the contract was very important to the Council.

With regards to apprenticeships, Councillors noted that officers wished to explore opportunities with not just young people, but for a whole range of people within local communities. And in relation to e-bikes, Mark Raisbeck confirmed that officers were working very hard to try and manage these in a more appropriate way. Councillor Liz Collins echoed the Committee's concerns about e-bikes and in particular that there wasn't a telephone number residents could use for these to be removed when they had been discarded in front of residents' driveways. In response, Bram Kainth, Executive Director of Place explained that the Council had advertised a contact number to report issues, had removed bikes and also fined some operators, but this was not a sustainable approach. Bram Kainth agreed a pan-London approach to e-bikes was needed in the future.

Collin Liz Collins asked about the co-ordination of street works to ensure that residents were kept informed and steps were taken to minimise disruption to highways. In response, Mark Raisbeck provided details of the ongoing work by the co-ordination team and liaison with outside agencies to address residents' queries.

Councillor Jackie Borland noted that the previous Highways Contract had awarded five out of six of the lots to FM Conway, but now the Council was considering splitting these up. She asked about compliance to industry standards and which approach had become the norm. In response, Mark Raisbeck confirmed the Council had done some benchmarking and looked at what other Local Authorities were doing. Some had decided to adopt one provider which provided all services, whereas others had selected up to ten different contractors, each one providing different

services. Based on the challenges both approaches posed, Mark Raisbeck confirmed that the Council was aiming to take a middle ground approach which offered flexibility. He confirmed that the market engagement work was going to be the key, because ultimately the Council wanted competition and a sustainable contract.

Councillor Jackie Borland asked about the rationale behind splitting the lighting and highway contractor as she felt a joined-up approach was preferable. In response, Mark Raisbeck confirmed the Council might end up with one provider for both, which we have now, but the highways contractor, sub-contracts the lighting work because it's a specialist area. By allowing separate bids for the different elements at this stage it gives the specialist lighting providers the opportunity to tender independent of the larger highway contractors.

Councillor Ashok Patel asked several questions. Firstly, he noted that the Council had been working with FM Conways since 2017 and asked for performance information. Secondly, he supported the idea of amalgamating three contracts into one; but asked what the likely savings would be. Finally, in the selection and award criteria, he noted that the criteria were going to be based on price, quality and social value. He suggested that price was the most important factor given the cost-conscious times.

In response, Mark Raisbeck confirmed in relation to costs, that prices had changed considerably recently, both in terms of workforce and materials and the Council anticipated costs to rise significantly. This was why officers were trying to expand the scope of the contract, to make it as attractive as possible to potential bidders.

Mark Raisbeck provided details of the reasons why Westminster had chosen to withdraw from a joint procurement of the contract with LBHF. In relation to the selection criteria, he confirmed the standard approach was a 60% quality, 40% price but that could be reviewed following market engagement. It was noted that social value was included within the 60%.

In relation to the timetable, Councillor Ashok Patel asked if this would be brought back to the Committee. In response, Mark Raisbeck confirmed that officers would be pleased to provide a further update in due course. Bram Kainth added the caveat, that when the procurement exercise had begun, officers could only report back at the end of the exercise to protect the process.

Councillor Rory Vaughan noted the contract would last for seven years, to give contractors a certain length of time to recoup fixed costs and to make it attractive as a contract bid. He asked what ability officers would have to negotiate, or to manage out if there was a problem with one of the contractors. And also, he noted that there was going to be a wider range of contractors, which would increase the pressure on officers to manage those contracts, especially with specialist contracts in some areas.

In response, Mark Raisbeck confirmed that in relation to the management of contractors, the Council was currently managing four contractors, and it would be surprising if the Council ended up with too many more. He explained how efficiencies

could be made and cited street lighting and lighting in parks being provided by one contractor as an example. Officers felt they had struck the right balance between the number of specialisms in contract along with the number of Lots. He explained that the planned and reactive maintenance lot was a key aspect of the contract, which would apply across all those services of parks, as well as highways for example, so if there was a need to react quickly, then one contractor could address the work rather than multiple contractors being involved.

Councillor Rory Vaughan asked about key performance indicators on responsiveness, and when issues were raised by residents, such as lighting, how officers would measure the response and also build this into the contract. In response, Mark Raisbeck confirmed the Council currently had a monitoring regime and officers were in the process of looking at how this could be improved. He cited the fixing of potholes and complaints data from residents (prompting action) as examples of where the Council used a system called Confirm which provided the Council with data in terms of the contractor's performance. Mark Raisbeck confirmed that officers were constantly evaluating data and response times with a view to learning and improving in the future.

Councillor Rory Vaughan asked what the intended extra benefits of the contract would be, in terms of reacting more quickly or maintaining highways more effectively for example. And in relation to the SUDS scheme, for example, how often this was used to stop flooding in terms of climate change and the need for contractors to react on a more regular basis in the future (as the climate became warmer and wetter).

In response, Mark Raisbeck confirmed that officers would be looking at some of the wider objectives around the climate change agenda, such as how the contractors could reduce their emissions perhaps by moving to electric vehicles, looking at their general sustainability approach, and the recycling of materials to reduce the carbon footprint. He explained that officers would be looking for effective and efficient delivery at a value price. Further steps included improving communications with residents so that they knew when works were starting and engaging with residents when work was due to be undertaken.

Summing up, Councillor Rory Vaughan thanked officers for providing a summary of the proposed contract and the steps which were being taken to provide better and consistent services to residents. He explained that the Committee would be interested to see how the bids were received and how matters developed in the future.

#### **Resolved –**

That the Committee to note and comment on the paper and presentation.

## **6. REVIEW OF PARKS SATISFACTION SURVEY 2024**

Simon Ingyon, Assistant Director, Parks, and Leisure, gave a presentation on the results of the annual Parks Satisfaction Survey via the council's 'Have Your Say' platform. The presentation outlined the key results and the next steps towards bringing forward a Parks Improvement Plan to a future cycle of the Committee.

The presentation drew attention to the following:

- An overview of the Parks survey, when it was conducted, its duration, the number of responses received, and the parks included.
- The key findings:
  1. Overall Satisfaction: 86.3% (up from 69% in 2023)
  2. Maintenance Satisfaction: 83% (up from 61% in 2023)
  3. Safety: 65.7% (down from 73% in 2023)
  4. Cleanliness: 80% (up from 67% in 2023)
  5. Quality: 81% satisfaction
- The frequency of visits: travel mode and reasons for visiting parks.
- Themes including: desired improvements, park features and facilities, accessibility / signage and infrastructure.
- Details of future actions.

The Chair thanked Simon Ingyon for his presentation and congratulated officers on the increased satisfaction levels with parks.

Councillor Adam Peter Lang commented on the variety of green and open spaces within the borough and highlighted how important it was that the Council maintained and continued to improve the facilities in parks. He then raised a number of issues including toilet facilities, the importance and value of litter-picking and the need for good and appropriate lighting (in parks). Further points included the need to ensure parks were as accessible as possible, (as many residents did not have an outdoor space or garden of their own) and also the topic of anti-social behaviour. While Councillor Adam Peter Lang commended the work of the Law Enforcement Team (LET); he suggested there was more that the Council could do on this front. He also mentioned the actions of some volunteer groups in Ravenscourt Park working in the boundaries of the park and highlighted this should be encouraged to bring about improvements in other parks.

In response, Simon Ingyon confirmed that as part of the social value of the IdVerde contract, they were meant to utilise a considerable number of volunteering hours in the borough's parks and open spaces to supplement and support the core contract they were employed to deliver. He explained that, as part of this process, IdVerde did use corporate volunteers and other community groups who conducted weekly or monthly litter-picks. Simon Ingyon also confirmed that the Community Payback Team were also deployed to ensure they were carrying out some manual work in parks and open spaces with activities such as painting railings and scrubbing them down, litter picking or clearing areas to ensure that people could enjoy them more.

With regards to anti-social behaviour, Simon Ingyon agreed that much of this was perception, as the visitor data showed that of all those persons who visited or went through Parks day in day out, only a small percentage experienced anti-social behaviour. However, if you were to witness an incident this could colour someone's judgement about parks overall. Simon Ingyon confirmed more could be done in

terms of demonstrating how many hours the LET were active in parks and open spaces.

In relation to lighting, it was noted that Parks and Open Spaces were responsible for about 700 columns, and they were currently working with the Highways Team to evaluate these and update them to LEDs which were more cost effective. Simon Ingyon highlighted the compromise which needed to be struck in lighting parks in terms of public safety / the use of well-lit sports facilities, as well as the competing needs of the local ecology. Turning to litter picking, Simon Ingyon highlighted that in addition to the volunteering work and also the work of the Council's contractors, there were National campaigns run by Keep Britain Tidy Britain who also ran the Green Flag standard. It was noted that the Council currently had 21 Green Flags for its parks and open spaces and there was a commitment to increasing this number in future. Finally, with regards to toilets, officers acknowledged that they were one of the most requested amenities, especially if there was an aim to encourage people to use parks for longer than an hour. Simon Ingyon confirmed that the Council was looking to work with other providers, such as local cafes to increase access to toilet facilities. The Committee noted that providing toilets was not cheap to operate, manage and maintain and the Council was being proactive about finding other ways of providing these, such as signposting to where toilet schemes were located.

In relation to the Parks Survey consultation, Councillor Jackie Borland asked why this had been conducted in the middle of summer holidays when people were either away or were busy with children. She suggested that in future, an alternative time might be September, as people would have just spent the summer months using parks and open spaces. She noted that it was disappointing the survey had found people felt less safe in Parks and suggested there was an opportunity to improve lighting in some parks to help people feel safer.

Turning to the usage of Parks, Councillor Jackie Borland commented that resident emails / feedback suggested that residents would like to see less events in parks generally.

In response, Simon Ingyon confirmed that the Parks Satisfaction Survey was launched when it was, to coincide with National Parks Week, which was the last week in July as officers thought this might raise the profile of the survey. As well as outlining the timeframe of the survey, he highlighted that the Council also used multiple e-newsletter updates and follow ups. In relation to events, Simon Ingyon confirmed that a specific question around events was not asked in the survey, and attending events in parks was a popular reason for going. However, it was challenging to manage and maintain parks to high standards, and events alongside Sports income was one of the ways that officers helped supplement budgets that were largely expenditure based.

With regards to lighting, he confirmed it was striking a balance between safety and addressing ecological considerations and there was a need to ensure that all current lighting was updated and upgraded.

Councillor Ashok Patel echoed the Committee's concerns about safety and, in particular, using Eel Brook Common. He suggested there should be provision for a

park warden, as well as for this to be augmented by more CCTV coverage in certain locations. Turning to the survey results, Councillor Ashok Patel noted that the feedback was mainly from white backgrounds and there was only one response from an Asian British background and one response from black British background was received. He also noted that the demographic data showed that parks were less attractive to young people. And finally, he asked what was being done to encourage local schools to use parks.

In relation to the demographics of the people that responded to the questionnaire, Simon Ingyon confirmed that further engagement with young people was required. He explained that the survey did not tell the Council who was actually going to parks, but rather those residents which had the inclination to answer the satisfaction survey. If young people had not fed into the survey, then the Council needed to find other ways of engaging with young people, such as through the Youth Council, to ensure that parks and open spaces remained popular and visited by them. This point also rang true on Councillor Patel's comments on diversity to ensure that everyone was encouraged to complete the satisfaction survey. Simon Ingyon commented, nationally Asian populations did not visit parks and open spaces as much and more work was required to understand why this group was not engaging with the Council. With regards to the proposal to introduce a night-time parks warden, Simon Ingyon confirmed that this was the role of LET as well as their wider responsibilities. It was a question of whether Parks and Leisure could work with the LET to ensure their night teams were targeting those very popular commuter routes, such as Eel Brook Common, so residents saw a presence there in the evening and felt more reassured.

In relation to the point about schools, Simon Ingyon confirmed that the survey was targeted at individuals rather than specific stakeholders which paid to use or hire park facilities. He provided details of the Tiny Forest initiative, use of woodland areas and outdoor classrooms, so that children had the opportunity to learn about nature, as many schools in the borough did not have natural areas within their own school footprints because of their location in an inner London Borough.

Councillor Liz Collins highlighted that a few residents had contacted her about the small playgrounds in Ravenscourt Park and said these were not well maintained. She also felt that there needed to be additional communications so that people knew how they could use the park and what was interesting about it. She also highlighted the issue of female safety in certain green spaces such as Eel Brook Common.

In response, Simon Ingyon explained that officers were aware that the playgrounds in some of the parks and open spaces did not meet the standards the Council aspired to, which was why a detailed review of all the boroughs playgrounds in the thirty-five Parks or Open Spaces was being conducted. Officers would bring back an improvement plan to the committee in due course. It was noted that four inspections a year were carried out and officers had increased the maintenance costs for parks and open spaces. In relation to the safety concerns, Simon Ingyon echoed the points made in response to Councillor Patel. He also highlighted that there was some finance available from the Improvement Budget to look at the LED lighting to ensure areas had the right Lux levels so that people hopefully felt safer.

The Chair, Councillor Rory Vaughan, explained that one of the complaints he had heard and also observed was the late locking of Ravenscourt Park which had safety implications. He asked for this to be checked with the LET. In terms of infrastructure in parks, he confirmed that he supported the idea of more water fountains in parks, as well as encouraging residents to use refillable bottles. He commended the redevelopment of Hammersmith Park in terms of the basketball court, tennis courts and outdoor gym and hoped other parks could be upgraded. Councillor Rory Vaughan asked how well outside gyms were used as the survey had requested more of them.

In terms of parks signage, Councillor Rory Vaughan noted this had been upgraded and now gave pertinent information about individual parks. With regards to biodiversity, he commented that while this worked well in most cases, there was a recent trend of grounds maintenance staff mowing over newly emerging crocuses and asked that springtime mowing could be integrated within future contracts to avoid this from reoccurring. With regards to activities in parks, the Chair highlighted the increased popularity of padel tennis and asked officers to explore ways of increasing the number of public courts.

In response, Simon Ingyon confirmed that the point about the locking time of parks would be raised with Parks regular meetings with the Law Enforcement Team (LET). He explained that locking times remained somewhat fluid in the evenings as this depended on where their resources were being drawn, but appreciated that if parks were left open too long then this might cause further instances for them to report. Moving forwards, he commented that there were opportunities to improve the signage in the popular parks, as well as on the information available on the website. He explained that at present, the Council only had detailed information on about ten parks and this needed to be increased to cover all the green flags initially, before moving on to the remaining sites.

In relation to drinking fountains, Simon Ingyon confirmed that the standard one that the Council provided now included a water bottle filler. Dog bowls were also provided. Simon Ingyon explained that officers did not have detailed feedback on the new outdoor gym in Hammersmith Park at this stage, but there had been no negative feedback since its installation and it appeared to be popular and well used. Outdoor Gyms were also being used to help dissuade or move on antisocial behaviour in some parks and open spaces because they brought a number of different users to the site.

With regards to biodiversity, Simon Ingyon assured the Committee that officers were aware flora and fauna needed to last its life cycle so that bees, butterflies and other fertilising insects were supported. He confirmed that officers were in the process of conducting a detailed review of paddle opportunities in the borough, and he explained that the Lawn Tennis Association (LTA) had just launched their own padel strategy which included increasing the current 300 courts nationwide to 3,000 in the next 5 to 10 years. He explained the reasons why padel tennis was so popular and provided details of the partnerships working across borough to increase its uptake.

Closing the item, Councillor Rory Vaughan was encouraged by the response to the Parks Satisfaction Survey. He underlined the need to improve public safety through

better lighting and increased CCTV. He noted the point which had been made about the diversity of the response and the need to capture everyone's views going forwards. The initiatives to increase access to public toilets, encourage volunteering, especially corporate volunteering and work to promote sports and physical activity were welcomed. The Committee looked forward to a further update in the next 6 to 12 months.

### **Resolved –**

That the Committee to note and comment on the report.

## **7. NEW LOCAL PLAN FOR HAMMERSMITH & FULHAM**

Matt Paterson, Assistant Director for Spatial Planning, gave a verbal update on the New Local Plan for Hammersmith and Fulham. It was noted that this will need to provide for the development needs of the borough, including housing and employment needs, for the 15-year period from 2025/26 to 2040/41. The update provided details on the process to be followed in preparing the new Local Plan and the likely key issues a new Local Plan for the borough will need to address.

Key aspects of the update included:

- The key stages in preparing a New Local Plan:
  1. Evidence gathering, Draft Plan Stage, Pre-Submission Draft Plan Stage, Conformity with London Plan, Submission to the Secretary of State, Independent Examination in Public.
  2. The Inspector's Report and Adoption of Local Plan.
  3. And following the implementation of the Local Plan, the Council must monitor the performance of the policies and prepare an Annual Monitoring Report.
- Key matters for the Local Plan including:
  1. Housing need and land supply.
  2. Taking action on climate change mitigation and adaptation.
  3. Supporting town and local centres as they adapt to change.
  4. Increasing employment and jobs.
  5. Protecting heritage and designing high-quality safe, accessible, and inclusive communities.
  6. Increasing biodiversity and the quality of open spaces.
  7. Reducing the need to travel and promoting sustainable travel and
  8. Securing new social and community infrastructure.

The Chair, Councillor Rory Vaughan, thanked Matt Paterson for setting out the framework and timeline for the development of the new Local Plan.

Councillor Adam Peter Lang commented that the Local Plan was a complex overarching framework which integrated the Council's other plans and policies, such as the innovative Industrial Strategy. As such, he said it was important that residents

understood how their feedback would be used in consultation phases as the New Plan developed.

Councillor Adam Peter Lang asked about Hammersmith and Fulham's housing targets, as set by the London Plan, in comparison with other London boroughs. In response, Matt Paterson confirmed that every London borough had a very different housing figure to each other. Hammersmith and Fulham's strategic housing requirement was very high, as a local Authority in Hammersmith it was much higher than elsewhere, and this was primarily based around housing affordability. Historically, Hammersmith and Fulham had been penalised as its housing was not affordable and therefore the borough needed to provide more. In Matt Paterson's view, the borough had reached a crossroads in that it relied heavily on the turnover of land on brownfield sites coming forward to meet its housing targets and the borough only had a finite number of brownfield sites.

Matt Paterson explained there were a number of strategies such as the Industrial Strategy, Cultural Strategy and Open Space Strategy, and the Local Plan did take account of all of these. It also looked at how the Council could implement them through the Local Plan to deliver growth and change over the next 15 years.

As a long-term resident, Councillor Liz Collins asked how officers intended to balance the delivery of the Local Plan with the social implications of what had occurred in the borough over the last 30 years. In response, Matt Paterson explained that the Council had a strategic housing requirement and a number, but then officers used the Housing Strategy to deduce the mix of housing that was required. So, to address social inequality, the needs of the Housing Strategy were fed into Planning Policy.

Matt Paterson remarked it was a balancing act between how much more housing could be accommodated in the borough due to the unaffordability of housing and high land values. And the tension that at a time of high land values, this also drove considerable benefit for the Council through developer contributions.

Councillor Ashok Patel summarised his understanding of how the Local Plan came into being, followed by a public consultation. He asked who the stakeholders were and which interest groups were going to be involved. His question stemmed from trying to understand what the aim of the London Plan was, such as the redistribution resources to local authorities in London. In relation to the public consultation, he felt that if this was just 6 weeks, and the consultation period fell over the summer holidays, then the consultation period should be reviewed.

In response, Matt Paterson confirmed that the Council did not have to abide by the 6-week period and it also intended to do a considerable amount of informal work to augment the formal consultation. As the Local Plan would affect every resident in the borough, everyone would have a vested interest in it. Matt Paterson provided details on which groups would be consulted, and the work being done with Digital Services to turn the three-hundred-page Local Plan into bite sizes (as well as facilitate feedback) so it was more accessible to residents / interest groups. He provided details on the consultation process with the Mayor of London, Secretary of State and

how the Local Plan addressed the borough's growth and development needs for the future.

Councillor Jackie Borland commented that how the Local Plan was packaged for public consultation was very important. She said the scope and potential impact of a project like the Local Plan was overwhelming. She urged officers to think about the importance of communities and have these in the forefront of people's mind, rather than simply aspire to hitting housing and density targets.

In response, Matt Paterson explained that the Council recognised those points which was why Spatial Planning had been moved from the Economy Directorate to Place. This meant that everyone who was responsible for communities had been drawn together under the Place umbrella.

Councillor Rory Vaughan highlighted the influence of government planning strategies, and asked how the timing and ramifications of these would impact on the Local Plan. In response, Matt Paterson confirmed that there was no perfect time to action a local plan review as it was inevitable that something would happen in the course of the next two and a half years which would prompt the Council to reassess its direction of travel. The Mayor of London for example would be formulating his Plan, so the Council would need to be mindful of those proposals.

Matt Paterson underlined that it was important that as the Council progressed its Local Plan, this was evidence based. He explained there was scope to depart from National policy and the London Plan if there was local evidence to support the Council's position. Closing the item, the Chair, Councillor Rory Vaughan, highlighted that the Committee would be interested how other strategies fed into the Local Plan. And how diverse factors such as: land availability, health implications and infrastructure, the timetable and consultation period, as well as National Planning Policy and the London Plan would all feed into the process over the next couple of years.

#### **Resolved –**

That the Committee to note and comment on the report.

Meeting started: 7.00 pm

Meeting ended: 9.50 pm

Chair .....

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# Agenda Item 4

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

<b>Report to:</b>	The Economy, Arts, Sports, and Public Realm Policy and Accountability Committee
<b>Date:</b>	03/02/2025
<b>Subject:</b>	Update on ' <i>Upstream London</i> ': the vision for the next phase of the Council's Industrial Strategy
<b>Report author:</b>	David Pack, Strategic Head – Economic Growth
<b>Responsible Director:</b>	Bram Kainth, Executive Director of Place

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### SUMMARY

This report presents to the Committee an update on the development of the next phase of the Council's pioneering Industrial Strategy: *Upstream London*, launched in late November at an event at the new WEST Youth Zone in White City. The goal is to make the borough a global hub of innovation and inclusive growth.

It follows the establishment of a partnership with world-leading Imperial College London in 2017 to establish a cluster of science, technology, engineering, maths, medicines and media (STEM<sup>3</sup>) businesses around Imperial's existing research and development to create a world-leading economic ecosystem in future industries.

The Council has now set a clear strategy to grow a localised economic ecosystem, with a focus on the sectors that are set to grow and that are deemed right for the local area. This comes at a time when the Greater London Authority is developing their London Growth Plan, set to launch in January 2025.

Since the inception of our Industrial Strategy, the Council has helped to generate £6billion of high-growth business investment, creating over 13,000 jobs, increasing opportunities in the community through working closely with partners including anchor institutions, businesses and investors.

At the same event and as a central part of Upstream London, the Council also launched the Upstream Pathway Bond, a groundbreaking initiative giving people a clearer pathway into new careers and more opportunities to develop new skills.

By utilising relationships with businesses and with the international partnerships the Council has developed, young people will have more opportunities than ever before.

Organisations who sign up offer advice, work experience, apprenticeships, interview skills, mentoring and inspiration - even travelling abroad to experience our partner innovation districts. In return, businesses have a highly-skilled workforce on their doorstep.

This report covers a 'white paper' vision document launched at the late November event mentioned above; structures put in place to ensure a 'whole Council' approach

to delivery, with appropriate Member oversight; proposals for staff engagement; and the intention to put in place a delivery plan.

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## RECOMMENDATIONS

That the Committee:

1. **Note** and **comment** on the recently launched Upstream London ‘white paper’ vision document
2. **Note** the intention to develop and cost a delivery plan

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**Wards Affected:** All

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Our Values	Summary of how this report aligns to the <a href="#">H&amp;F Corporate Plan</a> and the H&F Values
Building shared prosperity	The principle of enabling economic growth that benefits all in our communities is at the heart of the <i>Upstream London</i> vision.
Creating a compassionate and inclusive council	Taking an inclusive approach to economic growth – not least through the Upstream London Pathway Bond – is a key feature of the <i>Upstream London</i> vision.
Doing things with local residents, not to them	Input of residents, particularly young people, has helped to shape Upstream London, notably the Pathway Bond element.
Being ruthlessly financially efficient	As a partnership vision including key anchor institutions and business, Upstream London will be delivered not only through existing and proposed Council-led activity, but also by contributions from partners.
Taking pride in H&F	Upstream London will help to position H&F as a exemplar of ‘entrepreneurial municipal government’, leading the way in driving inclusive economic growth.
Rising to the challenge of the climate and ecological emergency	Tackling the climate and ecological emergency runs through the Upstream London vision, with various proposed deliverables also supporting it.

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## Background Papers Used in Preparing This Report

None

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## DETAILED ANALYSIS

### Background and Proposal

1. The Council's Industrial Strategy was launched in 2017 and has helped create an environment in which more than £6bn in growth investment has been secured by businesses in key growth sectors and some 13,000 jobs have been created – providing a wide range of opportunities for residents.
2. Drawing on the many lessons learned from this approach – underpinned by an 'entrepreneurial municipal government' culture that aims to win investment – work is now underway to take the Strategy into its next phase, to be badged *Upstream London*.
3. Launched at an event hosted by the Leader of the Council on 28 November and including speeches by Baroness Taylor of Stevenage (Parliamentary Under-Secretary of State at the Ministry of Housing, Communities and Local Government and Lords Minister for Housing and Local Government) and Hugh Brady, President of Imperial College London, the vision for *Upstream London* sets the direction of travel the Council will take to ensure economic growth is inclusive and improves the lives of everyone in our community.
4. The event provided an opportunity to launch a 'white paper' vision document (see Appendix One) to an audience including: businesses; London, regional and central government stakeholders; community organisations and public sector partners; and a range of other external bodies.

### The next phase of our strategy to achieve inclusive economic growth

5. The 'white paper' vision document at Appendix One is shaped around three key pillars agreed by lead Members as the focus for Upstream London:
  - a. **Pathways** - *We create pathways for businesses to invest whilst ensuring that the growth and opportunities generated flow through to residents – from courses where you can learn new skills to jobs for the future.*
  - b. **Place** – *Located upstream of central London and the City, we are a place where innovation thrives, where ideas that are upstream of current thinking become a reality. We take an adaptive approach to planning to enable development and economic growth for the benefit of everyone.*

- c. **Partnerships** - *We build lasting partnerships with organisations in the borough, in London and internationally to ensure a collaborative approach to economic growth with opportunities flowing to all.*
- 6. Also launched alongside the wider vision was the Upstream London Pathway Bond, a new partnership with business. By signing up, businesses commit to the principles of providing good jobs, fair wages and skills of the future – and those who sign up will offer a suite of opportunities to the local community enabling people to follow a pathway into new skills, new careers and the jobs of the future.
- 7. An element of note under the Partnerships pillar is the work underway to establish and develop 'Co-operative Growth Partnerships' building on a series of memoranda of understanding with localities in the UK and around the world. These partnerships aim to learn from challenges, share new strategies, tactics and solutions and to develop evidence-based road maps for inclusive economic growth. As set out in the white paper vision document at Appendix One, the intention is to host an international innovation districts convention – funded by sponsorship – in late 2025 or early 2026, at the Civic Campus and other private facilities across the borough.

## **New governance structures to steer delivery**

- 8. To oversee delivery of *Upstream London* as it develops, and to ensure it meets the aims articulated in the white paper vision document, an officer-level Upstream London Delivery Board has been meeting monthly since September 2024. This in turn reports into an Upstream London Political Oversight Group.
- 9. These structures have been designed to secure a 'whole Council' approach, a firm grip of the Strategy and its delivery and a structured mechanism for Member oversight and steer.
- 10. Membership of the officer-level Delivery Board – chaired by the Executive Director of Place – includes relevant Director level representation from across the Council.
- 11. The Delivery Board's Terms of Reference set out specific roles and responsibilities, which sit underneath two key areas of focus:
  - i. *Vision/strategy* – working alongside Members to develop and hone the strategy itself and the vision supporting it as it relates to discrete areas of the Council's core services.
  - ii. *Delivery* – ensuring Council services align, where appropriate, with the *Upstream London* and contribute to meetings its goals, delivering at pace with clear indicators of progress.
- 12. The Upstream London Political Oversight Board is chaired by the Leader and involves the Deputy Leader and the Cabinet Members for the Economy and for Enterprise & Skills, and the Industrial Strategy Ambassador. The Executive Director of Place and the Assistant Director, Economic Development attend as lead officers.

13. Its Terms of Reference focus on three key areas of focus:
- i. *Vision/strategy* – developing and honing the strategy itself and the vision supporting it as it relates to discrete areas of the Council’s core services.
  - ii. *Delivery* – ensuring progress against a delivery plan at pace, providing steer, challenge and guidance on prioritisation.
  - iii. *Strategic steer/oversight* – covering *Upstream London* narrative; messaging; external communication; and related public affairs issues.
14. In addition to the two internal structures above a Strategic Advisory Board comprising external stakeholders is being developed. This Board will bring together high-profile voices who are from or have stakes in the borough to supply external expertise and support communications and promotional activity.

### **A delivery plan**

15. To take the broad aspirations articulated in the ‘white paper’ vision document launched on 28 November and translate them into activity, an outline delivery plan is in development, covering the period to end March 2026.
16. This plan will comprise a series of strategic objectives grouped by the three pillars of Upstream London listed in para. 5, each objective supported by specific deliverables.
17. Informed by discussions at the officer-level Delivery Board and incorporating amendments to respond to feedback from the Political Oversight Board, the delivery plan will include activities led by officers across the Council. The intention is for it to be the mechanism for tracking, reporting and communicating progress – and troubleshooting challenges.
18. Most of the deliverables in development will be covered by existing budgets and officer capacity. However, several will require additional resource. Any proposals for additional resource will require separate reports and these will include detailed financial implications for approval by the relevant decision maker in accordance with the Council’s governance arrangements.

### **Engaging Council staff and external partners in Upstream London**

19. In developing *Upstream London* as the next phase of the Council’s Industrial Strategy – and to underline its importance as a ‘whole Council’ endeavour – a programme of ‘roadshowing’ at departmental management team meetings and other fora (plus any relevant all-staff events) will be delivered. A set of slides – being developed to engage all staff in *Upstream London* and explain the White City Innovation District and the Council’s ongoing involvement in that - will form the basis of these sessions.
20. Officers will also work up a similar approach to maintain and deepen engagement of key external stakeholders with the aim of aligning and shaping

relevant activity in the borough to align with the Upstream London vision for inclusive economic growth.

## Reasons for Decision

21. Taking forward the Council's Industrial Strategy into its next phase as *Upstream London* will allow the Council to draw on lessons learned from taking ten key actions during the delivery of the Strategy to date, as outlined in the white paper vision document. These are:

1. Setting a clear <b>mission-led strategy</b> to grow a localised economic ecosystem	6. Providing targeted <b>business support and advice</b>
2. Developing an <b>'entrepreneurial municipal government' culture</b> which acts to win investment	7. Attracting venture builders and offering entrepreneurs <b>access to a range of business investors.</b>
3. Taking an <b>'adaptive' approach to planning</b>	8. Aligning <b>education and skills opportunities</b> to the local industrial strategy.
4. Building <b>economic growth partnerships</b> with universities, the NHS and other anchor institutions.	9. Building <b>education and youth facilities</b> at the heart of the innovation district.
5. <b>Place-making</b> to transform the Borough	10. Establishing <b>international co-operative growth partnerships</b> with innovation districts in other democracies and elsewhere in the UK

22. These actions inform how activity under the three pillars of Partnerships, Place and Pathways will be delivered and will in turn inform proposed objectives and deliverables to be set out in the delivery plan.
23. Having this agreed vision and accompanying delivery plan in place will enable the Council to take its approach to inclusive economic growth into its next phase, with the aim of achieving economic growth that benefits all our residents.
24. Crucially, by setting out the *Upstream London* vision and the accompanying delivery plan, the Council will be well placed to address – in a local government setting - many of the challenges set out in the Government's national industrial strategy.
25. The objectives set out in the Government's strategy align closely with those of Upstream London, focusing on ensuring long-term sustainable growth in the UK's highest potential growth-driving sectors. The aspirations set out in the Upstream London vision and delivery plan have the potential to play a significant role in achieving the Government's vision at the UK level.

## Equality Implications

26. There are neutral to positive equality implications for groups with protected characteristics, under the Equality Act 2010, in the Upstream London vision or

delivery plan. An Equality Impact Assessment (EIA) has been completed and will be kept under review during the implementation of this vision.

27. The Upstream London Pathway Bond is likely to have positive impacts on young people and those struggling to access skills support and routes into good jobs. Other measures in the delivery plan in development are likely to have positive impacts on young people and adults with Special Educational Needs and Disabilities (SEND) and on Care Leavers.

*Yvonne Okiyo, Strategic Lead Equity, Diversity and Inclusion, 16 December 2024*

## **Risk Management Implications**

28. The report sets out that the Council will seek to implement and deliver its ambitious vision, Upstream London, as part of the Council's Industrial Strategy, to attract significant inward high growth business investment, to create significant employment opportunities and to increase opportunities for local communities through working with partners, including anchor institutions, businesses and investors.
29. In formulating the delivery plan, officers will need to consider the resources required to implement the plan, to document, track and report on the benefits and risks associated with delivering the plan, and to have appropriate internal and external governance and oversight arrangements in place involving key stakeholders.

*David Hughes, Director Audit, Fraud, Risk and Insurance, 16 December 2024.*

## **Climate and Ecological Emergency Implications**

30. There are no specific anticipated climate and ecological emergency implications as a result of the publication of the *Upstream London* white paper vision document. However, the document cites a key lever at the Council's disposal – the Local Plan – and the intention for that to align with local climate commitments. It also notes an aspiration to promote implementation of climate tech innovations within the borough and recognises the borough's strength as a location for attracting climate tech innovators and as an existing centre for the green economy.
31. Various specific deliverables will support and align with the Council's Climate & Ecology Strategy 2030.

*Hinesh Mehta, Assistant Director of Climate Change, 16 December 2024*

## **Procurement implications**

32. Once costing of the delivery plan is confirmed, any procurement arising will require separate procurement strategies to be agreed. There is a requirement of the Council to ensure that any procurement undertaken under the Procurement Act 2023 (the "Act") considers that different treatment is justified in a particular

case, the authority must take all reasonable steps to ensure it does not put a supplier at an unfair advantage or disadvantage. This should be kept under consideration when seeking to build lasting partnerships with organisations in the borough. Additionally, the Act requires the Council to have regard to how any barriers to participation for small and medium-sized enterprises can be removed or reduced, and Upstream London seeks to support that requirement through its delivery.

*Chris Everett, Category Lead – Place, 16 December 2024*

## **Consultation**

33. In shaping the pillars supporting the *Upstream London* white paper vision document stakeholder input was sought from selected local businesses, Imperial College London, government stakeholders and relevant think tanks.

## **LIST OF APPENDICES**

Appendix One – Published Upstream London document.

# ↑UPSTREAM LONDON

## The Innovation Borough: Accelerating Inclusive Growth

The second phase of Hammersmith & Fulham Council's strategy  
to achieve economic growth across the Borough and beyond

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Prema Gurunathan,  
Managing Director  
- *Upstream London*  
*Nexus* (formerly known  
as *Upstream*)

# Executive Summary

*Upstream London* is the second phase of Hammersmith & Fulham Council's mission-led strategy to achieve high economic growth across the Borough and beyond.

We are working hard to transform the Borough into a global beacon of innovation and growth, not just for businesses located here but for the local community too. Just as the Borough is upstream of central London and the City, we want Hammersmith & Fulham to be a place where innovation upstream of current thinking becomes a reality.

The Council launched a unique local industrial strategy and innovation district with *Imperial College London (Imperial)* in July 2017.<sup>1</sup> The aim of the first phase of this strategy was to create a cluster of science, technology, engineering, maths, medicine and media (STEM<sup>3</sup>) businesses around Imperial's impressive research and development to create a world-leading economic ecosystem in future industries. Since then, we have helped to:

- **ATTRACT** £6 billion of high-growth business investment;
- **CREATE** over 13,000 jobs; and
- **INCREASE** opportunities in our community, through working closely with partners including anchor institutions, businesses and investors.



This approach has seen significant investment into the sectors we believe will define the future of the economy, society and the planet, many of which have been identified as growth sectors in the Government's new national *Industrial Strategy*.<sup>2</sup> Our Borough has seen growth in the jobs and careers of the future in life sciences, climate tech, cyber security, AI, fintech, the creative industries, digital, defence tech, TV and film and a number of other sectors. We focus in particular on what are known as 'long cycle' industries, that will be important for decades to come.

We developed, and continue to grow and promote, an 'entrepreneurial municipal government' team culture. This is focussed on attracting investment and bringing organisations and people together who can help deliver economic growth for all. It goes far beyond traditional council strategy and means everyone at our council plays a key role in delivering our vision.

This document details the insights we have taken from our experience of supporting exponential local economic growth during the past seven years, both to celebrate these successes and to ensure we, our partners and our colleagues at other local authorities have the opportunity to learn from our journey. Some of these insights - our experience of what does and does not work - could be viewed as a blueprint, with elements that could be applied successfully elsewhere.

“ We are working hard to transform the Borough into a global beacon of innovation and growth ”

Through our experience, we have seen the benefits of taking the following ten actions:

- 1. SETTING** a clear mission-led strategy to grow a localised economic eco-system, with a focus on the sectors that are set to grow and that are right for the local area.
- 2. DEVELOPING** an 'entrepreneurial municipal government' culture which acts to win investment.
- 3. TAKING** an 'adaptive' approach to planning: changing planning guidelines to attract R&D-led academic and public anchor institutions, while offering entrepreneurs affordable flexible start-up and scale-up space.
- 4. BUILDING** economic growth partnerships with universities, the *NHS* and other anchor institutions.
- 5. PLACE-MAKING** to transform the Borough, ensuring it continues to be a place people want to live and work.
- 6. PROVIDING** targeted business support and advice, as we have with *Upstream*, via a joint partnership with *Imperial*.
- 7. ATTRACTING** venture builders and offering entrepreneurs access to a range of business investors.
- 8. ALIGNING** education and skills opportunities to the local industrial strategy.
- 9. BUILDING** education and youth facilities at the heart of the innovation district.
- 10. ESTABLISHED** international cooperative growth partnerships with innovation districts in other democracies and elsewhere in the UK so that we can share learning, support mutual investment and offer new opportunities to our people.

In this document we also outline our vision for the second phase of our strategy, *Upstream London*, and the direction of travel we want to take as we aim to ensure economic growth is inclusive and improves the lives of everyone in our community.

*Upstream London*, our mission-led strategy to achieve growth, is focused on three pillars:

## 1. Partnership

- We build lasting partnerships with organisations in the Borough, in London, nationally and internationally to ensure a collaborative approach to economic growth, with opportunities flowing through to all.
- Early on in our journey we established *Upstream* (now known as *Upstream London Nexus*), a unique joint venture between Hammersmith & Fulham Council and *Imperial*. This partnership for growth and innovation acts as a conduit between businesses and other stakeholders, to help turn our vision into a reality. Our Borough is now home to a thriving community of businesses, scale ups, start-ups and other organisations - from *Novartis* to *L'Oréal* and from the *BBC* to *NATO* - and we want this to continue and grow through the second phase of our strategy.
- We have established 'co-operative growth partnerships' with innovation districts around the world. We aim to drive this further during the second phase. We are in talks with British local authorities outside the 'golden triangle' and Southeast England so we can support others similarly as they seek to create placed-based and inclusive economic growth.

1. Hammersmith & Fulham Council Economic Growth for Everyone: An Industrial Strategy for Hammersmith & Fulham (London: H&F Council, July 2017)  
2. Department for Business and Trade, Invest 2035: the UK's modern industrial strategy (London, HM Government, 14 October 2024)

## 2. Place

- Located upstream of Central London and the City, we are a place where innovation thrives, where new ideas and new thinking become a reality.
- We take an adaptive approach to planning to enable development and economic growth for the benefit of everyone.
- During the first phase of our strategy we saw the benefits of taking this approach, in terms of economic growth, and the importance of ensuring there is more affordable flexible office space and laboratory space.
- Our vision for the second phase of our strategy is to take this further, with more initiatives on affordable housing, living labs and building a new *Civic Campus*<sup>3</sup>, ensuring we continue to be a place where serendipitous conversations happen, new connections are nurtured and new ideas are formed, leading to further growth.

## 3. Pathways

- We are on a journey to achieve total inclusive economic growth for the benefit of everyone living in the Borough, learning from our experience over the past seven years and collaborating with Local Authorities across the country and innovation districts around the world.
- Our vision for the second phase of this strategy is to create pathways ensuring that the growth and opportunities generated flow through to all residents, from courses where people can learn new skills to securing jobs for the future.
- As part of the second phase of this strategy, we are launching our *Hammersmith & Fulham Upstream Pathway Bond*, which enables businesses to play their full role in supporting the local community. Businesses who sign up will offer a suite of opportunities to the local community enabling people to follow a pathway into new skills, new careers and the jobs of the future. In turn, businesses will have access to a strong local workforce, with the STEM<sup>3</sup> skills needed for growth. Businesses involved will receive an *Upstream Pathway Bond Mark*, highlighting their social commitments and good work, which can be used in *Environmental, Social and Governance (ESG)* reporting and recruitment campaigns. *The Upstream Pathway Bond* will give people living locally a clearer pathway into new careers and more opportunities to develop new skills.

The key role local authorities can play in supporting economic growth through an entrepreneurial municipal government culture has been reaffirmed, in our thinking, through our experience of working on this agenda during the past seven years. At a time when decision making is becoming more devolved and the Government is developing its national modern *Industrial Strategy*, we hope the crucial role of local authorities will be fully factored in.

The Council's ambition for a better tomorrow is a shared vision to improve the lives of everyone, today. As we further develop our vision for the second phase of our strategy, we want to hear the views of more residents, businesses, educational institutions, community groups and other partners and stakeholders. If you would like to feed in your thoughts, please get in touch with us.

“ The Council's ambition for a better tomorrow is a shared vision to improve the lives of everyone, today ”



3. The new Hammersmith & Fulham Civic Campus will include affordable, flexible office space, 52% genuinely affordable homes, concert hall, art gallery, homework space for children, a cinema and a public sky park and restaurants



Cllr Stephen Cowan speaking at the opening of L'Oréal Groupe's new UK & Ireland headquarters in White City Place

# Foreword

By Cllr Stephen Cowan, Leader of Hammersmith & Fulham Council

A decade ago, *The Spectator's* Fraser Nelson sparked a sobering debate about the health and structure of the United Kingdom's economy.<sup>4</sup>

He compared the UK's GDP per capita with that of each state in the United States. He concluded the UK would "be the 2nd-poorest state in the union", just ahead of Mississippi. Further analyses carried out last year by the *Financial Times's* John Burn-Murdoch found that "... removing London's output and headcount would shave 14 per cent off British living standards, precisely enough to slip behind the last of the US states".<sup>5</sup>

UK economic growth has remained woeful since the 2008 global financial crisis. Impeded by a combination of austerity, *Brexit*, *COVID-19*, Russian aggression and market turmoil caused by the September 2022 mini budget, growth stands at just 1.2%, in sharp contrast with 2.3% prior to 2008.<sup>6</sup>

Britain's inequalities between places and people are outliers in Europe.<sup>7</sup> Even in

the capital, there are huge disparities between people's wealth, wellbeing and the opportunities available to them.

Insights such as these led us in Hammersmith & Fulham Council to begin our mission to change the Borough's long-term economic trajectory, provide opportunities for people to develop new skills and have a positive impact on sustainability. In 2017 we launched our localised inclusive industrial strategy, which we called '*Economic Growth for Everyone*'.<sup>8</sup>

We have developed the view that Britain's economic orthodoxy was out of sync with other Western economies as it relied too much on a combination of centralised measures and the 'invisible hand of the market' to tackle the UK's structural social and economic problems. As the IPPR think tank's *Commission on Economic Justice*

wrote, "if this view were ever tenable, we believe it is no longer. It misunderstands how markets work in modern economies, and the vital roles which only states can play".<sup>9</sup>

Influenced by Alfred Marshall's famous thinking on industrial districts<sup>10</sup>, Karl Polanyi's work<sup>11</sup> on the social foundations of the economy and much recent thinking on clusters<sup>12</sup>, we aimed to imitate the role played by the German Länder and city-states in their economic success but with a forward-looking focus on the 'long cycle' industries of the future.<sup>13</sup>

We were particularly inspired by the role academia plays in achieving high economic growth in future industries around the world, particularly in Kendall Square<sup>14</sup> and the San Francisco Bay Area<sup>15</sup>, although we resolved that any growth we help to foster must be inclusive.

The combination of a local authority's soft powers to convene and build consensus, alongside its hard powers on planning, placemaking, infrastructure development and skills could allow us to coalesce people around a common vision and a plan for a modern placed-based industrial strategy.

In 2015, *Upstream*, the Borough's business strategy was launched. We changed planning guidelines to increase the amount of affordable, flexible office and laboratory space - essential to encouraging start-up entrepreneurs. By 2016 *Imperial College London (Imperial)* had agreed to become Hammersmith & Fulham's industrial strategy partner. By 2017 we had launched our local industrial strategy<sup>16</sup> and together with *Imperial* established the now globally renowned *White City Innovation District*.<sup>17</sup>

The first phase of our local industrial strategy centred around four priorities: 'West Tech'; encouraging enterprise; a great place in London; and "people - growth for all", as well as helping to address climate change

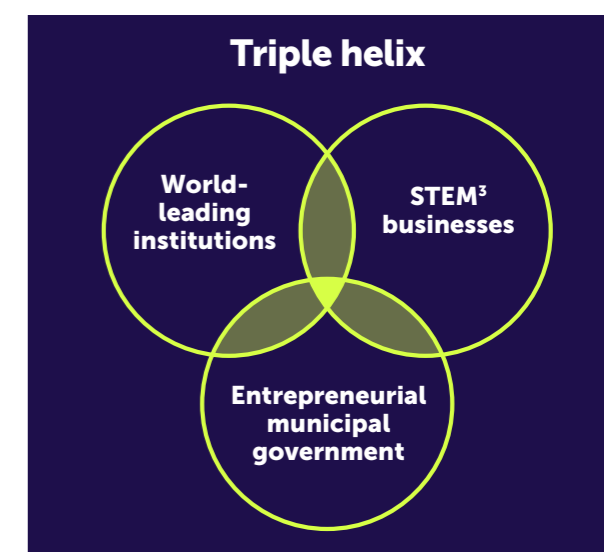
and inequalities. It aspired to build an inclusive high-growth, economic ecosystem in science, technology, engineering, maths, medicine and media (STEM<sup>3</sup>).

We placed the *Triple Helix Model* of Innovation<sup>18</sup> at the heart of our approach. Adapting it for our circumstances, we defined the triple helix as:

- Entrepreneurial municipal government;
- World-leading institutions; and
- STEM<sup>3</sup> businesses.

Since 2017, Hammersmith & Fulham has attracted £6 billion in high-growth business investment in a wide range of start-ups, scale ups, established businesses and developments, from green tech to artificial intelligence, life sciences and beyond.

The Borough has agreed co-operative growth partnerships with innovation districts in other countries so we can share learning, attract international trade and investment, and offer new opportunities for our people. Hammersmith & Fulham is also a founder member of the *Innovation Districts Alliance*, created by the *International Association of Science Parks and Areas of Innovation (IASP)*.<sup>19</sup>



4. Fraser Nelson, 'Why Britain is poorer than any US state, other than Mississippi' *The Spectator*, 22 August 2014  
5. John Burn-Murdoch, 'Is Britain really as poor as Mississippi?' *The FT*, 11 August 2023  
6. Richard Partington, 'The Conservatives' economic record since 2010 in 10 charts' *The Guardian*, 2 March 2024  
7. Gwyn Bevan, 'How Britain's systems of governance perpetuate inequality' *LSE Blog*, 27 October 2023  
8. Hammersmith & Fulham Council *Economic growth for everyone: an industrial strategy for Hammersmith & Fulham* (London: H&F Council, July 2017)

9. IPPR *Commission on Economic Justice, Prosperity and Justice: A plan for the new economy* (IPPR, Polity Press London, September 2018)  
10. Alfred Marshall, *The Principles of Economics* (History of Economic Thought Books, McMaster University Archive for the History of Economic Thought 1890)  
11. Karl Polanyi, *The Great Transformation, Economic and Political Origins of Our Time* (New York: Rinehart 1944)  
12. For example, Michael Porter's work on global competitive advantage through clusters: Michael Porter, *Competitive advantage: Creating and sustaining superior performance*. (London: Simon and Schuster 2008)  
13. G Tassey, 'Beyond the business cycle: The need for a technology-based growth strategy'. *Science and Public Policy*, 40(3) (2013), pp.293-315  
14. Kendall Square is in Cambridge MA and known for its cluster of tech companies and Massachusetts Institute of Technology (MIT) buildings  
15. Kenji E. Kushida, 'The Silicon Valley Model and Technological Trajectories in Context' *The Carnegie Endowment for International Peace*, 9 January 2024  
16. Hammersmith & Fulham Council *Economic growth for everyone: an industrial strategy for Hammersmith & Fulham* (London: H&F Council, July 2017)  
17. *White City Innovation District*, <https://www.whitecityinnovationdistrict.org.uk/> [accessed 5th November 2024]  
18. The Triple Helix Model of Innovation refers to a set of interactions between academia (the university), industry and government, to foster economic and social development  
19. IASP *Innovation Districts Alliance* <https://www.iasp.ws/our-members/communities/iasp-innovation-districts-> [accessed 5th November 2024]

Our approach to inclusivity started with young people. We began to coordinate measures with local schools and some are leading the way, such as *Fulham Cross Academy* which became a STEM specialist school in 2013. In *White City*, the Borough partnered with the national education charities *Ark*<sup>20</sup> and *OnSide*<sup>21</sup> to build *EdCity*. This £150 million education, affordable housing and office site also includes a new youth facility - the *WEST Youth Zone*.

The *White City Innovation District* is at the epicentre of our strategy and we are working on extending its reach by building new student accommodation, community spaces, homes and high quality labs across the Borough which all align with our strategy's goals.

The success of our approach, to drive growth through entrepreneurial municipal government and local industrial strategy, has been the result of collaboration, partnership and teamwork. The inspirational and visionary leadership of Professor Hugh Brady, President of *Imperial*, has been crucial to this success. As we celebrate the positive results that have been achieved so far, I would like to take this opportunity to thank everyone who has played a role in this journey: local residents who have given us feedback and those who were involved in outlining the original version of the strategy; our partners at *Imperial*, our volunteer policy commissioners, and the businesses creating jobs for the future; the educational institutions driving up-skilling; the community groups supporting people living locally; those investing in our Borough; our international innovation district collaborators; and our dedicated and committed councillors and officers.

Governments have long recognised the importance of centres of innovation. Bletchley Park was one of the first, and its pioneering work codebreaking during *World War Two* played a crucial role in the Allied victory. It also led to the development of the world's first

programmable digital electronic computer. Some of the science parks that followed were similarly obscured from the public gaze, often operating like gated specialist communities.

The innovation world has moved on.<sup>22</sup> As Bruce Katz and Julie Wagner pointed out ten years ago in their paper, *'The Rise of Innovation Districts: A New Geography of Innovation in America'*:

*"A new complementary urban model is now emerging, giving rise to what we and many others are calling 'innovation districts'. These districts, by our definition, are geographic areas where leading-edge anchor institutions and companies cluster and connect with start-ups, business incubators, and accelerators. They are also physically compact, transit-accessible, and technically-wired and offer mixed-use housing, office, and retail".*<sup>23</sup>

This democratisation of innovation offers new opportunities to people and communities all around the world. The UK remains a future shaping R&D powerhouse. With the right measures, new businesses will emerge that could quickly come to thrive in important new sectors in the global economy.

This is the context that informs the second phase of Hammersmith & Fulham's inclusive strategy to achieve growth across the Borough and beyond, which we are calling *Upstream London*. As we work to transform the Borough into a global beacon of innovation and growth, our goal is for every resident to benefit from these positive developments and to have the opportunity

**“Upstream of central London and the City, we want Hammersmith & Fulham to be a true ‘Innovation Borough’, a place where ideas upstream of current thinking become a reality”**



**“Since 2017, Hammersmith & Fulham has attracted £6 billion in high-growth business investment in a wide range of start-ups, scale ups, established businesses and developments, from green tech to artificial intelligence, life sciences and beyond.”**

to up-skill, secure jobs of the future and enjoy spending time in our community-focussed development of public realm.

*Upstream* of central London and the City, we want Hammersmith & Fulham to be a true 'Innovation Borough', a place where ideas upstream of current thinking become a reality.

*Upstream London* will unfold under a new mission-led national government which has placed inclusive growth as the first of its five missions to:

1. Kickstart economic growth
2. Make Britain a clean energy superpower
3. Take back our streets
4. Break down barriers to opportunity
5. Build an NHS fit for the future

Good economic growth is now on the table at every level of government.

*White City Innovation District* is right to proclaim, "Tomorrow is made here".<sup>24</sup> It has established itself as an emerging economic hotspot and a global centre for future

technologies. In this second phase of our modern local industrial strategy we will act to strengthen Hammersmith & Fulham's role as an 'Innovation Borough' and work with others across the *West Tech corridor* and around the UK to accelerate and better share the benefits of high productivity growth in the industries of the future.

This document outlines our vision for the next phase, from ensuring future economic growth is truly inclusive to creating the world's first *Upstream Pathway Bond*, a groundbreaking initiative giving people a clearer pathway into new careers and more opportunities to develop new skills.

As we develop our vision further, we would welcome your thoughts and ideas and would love to hear your feedback. It is only by working together that we will be able to achieve our ambition for a better tomorrow and improve the lives of everyone, today.

**Cllr Stephen Cowan**  
**Leader of Hammersmith & Fulham Council**

20. Ark: a national education charity <https://arkonline.org/> [accessed 5th November 2024]  
21. Onside: a national youth charity <https://www.onsideyouthzones.org/> [accessed 5th November 2024]  
22. Yigitcanlar, T., Adu-McVie, R. and Erol, I., 'How can contemporary innovation districts be classified? A systematic review of the literature'. *Land Use Policy*, 95, (2020) p.104595  
23. Bruce Katz and Julie Wagner, *The Rise of Innovation Districts: A New Geography of Innovation in America*, (New York: Brookings Institute, May 2014)

24. <https://www.whitecityinnovationdistrict.org.uk/about-us/> [accessed 5th November 2024]

# Foreword

By Professor Hugh Brady, President of *Imperial College London (Imperial)*

Since its founding in 1907, *Imperial* has sought to be not only a world-leading institution but a world-changing one.

Our founding mission was ‘to be useful’ - a wonderful understatement of all that *Imperial* has achieved and continues to achieve through the breadth and depth of its educational, research and innovation activity.

We have combined our tremendous strength in science, engineering, medicine and business (*STEMB*) with scientific discovery, innovation and entrepreneurship to create real-world impact.

Co-creation, collaboration and partnership are at the heart of all we do - bringing new insights to our work, enabling greater scale and amplifying impact.

“Co-creation, collaboration and partnership are at the heart of all we do - bringing new insights to our work, enabling greater scale and amplifying impact.”



Schools students at a *Reveal* event in *White City Innovation District*

Nowhere are these principles more evident than in our partnership with the London Borough of Hammersmith & Fulham where our *White City Deep Tech Campus* sits at the heart of the *White City Innovation District*.

Every day, talented young people from the Borough are attracted to *STEMB* at our *Invention Rooms*, bringing their ideas to life in our *Maker Space*. Our state-of-the-art educational facilities are buzzing with top talent working to make the world a healthier, safer, smarter, more sustainable and more prosperous place.

Our researchers, from PhD students to Professors, come together every day to interrogate the forces that shape our world. They do this to tackle some of the biggest challenges facing humanity - from diabetes to dementia; from food security to pandemic preparedness; from air pollution to climate change.

A number of these studies are co-created with and involve our local community - most notably *Imperial*’s ground-breaking research on the drivers and health consequences of air pollution.

Through the activities of our *Advanced HackSpace*, *Incubator*, and *accelerators*, the *White City Deep Tech Campus* is fast becoming a beacon of innovation, entrepreneurship, venture building and job creation. These activities are bolstered by the support for business growth in *Scale Space*, our joint venture with *Blenheim Chalcot*.

Together, these activities act as a magnet for companies in the surrounding *White City Innovation District*.



Professor Hugh Brady,  
President of *Imperial College London*

This could not have been delivered without the support, partnership and shared vision of the leadership of the London Borough of Hammersmith & Fulham. The next decade will see the further development of our *White City Deep Tech Campus* on a scale and quality to match anything in the world. We see the *White City Innovation District* as

a key driver for inclusive economic growth of national impact, the centre of the wider *Imperial West Tech Corridor*.

I hope you are as inspired as we are by what has been achieved so far and all we can achieve together over the decade ahead!

Professor Hugh Brady

“Our state-of-the-art educational facilities are buzzing with top talent working to make the world a healthier, safer, smarter, more sustainable and more prosperous place.”



# Prologue

## Case study one - Ali from East Acton

How the *WEST Youth Zone* and *Upstream London* are having a positive impact on Ali's life

Ali, 14, from East Acton is training to be a Young Leader and uses *WEST Youth Zone*, a new state-of-the-art youth facility, developed as a result of local economic growth and Hammersmith & Fulham Council's strategy in partnership with national youth charity *OnSide*.

"During the Young People's Development Group sessions, I was able to get involved with building design and branding. We chose *WEST* as we wanted a place Where Everyone Sticks Together.

"Most of these group sessions took place in *ScaleSpace* [a community of scale-up businesses]. I'd never been in a building like that before and thought it would be very boring, but it's not. The people who worked there were very friendly and they even had table tennis and free hot chocolate!

"It's also boosted my confidence. I can now talk to new people, look them in the eye, shake hands confidently and introduce myself. I even met and sat down with Prince William at one of the Youth Zone openings!

"It's helped me think about different careers. We've visited companies like *JD Sports*, and I'm training to be a Young Leader, learning about leadership and safeguarding.

"When we're playing out in the local area, anything can happen, but here at *WEST* it feels safe and there's freedom to do what you want. It's good to be doing something positive, active and fun and not just be on screens at home."

“ I can now talk to new people, look them in the eye, shake hands confidently and introduce myself. I even met and sat down with Prince William at one of the Youth Zone openings! ”

# Chapter 1

## The case for STEM<sup>3</sup>-led growth

In their book, *No Ordinary Disruption: The Four Global Forces Breaking All the Trends*,<sup>25</sup> Richard Dobbs, James Manyika, and Lola Woetzel analyse the impact of urbanisation, technological change, globalisation and demographic ageing on world economies and societies.

They conclude: “Compared with the Industrial Revolution, this change is happening 10 times faster, at 300 times the scale, or 3000 times the impact”.

There is only one viable answer to the competitive challenge globalisation and the race for technological supremacy presents: become more competitive and do so in the emerging sectors that will dominate the coming decades.

That was the crux of the thinking which led Hammersmith & Fulham Council to secure an economic growth partnership with *Imperial College London (Imperial)* in 2016 and to launch our STEM<sup>3</sup>-based industrial strategy with them in 2017. The aim was to build on the Borough’s traditional economic strengths in the media sector by adding new sectors in science, technology, engineering, maths and medicine.

The plan to both attract and grow STEM<sup>3</sup> anchor organisations, start-ups and scale ups was grounded on nearly 70 years of

academic theory and evidence. Back in 1956, Solow<sup>26</sup> set out the idea that technology is the primary driver of growth once capital and labour inputs face diminishing returns. Describing endogenous growth, Romer<sup>27</sup> cited knowledge and innovation as being critical factors to STEM.

As with any journey, technological leaps and economic growth are neither linear nor without their setbacks, as witnessed by how the early innovations of the *Industrial Revolution* led to a displacement in jobs. Over 200 years later, Acemoglu and Restrepo<sup>28</sup> reach similar conclusions on how AI and automation boost productivity but risk displacing workers. These are the global economy’s new ‘long cycle’ technologies<sup>29</sup>, likely to drive a cycle of innovation that will endure and generate economic growth for decades to come.

While change can be daunting, it offers opportunities for those communities that are able to rise to its challenge. Research<sup>30</sup> carried out in 2020 concluded “that 67% of U.S. jobs and 69% of the nation’s gross domestic product (GDP) are supported by science, technology, engineering and mathematics (STEM)”. In the UK, around 1 in 4 or 7 million jobs are STEM-based, with STEM contributing to around 26% of UK GDP in 2023.<sup>31</sup> Evidence also suggests that “job growth, employment rates, patenting, wages, and exports are all higher in more STEM-based economies.”<sup>32</sup>



Henrik Hagemann (right), Co-founder and Chief Product & Innovation Officer, *Puraffinity*

## The democratisation of innovation-led growth

Katz and Wagner conclude, “there are over 150 innovation districts emerging and evolving worldwide, pursuing ambitious agendas to become multipliers of growth, unlocking unique R&D and place-based assets”.<sup>33</sup>

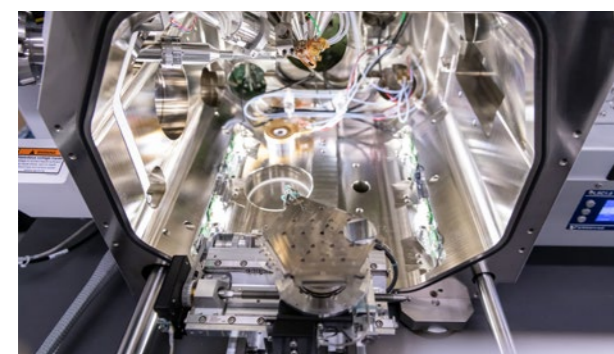
Excluding science parks, the *White City Innovation District* sits alongside a number of other UK innovation districts including:

- *Glasgow Riverside and Glasgow City*
- *The Knowledge Quarter at Kings Cross*
- *Leeds Innovation Arc*
- *ID Manchester*
- *Newcastle Helix*
- *Sheffield University Innovation District and Sheffield-Rotherham Advanced Manufacturing Innovation District (AMID)*
- *Innovation City Belfast*
- *Knowledge Quarter Liverpool*
- *Swindon Knowledge Central Innovation District*

Urban innovation districts are the new disrupters, overshadowing science

parks as centres of STEM business growth. As Katz and Wagner explained<sup>34</sup>, “Instead of inventing on their own in real or metaphorical garages, an array of entrepreneurs are starting their companies in collaborative spaces, where they can mingle with other entrepreneurs and have efficient access to everything from legal advice to sophisticated lab equipment. Rather than submitting to long commutes and daily congestion, a growing share of metropolitan residents are choosing to work and live in places that are walkable, bike-able, and connected by transit and technology.” This democratisation of innovation offers policy makers new means of embedding growth into communities and tackling inequality.

“13,200 new jobs have been created by Hammersmith & Fulham based businesses in highly productive, highly skilled sectors.”



25. Richard Dobbs, James Manyika, and Lola Woetzel, *No Ordinary Disruption: The Four Global Forces Breaking All the Trends*, (PublicAffairsUS, 2015)  
26. Robert Solow, ‘A Contribution to the Theory of Economic Growth’ *The Quarterly Journal of Economics*, Vol. 70, No. 1 (Feb., 1956), pp. 65-94  
27. Paul Romer, ‘Endogenous Technological Change’, *The Journal of Political Economy*, Vol. 98, No. 5, Part 2: The Problem of Development: A Conference of the Institute for the Study of Free Enterprise Systems. (Oct., 1990), pp. S71-S102  
28. Daron Acemoglu and Pascual Restrepo, ‘Artificial Intelligence, Automation and Work’, Boston University - Department of Economics - The Institute for Economic Development Working Papers Series dp-298, Boston University - Department of Economics, 2018  
29. Gregory Tasse, ‘Beyond the business cycle: The need for a technology-based growth strategy’, *Science and Public Policy*, 40(3), (December 2012) pp.293-315  
30. Aerospace Industries Association, American Association for the Advancement of Science and others, *STEM and the American workforce. An inclusive analysis of the jobs, GDP and output powered by science and engineering*, (2020)  
31. UK Government: Supply of skills for jobs in science and technology, Calendar year 2023 - Explore education statistics - GOV.UK (explore-education-statistics.service.gov.uk)  
32. Jonathan Rothwell, *The Hidden STEM Economy*, Washington, (District of Columbia, Brookings Institution, 2013)

33. Bruce Katz and Julie Wagner, ‘The Next Wave of Innovation Districts’, *The New Localism*, 16 May 2024  
34. Bruce Katz and Julie Wagner, *The Rise of Innovation Districts: A New Geography of Innovation in America*, (New York: Brookings Institute, May 2014)

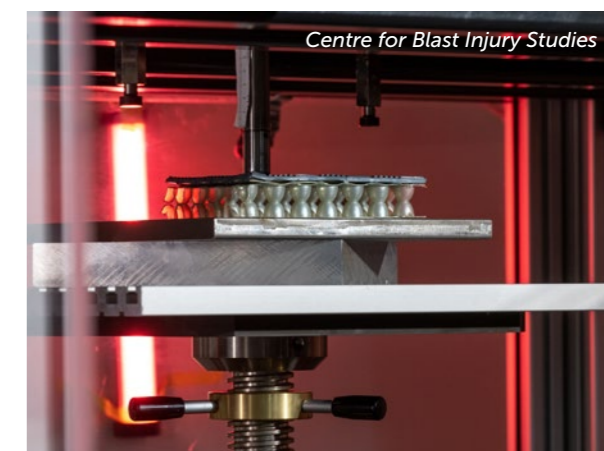
“ Compared with the *Industrial Revolution*, this change is happening 10 times faster, at 300 times the scale, or 3000 times the impact. ”

Measures taken in Hammersmith & Fulham such as changing planning guidelines to encourage more affordable, flexible office space and facilitating the establishment of *Scale Space*<sup>35</sup> has encouraged the growth of hundreds of thriving STEM<sup>3</sup> start-ups and scale-ups. The Borough's pro-growth approach to planning has led to 192,000 sqm of commercial space being consented since 2017.

The *Thames riverfront*<sup>36</sup>, *Shepherds Bush Market*<sup>37</sup>, *Earls Court* and the new *Civic Campus* are four of the many schemes that are already extending the geography of innovation across Hammersmith & Fulham.

As a result, the Borough has developed a gravitational pull that has attracted many

global STEM<sup>3</sup> anchor organisations including *Novartis*, *Autolus*, *Synthace*, *Airbus*, *Eutelsat*, *OneWeb*, *L'Oréal*, *The Royal College of Art*, *ITV* and *NATO*.



## STEM<sup>3</sup> growth in Hammersmith & Fulham

Some £6 billion of high growth business investment has come into Hammersmith & Fulham since 2017. 85% of that is in STEM<sup>3</sup> with:

- Life sciences - £2.5 billion
- Green and climate tech - £1.1 billion (more than Birmingham, Bristol and Manchester combined)
- Cyber, AI and Fintech - £946 million
- Creative, digital, film and screen - £906 million

Alongside this investment, 13,200 new jobs have also been created by Hammersmith & Fulham based businesses in these highly productive, highly skilled sectors:

- 3,500 in Life sciences (160% increase)
- 2,000 in Green and climate tech (813% increase)
- 3,600 in Cyber, AI and Fintech (160% increase)
- 4,100 in Creative digital, film and screen (90% increase)

In 2017 there were just over 9,200 jobs in Hammersmith & Fulham in these sectors. Now, there are at least 22,500 jobs across 800 registered businesses within these sectors. These key growth sectors are an increasingly central part of the Borough's employment base.

With a job density of 1.18 jobs per resident, Hammersmith & Fulham is a leading employment centre - with a greater ratio of jobs to residents than London as a whole (1.07) and Great Britain (0.87).

The presence of innovative, high growth sectors has seen the Borough's productivity levels rise since 2017 with GVA per hour worked increasing by 12.8% (from £42.10 to £47.50). This is far higher than the London average of 7.1%.

In the year to March 2024, the Borough's overall employment rate increased from 76% to 78.1% of working age residents, compared to 74.5% for London and 75.5% for Great Britain.

35. Scale Space White City is 200,000 sq. ft of tailor-made workspace for high-growth businesses and scaleups. It is the UK's first community created specifically to help innovative companies accelerate growth.

36. ARC West London's science and innovation community riverside campus

37. In line with H&F industrial strategy, Yoo Capital are building life sciences facilities and an incubator and affordable homes



## Case study two - RFC Power

### How RFC Power is going from strength to strength in the White City Innovation District.

RFC Power is an energy spin-out from Imperial that has been based in *I-Hub White City* since 2020. It is developing the world's lowest cost flow battery, with a mission to enable the transition to 100% renewable energy by developing the cheapest form of long duration energy storage. The development of the manganese flow battery has been supported by InnovateUK and DESNZ through the *Energy Entrepreneurs Fund*. RFC has ongoing collaborations with Shell Energy, Ørsted and Ceres Power, and was recently shortlisted for an *Innovation Zero* award.

*Upstream* - the partnership between Hammersmith & Fulham and Imperial - supports, connects and shines a light on the science, tech and creative industries. It has provided RFC with speaking opportunities at *Upstream's London Tech Week* panel and at the *Deep Tech Network* showcase.

RFC also attends invitation only sustainability roundtables, hosted by *Upstream*, Hammersmith & Fulham and chaired by Alyssa Gilbert from *Undaunted* (Imperial's climate-tech accelerator) which enabled corporates, startups, academia, government and non-profits to foster collaboration, partnerships and knowledge exchange.

RFC's CEO Tim von Werne says, "we are delighted to be part of the White City Innovation District. The ecosystem here has allowed us to be supported in many ways.

"Upstream's efforts in fostering connections, particularly with investors and potential partners, is invaluable. This, together with the platform to share our work is, part of the support startups need.

"Rarely have I seen a local authority and university jointly supporting such efforts. We look forward to growing further in the White City Innovation District."

## What next?

The Borough's original industrial strategy set out to build a close working alliance with anchor institutions and businesses which would enable the council to curate high but inclusive economic growth.

The Council listened to and worked closely with a wide range of organisations from schools, academies to businesses, from developers to football clubs, and from LAMDA<sup>38</sup> to the *Lyric* and *Bush* theatres while developing the first phase of its industrial strategy. The Council's new *Civic Campus* captures much of the inclusive growth ethos and will be an important centre of economic, arts and cultural activity.

However, it is the serendipitous partnership with *Imperial* that has accelerated the two organisations' shared *West Tech* ambitions. This close working relationship brought agility, problem solving and speed of action, and it has benefitted and influenced the outlooks of both organisations. There is now a broad political consensus that this partnership is special and needs to be maintained.

The *White City Innovation District* remains the STEM<sup>3</sup>-led growth epicentre for both the council and *Imperial*. As Hammersmith

& Fulham works to expand the innovation economy across the Borough, *Imperial* is building on the *West Tech* plan first detailed in our 2017 joint industrial strategy. It is purchasing land across the *West Tech Corridor* and opening offices and centres of activity around the world. As *Imperial's* President Brady described in February 2024 when he launched the next stage of their global strategy, they are "unashamedly ambitious in seeking to maximise Imperial's potential as a force for good in the world".<sup>39</sup> The Council and the University are committed to work closely together to achieve our common aspirations.

In this next phase of Hammersmith & Fulham's *Upstream London* strategy, *Imperial College Healthcare NHS Trust* will join the partnership. This will allow for the coordination of a greater suite of activities in the life science sector that not only creates

“ This close working relationship brought agility, problem solving and speed of action. ”



38. The London Academy of Music and Dramatic Art

39. Imperial College London, Science for Humanity: how we shape the future. (ICL, 29 February 2024)

significant economic growth, but improves the health and wellbeing of local residents.

We have learnt from our international innovation district partners that taking measures on land development and clustering is the foundation for attracting more leading R&D institutions. Focusing our planning measures to ensure more land is available for inclusive growth is a priority in this next phase. We will add new partnerships that will accelerate our ambition to become Europe's most important centre of innovation-led growth.

The culture of co-production has been embedded into Hammersmith & Fulham over the last ten years. *Imperial* has begun to build on this by involving residents as active participants in their research, thereby exposing residents to how scientific endeavour is undertaken while improving wellbeing outcomes for those involved.



Participant in *Imperial's Maker Challenge* for young people

The Borough's reputation as a place where innovation-led growth happens quickly has attracted much international attention. So far the Borough has signed 'cooperative growth agreements' with seven new or established innovation districts around the world, so that we can share learning, aid mutual investment and develop new opportunities for our respective resident populations. Within the next eighteen months, *Upstream London* will launch its *Cooperative Growth Convention*. This will bring innovation districts together from around the world to promote themselves and accelerate the benefits of our growth alliance. We will work with stakeholders so all our residents benefit from this.

We will work with stakeholders across the Borough to launch the *Upstream London Pathway Bond* which will open new opportunities for residents and make it more practical for them to be shared. Significantly improving people's lives and life chances remains our goal. Our approach to innovation-led growth means we're doing that in a world that is changing faster than ever before.

“The culture of co-production has been embedded into Hammersmith & Fulham over the last ten years.”

## Defining 'Entrepreneurial Municipal Government'

We have defined '*Entrepreneurial Municipal Government*' as a form of place-based leadership characterised by creativity, agility and the skill to seize opportunities as they arise. An *Entrepreneurial Municipal Government* brings together essential actors to help establish desired economic and social outcomes for people in the municipal area.

Like many entrepreneurs, the municipality does not necessarily need to use its own resources. Its primary responsibility is to build a vision and a plan and then to act entrepreneurially to win investment and to continually identify potential key actors and their resources. The aim is to coalesce them around the plan and coopt them in its delivery.



# Chapter 2

## Opportunity pathways

As the *Resolution Foundation* pointed out in the interim report of their *Economy 2030 Inquiry*, “The promise of shared prosperity is central to the social contract in modern democracies”.<sup>40</sup>

The UK economy has long grappled with regional and social imbalances, such that economic decline and recovery is experienced very differently across the country. A few years ago, a focus group in outer London was asked to consider how their ideas might affect Britain’s economy. Strikingly, when one participant responded, “it’s not our economy, its theirs”, everyone else agreed.

This group was not made up of people living in the shadowlands of broken Britain. They were people who could broadly be described

as middle income, mid-life, suburb dwellers. They were proud of their homes and their families, and worked hard to maintain their standard of living. Many were patriotic.

Such families had long formed the bedrock of a Britain confident that their children would enjoy improved living standards, and yet they now seemed to be disillusioned. They resented a system that favoured a perceived tiny elite while the public realm and public services decayed. The sense that our best days were behind us was pervasive.

As such, ensuring local economic growth actually improves lives and generates the opportunities people aspire to must remain an essential part of the DNA of Hammersmith & Fulham’s industrial strategy.

“The UK economy has long grappled with regional and social imbalances.”

### Education, skills and life-long learning

Providing people with tangible improvements in their capabilities so they can access better opportunities is the very essence of giving people hope for a better future.

‘A New National Purpose’, an insightful paper from the Tony Blair Institute, was right to identify that: “If becoming a leader in science and innovation is central to the UK’s new national purpose, every child, whatever their background or circumstances, must be able to get a first-class scientific education. Those children who choose to pursue an academic future must be able to become the UK’s next scientists, mathematicians and entrepreneurs. Those who opt for

a technical vocation need the skills to contribute to the industries of tomorrow from green manufacturing to retrofitting homes”.<sup>41</sup>

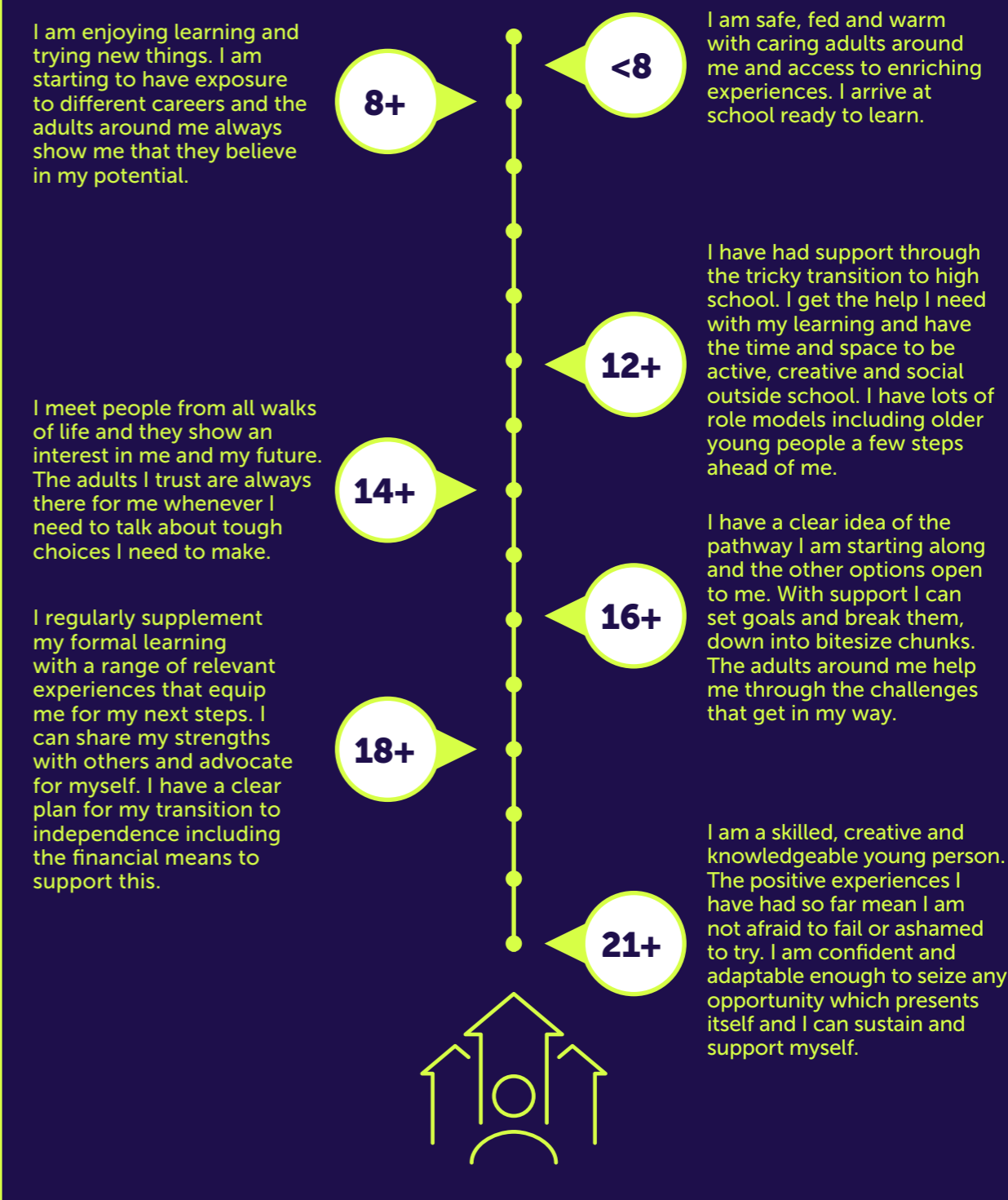
When we launched our industrial strategy in 2017, Hammersmith & Fulham’s aim was to ensure all residents could benefit from innovation-led economic success. Our approach started with young people, by coordinating measures with local schools and investing in both building and funding modern youth facilities. However, the structure of the UK’s education systems and provision of skills development required the Borough to rely on its softer powers of coordination.

## The Hammersmith & Fulham Upstream Pathway Bond

“The evidence shows that children do not start off with low expectations. When they are younger they have the same hopes and dreams as all children, however, their confidence in their ability to attain their

aspirations becomes diminished over time. Aspirations, even in communities struggling with poverty, are very high - the missing element is the knowledge of how to make these aspirations real and obtainable”<sup>42</sup>

Figure 1: What does a pathway to success look like?<sup>43</sup>

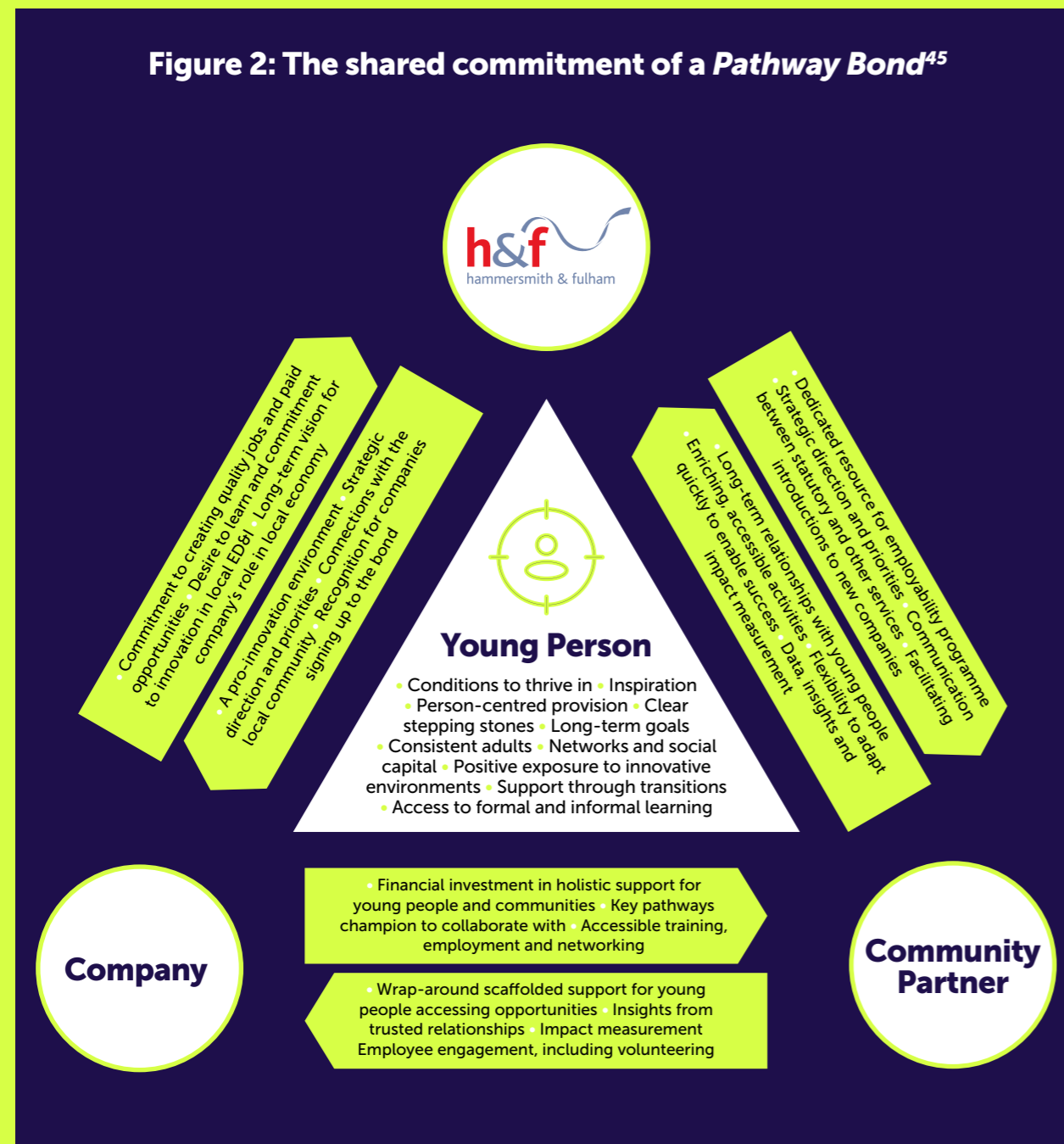


40. The Economy 2030 Inquiry, Stagnation nation. Navigating a route to a fairer and more prosperous Britain. (London: The Resolution Foundation, 2022)  
41. Tony Blair Institute, A New National Purpose: Innovation Can Power the Future of Britain (London, TB Institute, 2023)  
42. Dr Morag Treanor, ‘Can we put the ‘poverty of aspiration’ myth to bed now?’ Centre for Research on Families and Relationships. University of Stirling, Research Briefing 91: December 2017  
43. Credit - Elanor Gunn, CEO, WEST Youth Zone

When Hillary Clinton published her book, *It Takes a Village*<sup>44</sup> in 1996, she described the sense of shared responsibility that people and organisations across society have always had. Hammersmith & Fulham's aim is to make it easier for people to access measures that are built on this universal value. Using the idea that a 'bond' is a solemn commitment entered into by people seeking to achieve a shared outcome, the Borough has developed the Hammersmith & Fulham *Upstream Pathway Bond*.

Wrapping a strong bond around our young people is a shared commitment between the Local Authority, local businesses and the places or services they access day to day including schools. Our *Pathway Bond* seeks to provide the vision, investment, and long-term ambition to support young people on every step of their individual pathway, ensuring everyone can aim high and access the incredible opportunities for employment in our *Innovation Borough*.

**Figure 2: The shared commitment of a *Pathway Bond*<sup>45</sup>**



## How the *Upstream Pathway Bond* Works

The *Upstream Pathway Bond* will give people living locally a clearer pathway into new careers and more opportunities to develop new skills. By signing up, businesses commit to the principles of providing good jobs, fair wages and skills of the future.

As a key part of the community, these organisations will be committed to equality, diversity and inclusion, workplace wellbeing, fair pay and conditions. In addition to this, businesses who sign up will support

the development of skills for the future - providing opportunities for people living locally - by taking part in one or more of the following activities:

“The *Upstream Pathway Bond* will give people living locally a clearer pathway into new careers”

### 1. STEM<sup>3</sup> inspiration and connections

- Inspire and educate young people in STEM<sup>3</sup> activities appropriate to their age and stage including workshops, mentoring sessions, learning through play, and hands-on activities.
- Provide advice and support to young people participating in international visits in Hammersmith & Fulham's

international partner municipalities, and help broaden the networks of local students on international visits or work experience through business contacts.

- Support council-led events and the annual STEM<sup>3</sup> festival, while developing links with *Upstream London*'s global innovation district partners.

### 2. Apprenticeships and work experience

- Create high-quality apprenticeships with top-tier training providers and donate unused *Apprenticeship Levy* funds to support local businesses and charities.
- Offer accessible career workshops, workplace visits, open days and Q&A sessions designed alongside young people and services with a clear pathway for participants to engage further.
- Provide one week and summer work placements with industry mentors.

### 3. Extra-curricular and community support

- Make facilities available for educational and extracurricular activities and ensure a sense of shared community by hosting inclusive events and activities within available spaces.
- Sponsor extracurricular educational projects and activities to enhance young people's health, wellbeing, creativity, skills, knowledge and confidence
- Investment in the future workforce through activities making the Borough a great place to live, work and grow, such as support for parents, access to childcare, and safe activities for young people.

44. Hilary Clinton, *It Takes a Village* (New York: Simon & Schuster, 1996)  
45. Credit - Elanor Gunn, CEO, WEST Youth Zone



## 4. Mentoring and sponsorship

- Provide financial support for underrepresented students, including paid summer placements and maintenance grants for those pursuing graduate and postgraduate education.
- Sponsor students for educational trips and exchanges.
- Establish bespoke mentoring programmes that pair students with professionals and offer long-term guidance and support through structured mentorship.

## 5. Skills and Education

- Support local young people from diverse backgrounds to achieve excellence in their education through provision of quality study spaces, technology, and learning support.
- Host workshops or sponsor programmes to build interpersonal and professional skills such as workplace behaviour and confidence building.
- Provide access to inclusive entry-level training for young people exploring their first steps into the workplace including provision for wrap-around support, employability skills such as CV writing and covering letter writing, interview techniques, job searches, job application and career advice.

In return, Hammersmith & Fulham will celebrate creativity and innovation, while supporting start-ups, scale-ups, institutions and global businesses to power inclusive economic growth.

In choosing *Upstream London*, businesses will access a strong local workforce, with the STEM<sup>3</sup> skills needed for growth. Hammersmith & Fulham will work with schools, colleges and community organisations, through education and training, to provide candidates to meet the

employment growth needs of businesses developing in the local economy. The Council will also seek out opportunities, working with government, to foster improved apprenticeship offerings, including increased opportunities with the *Apprenticeship Levy*.

Businesses involved will receive an *Upstream Pathway Bond Mark*, highlighting their social commitments and good work, which can be used in Environmental, Social and Governance (ESG) reporting and recruitment campaigns.



Abdulah (standing) training in the WEST gym, proudly wearing his blue 'Young Leader' T-Shirt. Young Leaders give back and learn leadership skills by volunteering in the Juniors Club at WEST.

## Case study three - Abdulah from White City

### How Abdulah has gained confidence and opportunities as a result of WEST Youth Zone and Upstream London

Abdulah, 14, from *White City Estate*, uses WEST, the new state-of-the-art youth facility, developed as a result of local economic growth and Hammersmith & Fulham Council's strategy in partnership with national youth charity *OnSide*. He says,

*"I was playing in the local park when Shineade, WEST's Volunteer & Staff Training Manager, asked if I wanted to help get the Youth Zone started. It sounded great, so I joined the Young People's Development Group. I like playing basketball here. The court is amazing, and our Sports Youth Workers, Nuro and Yusuf, are great role models to me. I also like the gym as the equipment is really good and working out*

*helps me get stronger for basketball. I've gained a lot of confidence. Before, I'd be too nervous to speak in front of strangers, but now I've done presentations for companies like L'Oréal and GSK. I even spoke at WEST's Grand Opening in April in front of 1,000 people."*

**“Before, I'd be too nervous to speak in front of strangers, but now I've done presentations for companies like L'Oréal and GSK.”**

**Comment from Elanor Gunn, Chief Executive,  
WEST Youth Zone**

*"Many young people with huge potential face unfair barriers. For me, social action is about removing those roadblocks and providing young people with an environment to thrive in. It's no secret young people leaving school now are facing a hugely uncertain future, with frightening changes in climate, global political instability, and accelerating rate of change in technology. At the same time, many of today's young people have already had to contend with a lot before they even leave school - between 2017 and 2023 the number of children living in destitution tripled.<sup>46</sup> Add to this the disproportionate effect Covid had on their experiences, and it is no surprise that we find ourselves in a youth mental health crisis.<sup>47</sup>*

*With a rapidly changing world and employment landscape ahead, and services working to firefight day-to-day, the job of equipping young people for the future can seem daunting. But I believe collaboration is the key to success here.*



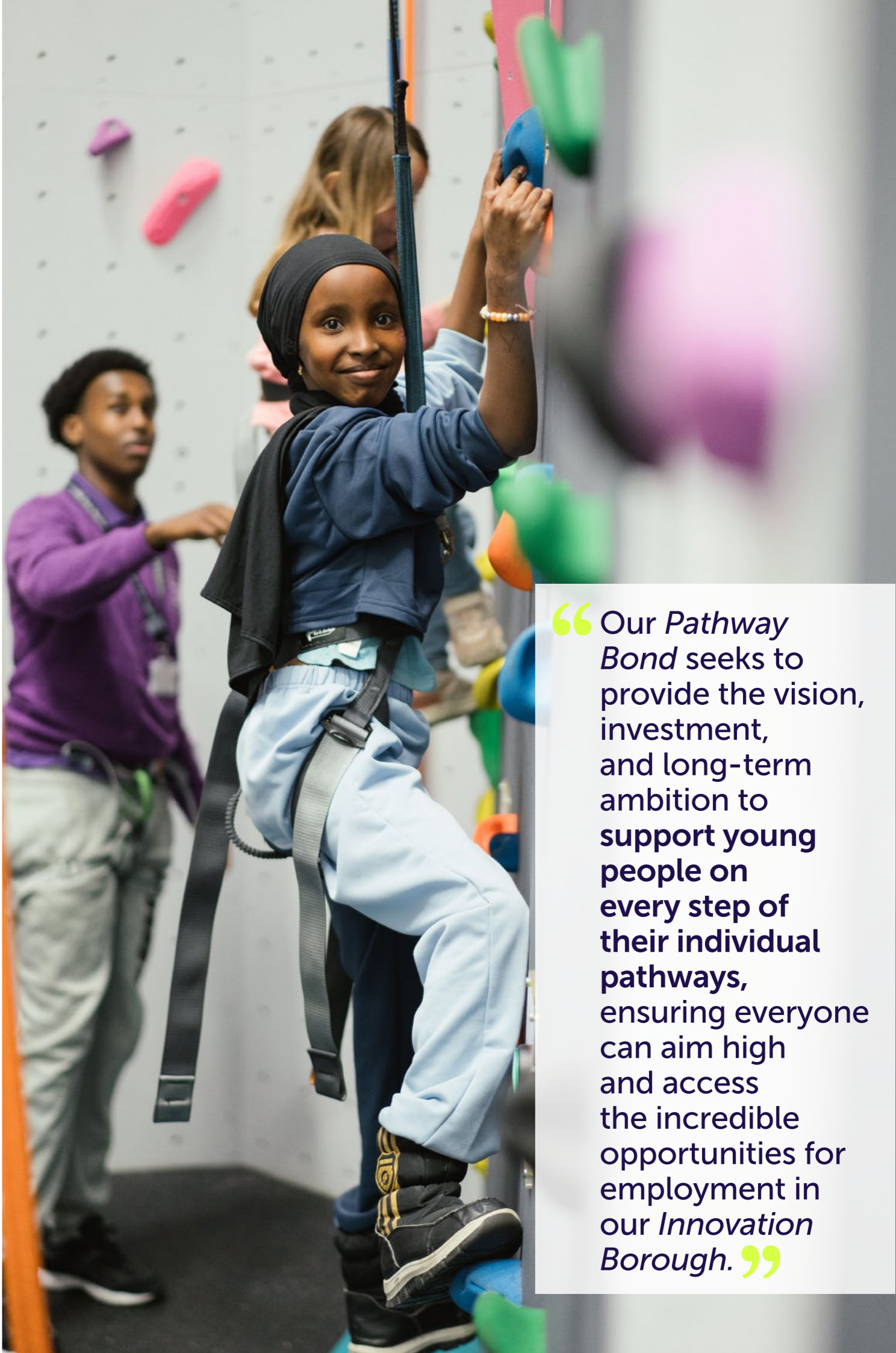
Elanor Gunn

*We all, as individuals, companies or government, have the power to positively contribute to young people's lives, whether that is through alleviating the effects of poverty, giving them a listening ear, supporting them with their individual learning needs, or providing activities which improve their mental, physical and social wellbeing. Whatever uncertainties young people face in the future we can be confident those with attributes like good communication, leadership, courage, resilience and empathy will be the best equipped to contribute.*

*What is also clear is that arriving in the workplace on day one with a great selection of skills will not be enough to set someone up for life. With the fast pace of change any young employee is likely to face, a curiosity and love of learning in general is likely to stand them in better stead than any wealth of knowledge. Employers will also need to invest in these employees and consider how equitable their access to continuous development and training is. Otherwise, young employees with less independent resource will fall behind their peers.<sup>48</sup>*

*Whether it is in their family, nursery, school, youth club or workplace, each young person should experience a sense they are in equal parts cared for and empowered. A shared commitment to creating a positive long-term pathway for young people, from infancy to adulthood, is a recipe for success."*

**“ We all, as individuals, companies or government, have the power to positively contribute to young people's lives ”**



**“ Our Pathway Bond seeks to provide the vision, investment, and long-term ambition to support young people on every step of their individual pathways, ensuring everyone can aim high and access the incredible opportunities for employment in our Innovation Borough. ”**

46. Suzanne Fitzpatrick and others, *Destitution in the UK 2023* [York: Joseph Rowntree Foundation, 24 October 2023]  
47. Young Minds, *Mental Health Statistics UK* <https://www.youngminds.org.uk/about-us/media-centre/mental-health-statistics/> [Accessed 11th November 2024]  
48. Rui Costa and others, *'Old Skills, New Skills: what is changing in the UK labour market'* The Pissarides Review into the Future of Work and Wellbeing (London: IFOW, February 2024)



Cllr Sharon Holder, H&F Cabinet Member for Public Realm, and Dario Vianello, Friends of Hammersmith Park

## Chapter 3

# Placemaking an innovation borough

Hammersmith & Fulham is a beautiful place. Its leafy streets, mansion blocks and public housing estates sit comfortably alongside each other in one of the most diverse and vibrant parts of the world.

There is a thriving business sector and few places more perfectly suited to building up an already strong local economy. The river, Wormwood Scrubs, our many parks and our open spaces are sanctuaries for nature, offering a chance for all of us to breathe easier, exercise and find a moment of peace. With our lively arts scene, three markets, our colourful high streets, *Westfield* and pockets of charming neighbourhood pubs,

restaurants and independent shops, it's hard to find a better place to live or work.

Leading management thinker Peter Drucker apparently once declared, "*Culture eats strategy for breakfast*". Collaborative culture is the magic ingredient for sparking creativity and innovation. Making a place where serendipity occurs and innovation-led economic growth follows, therefore, has opened up a new school of study<sup>49</sup> for communities interested in improving neighbourhoods and strengthening their economic prospects.

'Proximity, proximity, proximity' could well be the slogan for innovation districts

“Collaborative culture is the magic ingredient for sparking creativity and innovation.”

everywhere. Historically, cities developed in order to maximise human interaction and trade by reducing the need to travel. Being close to other people and businesses, research institutions and investors is essential to gaining a culture of collaboration. The ergonomics of achieving this go to the heart of what makes a place wonderful to live and work in.

There are many lessons that can be learnt from around the world. The *22@Barcelona* innovation district “is a benchmark in urban, economic and social transformation”.<sup>50</sup> Since being given approval in 2000 by the City Council, the former industrial area of Poblenou in the district of Sant Martí has emerged as one of the world's great centres of innovation and inclusive economic growth. *22@Barcelona* is one of Hammersmith & Fulham's international growth partners, their approach is well documented and there is much we continue to learn from their work.

As we set out on the second phase of the Borough's industrial strategy we must consider all the factors that will make the Borough a more environmentally responsible, people-friendly place and paint a picture of the future that captures the best hopes of our residents.

Like other local authorities, we realise that a high-quality, well-designed public realm plays a crucial role in stimulating economic growth, enhancing community well-being, and creates vibrant, attractive environments for all. Our vision will attract businesses, residents, and visitors by focusing on the specific needs of residential areas, town centres, innovation districts and our parks and open spaces. We will create fabulous spaces that support economic activities and foster inclusive growth.

The imprint we leave on the lived environment acts as a time capsule long into the future – an indication of what we valued and prioritised.

Figure 3: Our approach to placemaking



<sup>49</sup> Christian Busch and Matthew Grimes, "Serendipity in entrepreneurship, strategy, and innovation – a review and conceptualisation." In: Copeland, S., Ross, W. and Sand, M. (eds.) *Serendipity science: an emerging field and its methods*. Cham: Springer International Publishing, pp.69-99 (2023)

<sup>50</sup> Dominique Perrault, *22@Barcelona*, Architectuul Blog, 15 June 2017

# People-first housing and transport

Making it possible for people to both live and work in the Borough is better for them, the climate and for innovation. That is why we devote *Chapter 4* in this report to the vital issue of housing.

The success of the place element in innovation districts elsewhere has been driven, in part, by an understanding of the proximity, complexity and density needs of the place and the people within and, in turn, redistributing the available space to maximise the benefits.

One inheritance of the 20th century is the amount of land given over to roads. With the third highest land values in the UK, that means billions of pounds worth of land is currently used for vehicles. As transport evolves - with micromobility, e-bikes and scooters now the largest growth sector in urban transport - we have the opportunity to consider new means of getting from place to place.

Road development in cities has been largely driven by a “problem led approach”, striving to improve the journey times of traffic, rather than focusing on the local impacts, such as reductions in amenities and severing communities. Road schemes that increase road capacity instantly induces demand, filling the road and bringing the problem back. As part of our vision for the next phase of our local industrial strategy we want to have a “vision led approach” to designing public spaces, designed with people at the heart, being bold and innovative and delivering benefits to the wider community.

“Leading management thinker Peter Drucker apparently once declared, “Culture eats strategy for breakfast” ”

Our own Innovation district at *White City* has seen significant development activity that has delivered successful public realm enhancements. Where in the Borough we have removed heavy traffic, local residents have embraced the space, socialising and trading. We now aspire to achieve a transformational approach across the entire district that supports a vibrant, accessible world class place. To realise this ambition, we are:

- 1. PRODUCING** a *White City Public Realm Strategy* in collaboration with our Innovation District partners, that will deliver an overarching vision to shape future developments and collaborations.
- 2. DRAWING** on exemplar projects, we will consider reimagining the use of some road spaces to put pedestrians front and centre, integrating with vehicle traffic seamlessly, with high-quality materials and design features that enhance the aesthetic appeal and create a flexible, attractive space that is used for events to bring the local community and institutions together.
- 3. BUILDING** on the 21 prestigious *Green Flags* we have won for our beautiful parks and open spaces, which are important contributors to health and wellbeing. We aim to improve the availability of high-quality green spaces at every opportunity to make our Borough the best place to live and visit. Our vision is for this

- to be reflected in our Parks for *The Future Strategy* and in the *Playground Strategy* that will set the direction for making this Borough an exemplar, and with our outstanding schools, the place people aspire to live and invest.
- 4. CREATING** a *Streetsmart Guide* that will define the use of high-quality materials with a consistent design language throughout streets and open spaces, to create a cohesive sense of place.
- 5. PROMOTING** policies to reduce pollution from local transport by encouraging active travel and making cycling and walking safer.
- 6. GREENING** our streets to make them more attractive and pleasant, whilst also helping to reduce flooding.
- 7. INVESTING** to maintain our public realm in pristine condition so we reap the benefits of our transformation to sustain future inclusive growth.

## Incubator to scale space infrastructure

In 2015 Greg Jackson CBE, one of Hammersmith & Fulham’s Business Commissioners, advised that if the Borough wanted to become and then remain an important centre for entrepreneurs to start or scale their businesses, it would have to create and maintain an infrastructure of affordable, flexible office and laboratory incubator and scale up space.

Planning guidelines were changed to accommodate that objective and developers have been advised to add it to their schemes where possible. We now have secured

72,000 sq metres of new affordable workspace with a further 80,000 sq metres in the planning pipeline. As part of our vision for this new phase of our local industrial strategy, we hope to build significantly more affordable, flexible office and laboratory space, working with our partners.

“We now have secured 72,000 sq metres of new affordable workspace ”

ARC West London’s new life sciences development on the Thames riverside in Fulham Reach





## Building buildings

During the first phase of the Borough's industrial strategy, the Council has enjoyed considerable success in persuading developers to put STEM<sup>3</sup> growth at the heart of their schemes.

The senior team at Yoo Capital<sup>51</sup> were amongst the hundreds of business people who came to the launch of our STEM<sup>3</sup> local industrial strategy in 2017. They have since ensured their Olympia<sup>52</sup> and Shepherds Bush

Market<sup>53</sup> developments contribute to the goals of the strategy. Similarly, Dominvs Group<sup>54</sup> has built<sup>55</sup> student accommodation with Imperial College London (Imperial), and a hotel. Delancey<sup>56</sup> have worked with the Council and Imperial to submit plans for their Earls Court scheme which they say fits with the social, economic and climate change objectives of the Borough's STEM<sup>3</sup> growth strategy.

## Parks and the riverfront

Green spaces are particularly cherished in a city. In Hammersmith & Fulham, we have 21 parks and open spaces and are proud of our urban wilderness.

We are and will continue to enhance accessibility to Wormwood Scrubs (known as the 'Scrubs'), whilst preserving nature and its wilderness. At 76.8 hectares, Wormwood Scrubs is the Borough's largest open space. It has about 18 hectares of tree cover and 22 hectares of long grass meadow with

almost 100 species of birds and 250 species of wildflowers - an incredible one-sixth of the UK flora. Its leisure facilities include play areas, walking and cycling routes, sports pitches, a model aircraft runway and much more.

Enhancing these spaces is important in ensuring our Borough continues to be somewhere people love to live and work, and to help attract more people, businesses and investors who can further contribute to economic growth.

## Arts & culture

Creativity and the arts are essential components of a good life and offer a window into the human condition. Culture and inclusive economic growth also go hand in hand. As the OECD notes:

*"culture interacts with and reinforces job creation, entrepreneurship, regional innovation, local development and well-being" and that "cultural participation is important for local development and should be viewed as a tool for policymakers in many fields, beyond cultural policy".<sup>57</sup>*

The OECD report cites academic research to support the link between high cultural participation and well-being, cohesion and cross-sector innovation, noting too how culture can be used to tackle societal changes from climate change to migration. The OECD also recommends that organisations should aim to:

*"Create new collaborations between cultural and non-cultural institutions, that may cooperate in the experimentation and implementation of crossover projects (e.g. between museums or theatres and hospitals, between orchestras and educational institutions, or between independent art spaces and urban planners, etc.)."<sup>58</sup>*

This has already happened<sup>59</sup> in White City, with a collaboration between Westfield London and the MRC Laboratory of Medical Sciences during 2023's Black History Month.

We are proud to live in a Borough with a rich arts and cultural sector and, as part of our vision for the new phase of our strategy, we plan to continue to nurture and support these elements:

- Our Borough is home to long-standing and award-winning theatres and attractions from the Lyric, Bush, Riverside and Bush Hall to the Hammersmith Apollo (Eventim Apollo) and Fulham Palace.

- White City has been synonymous with the BBC and television for many decades, with the Borough also hosting the likes of UKTV, National Geographic, Endemol Shine (now Banijay UK) and many smaller film and television production companies.
- Our arts and creative sector has been boosted by ITV which consolidated its London footprint into an office in White City Place and the Royal College of Arts which has its School of Communication based nearby.
- We have also commissioned the Shepherd's Bush Comedy Festival, which has seen the likes of Katherine Ryan, Sara Pascoe and Simon Amstell performing.
- Westfield London hosts Europe's largest shopping centre and is increasingly a place where families go not just to shop but to be entertained.
- Uxbridge Road promises Middle Eastern groceries and supermarkets, Halal butcher shops, shisha cafes and restaurants serving Middle Eastern cuisines, from Lebanese, Moroccan, and Turkish to Persian. Together, over 200 shops and restaurants serve to make Uxbridge Road and Goldhawk Road a culinary destination.
- A stroll along the scenic Thames Path will give visitors the opportunity to visit several historic pubs including The Dove, the Old Ship and The Blue Anchor.
- Hotels in the Borough range from Soho House's White City House, The Hoxton and Dorsett in She pherd's Bush to the Novotel and boutique hotel St Paul's in Hammersmith.

“Creativity and the arts are essential components of a good life”

51. Yoo Capital is a real estate firm that uncovers hidden gems which have been under-managed or overlooked, and works with communities to transform them  
52. £1.3 billion regeneration of Olympia will create London's newest creative district: a destination for culture, education, entertainment, exhibitions, offices, eateries and over two acres of public realm  
53. Investment in the Market along with a new development on land next door, including a life sciences building with an incubator managed by Imperial College London and 40 affordable new homes for Hammersmith and Fulham  
54. Dominvs Group was founded in 2011. It is a progressive, family-run developer and operator, specialising in driving urban renewal through the delivery of student living, residential, mixed use and hotel schemes across London and in other major cities across the UK  
55. 181 Talgarth Road is a mixed-use development, now comprising a 400-bedroom hotel and a 713-unit student accommodation block  
56. Delancey is real estate asset management and advisory company, investing in real estate investments, developments and related businesses

57. OECD, "Preface by the OECD", in The Culture Fix: Creative People, Places and Industries, (Paris: OECD Publishing, 2022)  
58. OECD (2022) ibid  
59. The LMS Gene-Home was an exhibition and event space celebrating health, home and happiness and the achievements of those who have contributed to medical science in Westfield London

## Lessons from other Innovation Districts

Innovation districts across the world recognise and harness culture as a driver of economic development and community engagement.

- **Boston's Seaport Innovation District<sup>60</sup>** aims to combine culture with technology and sustainability, with events including an 'ArtWeek' which brings the community together.
- **Barcelona's 22@** has converted its old industrial spaces into cultural and creative offices, with museums, galleries and design schools part of the mix.<sup>61</sup>
- **Eindhoven's Strijp-S District<sup>62</sup>** has creative labs and open workshops that serve as collaborative spaces, reflecting how culture can drive innovation.



Luis M. Bullrich, Executive Director of Parque de Innovación, Buenos Aires

## A long term culture strategy

In 2020, the *Hammersmith and Fulham Arts Commission*, made up of residents, published its final report. The report's primary recommendation was the creation of a comprehensive cultural strategy that embraces the "cradle-to-grave" concept, ensuring access to cultural experiences for residents of all ages.<sup>63</sup>

Key recommendations included establishing vibrant cultural hubs in our town centres so as to enhance local engagement and economic growth; developing infrastructure through public-private partnerships to support both physical and community-driven cultural initiatives; ensuring wide participation across all demographic groups, making cultural engagement accessible and reflective of the Borough's diversity; and, in the light of the COVID-19 pandemic,

providing immediate support for the cultural sector with long-term planning for resilience and adaptation.

The Arts Commission's work informed *Hammersmith & Fulham's Culture Strategy 'Where Culture Connects'*,<sup>64</sup> which outlines a 10-year vision aimed at enhancing the Borough's cultural landscape. It echoed the recommendations of the *Arts Commission* and highlighted that culture should also be seen as a driver for economic innovation, job creation, and shared prosperity. To this end, there should be an emphasis on harnessing local creativity to attract investment and fuel regeneration efforts. *The Cultural Strategy* also aligns with our Industrial Strategy to ensure that arts and culture contribute to economic development and community cohesion.

## A safe modern night time economy

Our Borough has many brilliant evening and night-time venues. It also has a wonderful, if under-utilised, riverside and excellent transport links, including the *Night Tube* at weekends.

However, the three main town centres of Fulham, Hammersmith and Shepherds Bush lack a critical mass of balanced evening activity and do not attract and retain as many residents and visitors 'after dark' as they could.

The public realm and feelings of safety are not always conducive to supporting a growing and diversifying evening and night-time economy.

We believe that a balance has to be struck to create an environment within which responsible business operators can succeed and contribute towards a vibrant business and thriving night-time economy in a sustainable way - promoting economic growth whilst protecting residential amenity.

We have published a *Licensing Policy* to support these changes. Now, through an *Evening and Night Time* strategy consultation<sup>65</sup>, we will work with businesses, the police and residents to ensure we are supporting existing businesses, attracting new investment and creating a welcoming,

vibrant, safe and inclusive post-6pm environment for residents, businesses, workers and visitors.

As we visualise the next phase of growth, and the next phase of our local industrial strategy, we believe the following key elements could play an important role in enhancing the night time economy and experience for residents:

- **A WORLD-CLASS** arts and culture offer at our *Civic Campus*, part of a wider *Cultural Corridor*: We will connect existing cultural assets with the *Civic Campus*, ensuring a vibrant and representative arts and cultural scene.
- **GROWING** the *Shepherds Bush Comedy Festival* into a sustainable venture that draws visitors into our Borough and gives residents and local employees an opportunity to enjoy world-class talent on their doorstep.
- **SUPPORTING** the important role played in the night time economy by *Hammersmith Apollo (Eventim Apollo)*, *Fulham Palace* and the *Thames Path*, a scenic riverside walk, with several historic pubs and venues along the way.

## Student accomodation

Hammersmith & Fulham is home to world class academic institutions including *Imperial*, the *Royal College of Arts* and *LAMDA*.

There are around 12,000 students currently living in the Borough and this is projected to rise as demand for affordable accommodation intensifies. Our new *Local Plan*<sup>66</sup> will include planning policies to support the delivery of more good quality accommodation to support this growing population.



60. Boston's Seaport Neighbourhood: [bostonseaport.xyz](http://bostonseaport.xyz) [Accessed 6th November 2024]  
61. Pepi Baulo, The 22@ the coolest district in Barcelona, [barcelonina.com](http://barcelonina.com), 5th September 2015  
62. [brainporteindhoven.com](http://brainporteindhoven.com) [Accessed 6th November 2024]  
63. LBHF Art Commission, Final Report, (London, LBHF, 2020)  
64. <https://www.wherethecultureconnects.org.uk/> [Accessed 6th November 2024]

65. Evening and night-time strategy consultation, <https://haveyoursay.lbhf.gov.uk/evening-and-night-time-strategy-consultation> [Accessed 6th November 2024]  
66. LBHF Local Plan, forthcoming

## A strong retail sector

We recognise the importance of having a strong retail sector to make a place somewhere people want to continue to live, work and grow their businesses. Hammersmith & Fulham is home to a thriving retail sector and we plan to continue to support the sector through the next phase of our work. Key features of our Borough's retail sector include:

- Hammersmith & Fulham has 3 town centres, 5 key local centres and 21 further shopping areas, making a total of 29 shopping high streets. 76% of our businesses are independent.
- The Borough contains around 9 million square foot of retail space, making it the fifth-largest market in London by volume of stock. More than a third of its retail space is situated within the Borough's five shopping centres, by far the largest of which is *Westfield London*. Hammersmith & Fulham has received more new retail space than most London submarkets over the past 15 years. *Westfield London* was built in 2008 and was extended by 740,000 square foot in 2018, making it Europe's largest shopping centre, at 2.6 million square foot. In January 2020, *Ingka Centres* (the property arm of Swedish furniture retailer *IKEA*) bought *King's Mall Shopping Centre* as part of a £170 million investment, redeveloping the 340,000 square foot property as an *IKEA*-anchored mixed-use destination.
- Footfall has increased in the Borough by 9% over the last year, according to the GLA.<sup>67</sup>
- Over £100 million was invested the local retail sector last year (October 23 -24).<sup>68</sup> During the last 18 months several global retailers have upgraded their store sizes as they integrate their digital and physical offerings. *Nike* trebled the size of its store to 17,000 square foot, while *Gucci* doubled its footprint. Toy shop *Hamleys* recently moved into an extra 11,000 square foot, *Apple* took another 12,000 square foot and fashion house *Tommy Hilfiger* took 6,000 square foot of additional space.
- *North End Road Market*, founded in the 1880s, is known as the cheapest place to buy fruit and vegetables in London.



## Encouraging the hotel sector

Hotels in the Borough range from Soho House's *White City House*, *The Hoxton* and *Dorsett* in Shepherd's Bush to the *Novotel* and boutique hotel *St Paul's* in Hammersmith. Ensuring the continued supply, range and quality of visitor accommodation is essential to support our economy and this will form an important element of our strategy as we move forward.

67. GLA High Streets Data Hub, 2024  
68. Retail Submarket Report Hammersmith & Fulham, by CoStar, 2024

## Planning and delivery frameworks

The Council has a range of levers it employs to support and accelerate inclusive growth in the Borough. These include legislation, regulation, standards, public procurement and use of our own property and assets.

The *Local Plan* adopted in 2018 provided the town planning framework for major regeneration strategies and development in *White City*, *Earls Court*, *Fulham Riverside* and Hammersmith town centre.<sup>69</sup> Much has been achieved, but there is more to do to ensure that *White City* continues to grow and the innovation ecosystem extends further across the Borough.

Work on our new *Local Plan* is underway which will set out our shared vision for the future development and growth of the Borough and the distinct places within it. Our *Local Plan* will align with, and facilitate the delivery of, our local industrial strategy alongside the new national housing agenda and local climate commitments. It will shape our places, plan and manage growth and guide development across the Borough and the infrastructure needed to support it. At its heart will be a place making approach.

A new *White City Framework* will provide a more detailed masterplan to maximise the opportunities and future development of the innovation district. This Framework will draw together planning principles and guidance for landowners and investors for a range of core and supporting innovation uses, a strategy for reimagining the use of public realm, removing barriers to unlock growth, planning for infrastructure needs, and a funding and delivery schedule.

The Riverfront is a significant Borough asset, and one that has been underplayed to date. We hope to transform Hammersmith & Fulham's riverside into a vibrant urban space that showcases integrated urban and environmental planning. A new *Riverfront SPD* (*Supplementary Planning Document*) will guide proposals to secure public access to



the entirety of the river frontage, rejuvenate and create new public spaces, address the multifaceted challenges of climate change, facilitate and enrich socio-cultural interactions, and achieve a better integration with the surrounding urban fabric.

The transition of Hammersmith & Fulham to an *Innovation Borough* that creates better places to live, work, invest and relax requires transformative change in the quality of the urban environment and investment in modern infrastructure and services. A *Planning Obligations SPD* will be developed to address priorities and set out robust arrangements for securing developer contributions towards provision, including commitments to inclusive growth outcomes.

Consultation on all of these plans will begin in 2025/2026, informed by a suite of technical studies including an analysis of the demand for and supply of employment land including STEM<sup>3</sup> sectors, housing need, student housing, visitor accommodation, design codes, climate change mitigation, town centres/high streets, infrastructure needs and delivery including community facilities.

“ Work on our new **Local Plan** is underway which will set out our shared vision ”

69. Hammersmith & Fulham, *Local Plan*, (London: LBHF 2018)



## Case study four - Scale Space

Inside a *White City* success story: *Scale Space*

As part of its ‘entrepreneurial municipal government’ approach, the Council’s leadership introduced *Blenheim Chalcot* to *Imperial* and suggested they develop a venture partnership to build work space for startups and scale ups together. *Scale Space* was born, and remains an example of how important economic assets can be developed without the need for direct government funding.

*Scale Space* is now 100% occupied. It enjoys record levels of attendance and event activity, which its CEO Mike Holmes attributes to several factors:

- It is a building that is physically geared around collaboration and fostering ‘accidental collisions’;
- Events and conference spaces bring exciting businesses and visitors to *Scale Space*, adding to the space’s lively and intellectually stimulating atmosphere - encapsulated by *Blenheim Chalcot*’s “*Centre for GenAI Innovation*” which regularly hosts workshops and events on the topic of AI;
- Investment in different levels of network building - from *Lunch and Learns*, functional and cluster networks, *Careers Fairs* (that bring in *Imperial* students), and regular social events;
- Introductions to vouched-for service partners and an extensive investor network, providing member companies with specialist support and connections beyond their immediate team as they grow; and
- The thriving community also includes member companies from *Imperial*’s *I-HUB*, bringing together over 110 businesses within a 2-minute walking radius.

# Case study five - WEST Youth Zone

*WEST Youth Zone*, a new state-of-the-art youth facility, developed as a result of local growth and Hammersmith & Fulham Council's growth strategy in partnership with national youth charity *OnSide*

Hammersmith & Fulham believed it needed to add new, professionally-run youth facilities in the *White City* area if it was to deliver more comprehensive extra-curricular support to its young people which aligned their life trajectories to the opportunities being delivered by the industrial strategy and innovation district. Working with the education charity *Ark* and the youth charity *OnSide*, it developed *EdCity*, where *WEST* is located.

The 2021 census showed that 20,700 young people aged 8-19 years lived in Hammersmith & Fulham, with 28% living in poverty after housing costs. A 2023 survey of 5,000 young people in England showed 75% spend most of their time on screens, at home and 41% do not have a trusted adult outside their family. *WEST* meets the needs for these young people to access opportunities beyond home and school. Some young people have high aspirations but face difficult barriers.

Others are unaware of the opportunities or don't have role models, connections or know how to take the next step. Meanwhile companies can often find it challenging to connect with local young people in meaningful ways. *WEST* is a place companies and young people can really connect.

Six key features have made *WEST* so attractive to local young people:

1. 15 fully-equipped spaces with 20 activities every session including climbing, cooking, well-being, digital media, sports, arts and a central café and recreational area;
2. Friendly and expert youth-workers who engage and support members;
3. A great location;
4. Low entry fees;
5. Long opening hours; and
6. A flexible offer with no booking needed.

As a result, local companies and business leaders are engaging with the *Youth Zone*, with over 40 business leaders and philanthropists backing *WEST* as 'Founder Patrons' including Westfield, L'Oréal, Blenheim Chalcot, GSK, Novartis, Harrods, St James Group, Fullers, Modulr, Agilisys and MAPP, with more partnerships in development.

*WEST* opened its doors in April 2024 and within six months has over 2,000 members



“*WEST* is proving an ideal venue for local businesses and young people 'To Stick Together'”



*WEST members and L'Oréal volunteers discussing products on a Friday Seniors session (13-19 years)*

*WEST* is proving an ideal venue for local businesses and young people 'To Stick Together'. The ownership young people feel at *WEST* connects them positively with invited businesses. This trust enables young people to enter their business worlds and has supported creative joint activities such as *Career Club*, *Debate Club*, *Young Leaders*, *Business Take-overs*, *Work Safaris* and *Career Fairs*.

Alberta Agyeman-Mason, Head of Early Careers and Employer Branding at L'Oréal said, "L'Oréal believes in the power of youth and their potential to shape the future.

"We moved into the neighbourhood just over a year ago and were so impressed with the life-changing opportunities you are providing to young people at *WEST*.

"I think it's such an impactful project and really reflects what L'Oréal for Youth is all about - empowering young people by providing them with resources and opportunities to thrive."

“Some young people have high aspirations but face difficult barriers. Others are unaware of the opportunities or don't have role models, connections or know how to take the next step”

## Case study six - Football and Fintech

### Fulham FC and FIS FinTech partnership: The Markers innovation space and technology incubator

Fulham Football Club's new Riverside stand is much more than a football stand. It includes a new hotel, a riverside market, spa, restaurants, cafés, conference facilities, offices, an incubator and a wide range of excellent hospitality facilities. The new complex, named *Fulham Pier*, was brought to life by the Borough's culture of 'entrepreneurial municipal government'. The idea to build such a multi-faceted football stand was discussed by the Council's leadership and Fulham's FC's senior leaders in 2014 when they met to talk about a different planning proposal. The goal was to add to the desired STEM<sup>3</sup> cluster and give Fulham FC a stronger economic environment they could profit from when the club was not being used for football matches. These new facilities offer further opportunities for collaboration with the Borough's industrial strategy partners - for example, the new complex also includes a new innovation space and *FinTech hub*<sup>70</sup>

“It will serve as a cutting-edge technology incubator, fostering a culture of innovation”



which is part of a new partnership with Fidelity Information Services (FIS).<sup>71</sup>

The *FinTech* hub, the *Markers Suite*, is a new destination for business leaders. It is close to transport and overlooks a particularly beautiful part of the River Thames. Business leaders will benefit from industry events, client conferences and a space to collaborate and share new ideas that foster business growth across the money lifecycle in the UK.

Alistair Mackintosh, Fulham FC CEO explains:

*“We already know the immense potential of the Fulham Pier with its strategic riverside location and the unique opportunities it presents as the only stadium revival of its kind in Europe. The partnership with FIS with its Markers, presented by FIS suite is another important facet for our business community. It will serve as a cutting-edge technology incubator, fostering a culture of innovation that is expected to make Fulham Pier one of the most coveted destinations in West London. This initiative underscores the significant role that fintech sandboxes play in driving technological advancement and community engagement, positioning Fulham Pier as a beacon of forward-thinking development.”*



## Case study seven - SEACC

### Sands End Arts & Community Centre: a space for residents to learn and grow

The Sands End Arts & Community Centre (SEACC) was opened on 11 March 2022. Situated in the south of the Borough, it provides a space for residents of all ages to engage in a wide variety of leisure, community, wellbeing and learning activities.

SEACC is one of a range of public and private community facilities (which includes the new Civic Campus in Hammersmith) that can be used as places for people to learn about and

take part in the STEM<sup>3</sup> innovation economy. That involvement will range from an evolving series of activities such as TED-style talks given by scientists, artists, entrepreneurs and others, to taking part in *Living Lab* work that offers residents new skills and insights and improves their wellbeing.

The centre has won numerous awards, including an *Architects' Journal* award for being “high-performing in terms of sustainability” with 35% of the new building made from recycled products. It also won RIBA's *London Building of the Year* and the RIBA *Regional and National awards in 2022*.<sup>72</sup>

“The centre has won numerous awards, including an Architects' Journal award for being “high-performing in terms of sustainability””

SEACC was built on land that was previously set aside to be sold to developers for private flats. However, the Council's leadership were able to negotiate funds from the *Thames Tideway Tunnel* and *Chelsea Football Club* to create this important community asset.

70. Greg Robinson, FIS Teams Up with Fulham FC: A Game-Changer for London's Fintech Scene. SME Today, 18 October 2024  
71. FIS (Fidelity Information Services) is a leading global provider of financial services technology solutions for financial institutions, businesses and developers.

72. <https://www.mae.co.uk/projects/sands-end> [Accessed 6th November 2024]

# Chapter 4

## Housing that supports the ecosystem

The *OECD* has shown the many ways in which housing is a determinant of inclusive growth and recommends that governments need to “make housing an integral part of the inclusive growth strategy”.<sup>73</sup>

Hammersmith & Fulham has long recognised this. We have adopted a holistic approach to housing which recognises its importance as a driver of growth, cohesion, and wellbeing.

We believe that a safe, good-quality, affordable home is vital to social and economic inclusion. We understand, too, that we can only build homes that serve our residents and communities by involving them in the design and construction process for new developments. We are building homes that reflect the diversity and needs of our residents, from low-income families and key workers to those who struggle to access the private market but do not qualify for traditional affordable housing. We are ensuring that our new homes serve our communities, rather than speculative absentee investors.

As we aim to continue to apply a holistic approach to housing, the context is challenging. The UK, like many other western economies is experiencing a housing crisis but “*Britain’s housing stock offers worst value for money of any advanced economy*”, and “*Housing absorbs a larger share of spending in the UK than in any OECD country except Finland*”.<sup>74</sup>

“We believe that a safe, good-quality, affordable home is vital to social and economic inclusion”

This presents many challenges. It is a particular challenge for firms and institutions seeking to attract talented people whose salaries do not permit access to market housing, nor are they eligible for key worker or social housing. As the *Independent Review* of the UK’s private rented sector points out, for many economically active workers the private rented housing sector (PRS) is the only available option but it “is the most expensive of all forms of housing tenure”.<sup>75</sup>

This is an unsustainable situation which the new Government has made a key focus of its administration.

Hammersmith & Fulham has the third highest land values in the UK. This has attracted both property developers who build and property speculators who do not or cannot build. As with all high value areas, a simple planning approval can vastly change the value of land without a brick ever being laid. For example, the 2007 to 2019 *Earls Court* scheme saw land values soar to a peak of over £12bn<sup>76</sup> once planning permission was gained in 2013. It contained a plan to demolish but not replace two large council estates and to build just 11% ‘affordable’ housing. It brought about<sup>77</sup> the demolition of the two *Earls Court Exhibition Centres* which, at their peak were said to have “generated a £2 billion turnover for the economy”. It experienced huge collapses in value before being sold<sup>78</sup> for £425m.

Mismanaged developments such as this, combined with land banking, are blighting



neighbourhoods and holding back economic growth. We will act to stop this. Hammersmith & Fulham is positive about good development which meets the needs of its high-growth economic ecosystem and of wider society.

Our planning department is one of the most effective in the UK. Over the last year (2023 - 2024) the Council approved 92% of all planning applications, one of the highest rates in London and the department is within the top quartile of local planning authorities nationally in terms of its speed of decision making on major planning applications. Since 2018 a total of 9,263

new homes have been granted planning permission in Hammersmith & Fulham. This includes market and affordable homes built by the private sector and increasingly more by the council: over the last ten years the Borough has started building 1780 affordable homes and has agreed to build 3,000 more affordable homes.

The Borough’s current plan seeks to build a broader range of housing options. The plan is to make it possible for people to live near their place of work, supporting both the local economy and the wellbeing of residents. Our vision for housing consists of a number of key pillars:

73. OECD, “How can housing policies and governance help deliver inclusive growth?”, in *Housing and Inclusive Growth*, OECD Publishing, Paris 2020  
74. Resolution Foundation, *Housing Outlook Q2 2024*, (London: Resolution Foundation, 2024)  
75. Stephen Cowan, *Independent Review of the UK’s Private Rented Housing Sector* (London: London Housing Group, 2024)  
76. Jonathan Prynn, “£12 billion Earls Court revamp ‘is undeliverable’, council leader argues” *Evening Standard*, 19 January 2018  
77. Earls Court Exhibition Centre, Wikipedia  
78. Jonathan Prynn, “Major victory after Earls Court housing estates under threat of demolition handed back to council”, *Evening Standard*, 18th November 2019

# 1. Leading the way in affordable housing

We are proactive in addressing the housing crisis by building more affordable homes. By 2029/30, our ambitious development programme will have delivered more than 1,800 new homes, at least 65% of which are affordable. Our homes prioritise a range of residents including social housing tenants, key workers, and middle-income earners who find it difficult to afford private market housing.

This mix of housing is important as living in a mixed-income area can increase a child's lifetime earnings by up to 15% compared to growing up in more economically segregated neighbourhoods.<sup>79</sup>

We are introducing the *Council Shared Equity (CSE)* tenure as an alternative to traditional shared ownership, making homeownership more accessible to more of our residents.

Affordability is critical for local employers who rely on access to a stable workforce. By developing new 'Affordable Housing +' tenures that connect employees to homes linked to their professions, we will boost the attractiveness of the Borough to businesses and workers. To achieve this, we are collaborating with key developers, such as

the *Earls Court Development Corporation (ECDC)* over the course of 2025, to provide Campus-style housing linked to employment. The homes will be for professionals who do not meet traditional affordable housing criteria, but at the same time cannot afford property on the open market. This model will consist of an affordable home ownership tenure, whereby new homes are discounted from market value based on employee earnings, as well as a discounted rental tenure which exceeds affordable rent thresholds but falls below market rent.

In addition to homeownership interventions, we are also seeking to address the affordability and quality of housing in the private rented sector through the establishment of a council-owned housing company. This initiative is aimed at acquiring homes to increase the housing options available to residents while also raising the overall standard of housing in the private rental market. The establishment of a housing company will also enable the council to be flexible in providing support to employees in STEM<sup>3</sup> industries access employment and settle in the Borough via a range of rental options.

# 2. Boosting family housing

Recognising the growing demand for affordable family housing and the reduction in young families in the Borough, we will publish our new 'Family Housing Strategy' by 2025. The aim of this strategy will be to ensure that families, including those who might not qualify for social housing, have access to affordable homes.

By providing more affordable homeownership options, we will be helping families stay or settle in the Borough, enabling them to contribute

to its long-term prosperity. Through this strategy, we will aim to address immediate housing needs and set the stage for future economic growth. By attracting and retaining younger families - who are essential to the Borough's workforce and community fabric - we will help to ensure that Hammersmith & Fulham remains a place where people can build a future.

This is particularly important as only 30% of those aged 16-39 own property in London, compared with 40% across the UK.<sup>80</sup>

# 3. Inclusive regeneration

We recently concluded a comprehensive review of our homes to understand stock condition and investment requirements. From this review, we understand that certain homes require substantial investment.

The council is committed to providing good-quality homes for our residents, and to pursuing the target of reaching net-zero by 2030. We have set a blueprint for this with our *EdCity* scheme, in partnership with Ark, where we are building 132 new affordable homes, a modern school, office, adult education centre and youth zone.

# 4. Housing at the heart of inclusion and growth

We believe that a safe, good quality home is vital to social and economic inclusion. Underlying our housing and development projects is a commitment to co-production. This commitment involves residents in the decision-making process from the outset, ensuring that communities have a say in how their neighbourhoods are shaped. By fostering a sense of ownership and collaboration, we can help build stronger, more resilient communities.



Cllr Frances Umeh, H&F Cabinet Member for Housing and Homelessness, at Hartopp and Lannoy Point Passivhaus project

# 5. Building sustainable homes and infrastructure

We are committed to being a net-zero Borough by 2030. Our new homes are built to the highest possible standards of sustainability and energy-efficiency, and we prioritise the provision of green space and improved public realm. Our commitment to building sustainable new homes also benefits our residents through the reduction of energy bills.

We have been setting the tone for this type of development through our earliest schemes: *Hartopp and Lannoy, Farm Lane, and Lillie Road*. These three developments will provide a total of 207

new homes and will be built to *Passivhaus* classic standards, an industry- recognised sustainability accreditation. Once our *Lillie Road* project is complete, local residents and community groups will also be able to benefit from a new, modern community hall.

As we move forward we aim to build schemes to the highest possible sustainability standards, re-provide state of the art modern schools, nurseries and community halls and improve the public realm.

79. Peter Bergman and others, 'Creating Moves to Opportunity: experimental evidence on barriers to neighbourhood choice' NBER Working Paper Series Working Paper 26164 (August 2019)  
80. London Assembly Housing Committee, Young Londoners' Access to Home Ownership (London: London Assembly March 2024)

# Chapter 5

## Democratising innovation

*Upstream London* includes the potential for real world impact from the STEM<sup>3</sup> revolution. Our mission is to make this ‘*Innovation Borough*’ the best place to deploy brilliant invention for real world impact, and for citizens to be seamlessly engaged and involved in this process.

We will build on the co-creation already happening across the Borough to establish real-world evidence deployment for groundbreaking innovation and technologies within climate, energy, sustainability, health and other innovation and technologies.

Up to 75% of venture-backed startups fail.<sup>81</sup> The growth of innovation is most often halted by the following factors:

- Lag in scale up (often referred to as the ‘valley of death’).
- Lack of funding.
- Appropriate evidence across broad populations.<sup>82</sup>

The Borough is exploring how we can help to tackle these three factors, and boost innovation, through democratising innovation,

### Existing activity and infrastructure

*Living Lab* activity is already taking place across exciting areas of health and climate technology in the Borough. In 2023, families with asthmatic children were invited to join *Imperial College London’s (Imperial’s)* world-leading experts to find out how air quality affected their health. This pioneering study – called ‘*WellHome*’<sup>84</sup> – measured indoor air quality levels over a year, with participating families receiving up to £300.

Led by Professor Frank Kelly, Battcock Chair of *Community Health and Policy*, the *WellHome* team included 30 ‘ambassadors’ from the local community who secured support

taking best practice from the ‘*Living Lab*’ model, local practitioners and experts.

As defined by the *European Network of Living Labs*, ‘*Living Labs* are open innovation ecosystems in real-life environments using iterative feedback processes throughout a lifecycle approach of an innovation to create sustainable impact. They focus on co-creation, rapid prototyping and testing and scaling-up innovations and businesses, providing (different types of) joint-value to the involved stakeholders.’

In essence, residents would have more opportunities to get involved in scientific research within the Borough that seeks to improve their own health and the local environment.<sup>83</sup>

from families for the study. In addition to the research, *WellHome* raised awareness and understanding of air pollution through educational sessions, workshops, panel discussions and interactive science activities.

The ability to engage residents and to build trust within communities is a critical part of ‘democratising innovation’. Only with this trust will residents feel able to participate and to benefit from studies. We will seek to understand and share the good practices that Professor Kelly and his team have learned with others seeking to democratise their innovations.



It is worth noting the work of Imperial’s *Patient Experience Research Centre*,<sup>85</sup> which promotes participatory approaches to improving healthcare and biomedical research. Funded by the *NIHR Imperial Biomedical Research Centre (BRC)* and the *Imperial College Healthcare Charity*, a multidisciplinary group of clinicians, public health specialists and social scientists use quantitative and qualitative research methods to promote active communication between patients, researchers and clinical staff to address real problems, and through this improve the quality of healthcare and the impact of translational research.

Not all innovations require the direct involvement of people to be tested. *Cyanoskin*, which won Imperial’s *Venture Catalyst Challenge 2024*, has a ‘living paint’ that turns buildings into CO<sub>2</sub>-absorbing structures. This paint is being trialled on a wall at *Scale Space White City*. Could it also be used by other developments, practically assisting startups and improving our environment? The Council will use its soft and regulatory powers to encourage developers and

building owners to roll out such innovations.

Undaunted, *Imperial’s Scale Space*-based climate-tech accelerator is a source of incredible innovation. High energy prices mean retrofitting is an opportunity to improve insulation and energy efficiency. The Council will work with Undaunted to understand the climate-tech innovations available and to promote their implementation in the Borough.

With its varied housing and one of the most diverse populations in the country, Hammersmith and Fulham is an ideal place to test innovations. This ‘democratising’ of innovation represents an aligned approach between industry, academia, and the public sector to deliver real world impact.

Our ambition is that over time, a track record in coproduction and accelerated scaleup between local innovators and the local community could embolden the iterative aspects of a living lab: R&D and invention can be responsive to population health and place needs as well as seeking a fertile ground for the deployment of existing innovation.

81. Shikhar Ghosh, ‘Why Most Venture-Backed Companies Fail’ *Harvard Business School News*, 10 December 2012  
82. 50% of experimental drugs fail in Phase III (mass) trials as the results cannot be replicated across broader patient demographics. From Attila Seyhan, ‘Lost in translation: the valley of death across preclinical and clinical divide – identification of problems and overcoming obstacles’ *Translational Medicine Communications* 4: 18 (2019)  
83. Examples include where lifestyle interventions improved health more than medication – see Marinella Temprosa, *Diabetes Prevention Program Outcomes Study (V6)* [Dataset]. NIDDK Central Repository. <https://doi.org/10.58020/66x5-8y21> (2024) and where participation can help diagnose disease sooner, NIHR Be Part of Research <https://bepartofresearch.nihr.ac.uk/what-is-health-and-care-research/> [Accessed 8th November 2024]  
84. *WellHome* - West London Healthy Home and Environment Study, Faculty of Medicine Imperial College London

85. *Patient Experience Research Centre*, Faculty of Medicine, Imperial College London

# Chapter 6

## Cooperative growth partnerships

*“There are three reasons to be concerned about the UK’s large and rising regional inequalities.*

*First, inequalities in GDP per capita and productivity across regions are mirrored with inequalities in several other socio-economic indicators, including disposable incomes, life expectancy, and educational attainment. Second, as in other countries, rising regional economic inequalities have been linked to a changing political geography - dubbed a ‘geography of discontent’ - which may feed political instability. Third, the UK has a large and growing national productivity problem, with a fall in productivity growth post-2007 larger than any other G7 country except Italy.”<sup>86</sup>*

Comparison with other countries is always insightful. Comparisons between the UK and Germany, since Germany’s reunification in 1990, are notable<sup>87</sup> because Germany’s west-east gap is now smaller than the gap between London and the south-east and the rest of the UK. Analysis suggests this required significant investment<sup>88</sup> and a robust long-term plan. However, alongside an overly centralised

governmental system and an institutionalised reliance on ‘the invisible hand of the market’; short-termism is a British weakness.

Innovation districts offer communities an opportunity to nurture localised STEM<sup>3</sup> ecosystems that will grow prosperity long into the future, rather than relying on short-term top-down funding solutions. Innovation districts all take slightly different routes in developing their plan and their growth road map, and the Borough is exploring how best to learn from these diverse insights.



Oslo Science Park with signed partnership agreement

## Cooperative growth partnerships

While there is a growing number of academic studies, there is no perfect blueprint to place-based, innovation-led economic growth. Around the world, there are places which are getting the majority of things right. But there are also science parks, business districts, towns and cities where it is going wrong or where important opportunities have been lost.

To capture that learning, Hammersmith & Fulham has agreed a memorandum of understanding (MOU) with several innovation districts in the UK and around the world. Each ‘Cooperative Growth Partnership’

seeks to collaborate with other communities in countries that have established or are planning to establish successful innovation districts. The aim is to learn from challenges, share new strategies, tactics and solutions and to develop evidence-based road maps for inclusive economic growth.

This alliance for collaborative STEM<sup>3</sup> growth is made easier and more fluid by technology. As with all enterprises, the personal relationship and networks that have developed have been important in accelerating learning.



So far Hammersmith & Fulham has Cooperative Growth Partnerships with:

- 22@ Barcelona
- Milano Innovation District (MIND)
- Lillestrøm kommune and Kunnskapsbyen Lillestrøm
- Parque de Innovación, Buenos Aires
- Oslo Science City and Oslo Science Park
- Royal Melbourne Institute of Technology (RMIT)
- The City of Rzeszów - Poland’s ‘Capital of Innovation’.
- Barnsley Metropolitan Borough Council
- Swindon Knowledge Central Innovation District

These national and international agreements each share similar MoUs which are centred upon:

1. **SHARING** learning as each district develops its road map for high growth, inclusive economic ecosystems in future industries.
2. **SUPPORTING** mutual business investment and growth between partners.
3. **PROVIDING** learning opportunities for residents and employees.

Hammersmith & Fulham is keen to develop similar relationships with communities elsewhere in the UK and we are actively pursuing opportunities with a number of different local authorities who are also operating with an entrepreneurial municipal government culture.

## International innovation districts convention

In late 2025 or early 2026 Hammersmith & Fulham will host the first of a series of international conferences for innovation districts. We will run this across the Borough with our stakeholders and our international partners.

The conference will provide an opportunity to share learning, showcase businesses, win investment for participants and chart how innovation-

led growth can transform the economic trajectory of communities. It will provide residents, schools and businesses with more opportunities to become involved, build connections and consider career and business options.

Funded by sponsorship, the Civic Campus and other private facilities across the Borough will play host to what we hope will become an annual event.

86. Anna Stansbury, Dan Turner and Ed Balls ‘Tackling the UK’s regional economic inequality: Binding constraints and avenues for policy intervention’. Contemporary Social Science, Volume 18, 2023 - Issue 3-4: (London, Taylor Francis, March 2023)

87. McCann and others, ‘UK interregional inequality in a historical and international comparative context’. National Institute Economic Review, 29 July 2020

88. Torsten Bell, ‘Britain might look to Germany to heal the north-south divide’. The Guardian, 2 August 2020

# Chapter 7

## Upstream London, where ventures thrive

Growth investment that can finance ambitious economic growth is a prerequisite to bolstering the successful ecosystem, underpinning the ambitions outlined in this document.

In London, venture capital (VC) has traditionally been based in and around Mayfair and the City of London. As the tech ecosystem has grown, others have appeared in Shoreditch. Samila and Sorenson have presented empirical evidence to show that areas with greater VC presence tend to have higher levels of entrepreneurial activity and innovation.<sup>89</sup>

In Hammersmith & Fulham, the Council is using its Upstream partnership to build and develop relationships with investors and other funders who are well placed to support innovators within our local ecosystem, but more needs to be done.

As a place leader working with partners, the Council will work to showcase the unparalleled opportunities available within the Borough to the investment community, raising its profile and increasing interest in the innovative scale-ups based in the Borough,

especially those with genuinely investible propositions struggling to find investment.

Recognising the importance of appropriate workspace to start and scale businesses - and the barrier of being a high-cost part of the country - the Council will also align its own assets and its planning policy and land assembly powers to create this kind of space, proactively leading the charge and intervening where there are blockers to the market delivering it.

Scale Space’s success and the continued demand for space in the White City Innovation District is an indication of the appetite for an environment which has collaboration and partnerships at its heart, with a range of in-house experts and service providers that can help a startup grow. Hammersmith & Fulham will work with developers and other stakeholders to use available land to ensure this successful model is replicated in other parts of the Borough.

The Council also recognises that the route to inclusive economic growth can involve not just growing businesses choosing to start and scale in the Borough, but also in attracting businesses to see the Borough as a location of choice in a competitive national and international market. To that end, we aim to create, in partnership, a global campaign to attract anchor businesses and cutting-edge start-ups.

The Borough starts from a strong base as an inward investment location, with some of its key sectors demonstrating its attractiveness as a place to invest.



Chi Onwurah MP, now Chair of the House of Commons’ Science, Innovation & Technology Committee, speaking at the 2024 Jawdrop Life Sciences Summit in WCID.

89. Sampsam Samila and Olav Sorenson, ‘Venture Capital, Entrepreneurship, and Regional Economic Growth’ Review of Economics and Statistics 93(1):338-349 (REPEC 2009)

Figure 5: Hammersmith & Fulham’s Four Investment magnets

Health & Life Sciences	Tech & AI
<ul style="list-style-type: none"><li>A recognised premier European cluster: Hammersmith Hospital is at the forefront of introducing new technologies and over half of Imperial College’s IP is focussed on Health and Life Sciences.</li><li>The White City Innovation District is already home to various corporates - Novartis, Synthace, Autolus, DNAE, ADC Therapeutics, Quell Therapeutics, and Avacta among others.</li><li>The start-up and scale-up scenes span diverse clinical areas such as Advanced Therapeutics, AI &amp; Data and HealthTech.</li><li>Imperial College’s White City campus is home to various leading edge facilities: its Dept of Bioengineering focusing on solutions for medical technologies; its School of Public Health with expertise in epidemiology, clinical trials and evaluation and ageing; and a MedTech SuperConnector delivers a Musculoskeletal Innovation Accelerator Programme supporting candidates in translating their research into medtech innovation.</li></ul>	<ul style="list-style-type: none"><li>Imperial X, Imperial’s cross-department AI team, is rapidly expanding with 100 academics linked to over 30 projects across: Health; Climate Tech; Defence; Economy; and Space.</li><li>An AI SuperConnector accelerator has been launched by Imperial that will help early career researchers in AI turn their work into startups.</li><li>Complementing this, global venture builder Blenheim Chalcot supports tech start-ups and scale-ups from its base at Scale Space White City.</li></ul>
Creative Industries	Climate Tech
<ul style="list-style-type: none"><li>An existing high concentration of businesses in the creative industries, with over a fifth of firms in this sector.</li><li>A broadcast and media hub of national significance with the likes of ITV and BBC having a major footprint.</li><li>Plentiful talent with the London Academy of Music &amp; Dramatic Art (LAMDA) and the Royal College of Art (RCA) located locally.</li><li>Extensive facilities across the Borough, including the BBC’s three studios and post-production specialists.</li><li>LAMDA has studios for virtual production, motion capture and audio, along with 16 rehearsal studios and three theatres.</li></ul>	<ul style="list-style-type: none"><li>Established collaboration between the Council - which has a pledge to tackle the climate emergency - and Imperial, whose work in this field is expanding in White City.</li><li>Imperial has the largest number of Climate Tech start-ups in the UK.</li><li>Companies can apply to Imperial’s ‘The Greenhouse’ cleantech accelerator and access specialist facilities and explore routes to funding.</li><li>Greenhouse alumni have raised over \$1bn in investment and created more than 2,000 jobs.</li><li>Earls Court Development Company is proposing inclusion a focus on the sector as they develop central London’s largest cleared site - offering opportunities to showcase new technology.</li></ul>

Working closely with agencies in London and nationally, the Council looks to position the Borough as an inward investment hotspot and a central part of the wider London offer, recently collaborating with MedCity to showcase the White City Innovation District as a key plank in the London Life Sciences Offer.<sup>90</sup>

90. MedCity News, ‘London’s Offer for Life Sciences Launch’ (17th September 2024)

## Chapter 8

# Entrepreneurial municipal serendipity

The most frequent questions asked by our growth partners is how did the industrial strategy partnership between *Imperial College London (Imperial)* and Hammersmith & Fulham become established, and how has the *White City Innovation District* grown so quickly.

Many of the original participants have moved on so it is important to capture and learn from what happened.

In large part, the answer is similar to answers that might be given to questions about the origins of any other enterprises. It started serendipitously and with a plan.

To answer the second question first, the unique working partnership between Hammersmith & Fulham and *Imperial* has given the enterprise greater speed, agility and breadth of operation. As with a disruptive startup that goes on to overtake established corporations and dominate a marketplace, the Borough's industrial strategy partnership sought to avoid the mistakes of bureaucratic setups which can lack creativity, be narrow in their vision and be slow to react to change. Instead, the partnership has allowed for much wider

networks across the respective organisations to quickly be exploited for the benefit of the inclusive growth project. This culture of collaboration has created a gravity that has pulled others in. It has brought about creative measures to supporting businesses, engaging other institutions and increasing inclusivity for the wider public.

To return to the first question, before ever meeting, both Hammersmith & Fulham and key people in *Imperial* had begun to contemplate building some form of innovation hub in the *White City* area.

“This culture of collaboration has created a gravity that has pulled others in.”

## Hammersmith & Fulham

Professor Andrew Jones<sup>91</sup> is a Hammersmith & Fulham councillor who has been the Borough's cabinet member for the economy since 2014. Andrew Jones and Stephen Cowan in 2009, while then opposition members, began discussing how they could develop a modern, localised industrial strategy that would build an inclusive economic ecosystem, if they found themselves in administration.

Influenced by Alfred Marshall's famous cluster theory<sup>92</sup> and by Karl Polanyi's work<sup>93</sup> on the political economy, Andrew Jones and Stephen Cowan resolved to imitate the role played by the German Länder and city-states in their economic success. They adapted the work of Professors Henry Eskowitz and Loet Leydesdorff<sup>94</sup> on the 'Triple Helix' to their circumstances.

91. H&F Cabinet Member for the Economy and now President and Vice-Chancellor at Brunel University

92. Alfred Marshall, *The Principles of Economics* (History of Economic Thought Books, McMaster University Archive for the History of Economic Thought 1890)

93. Karl Polanyi, *The Great Transformation, Economic and Political Origins of Our Time* (New York: Rinehart 1944)

94. Loet Leydesdorff, 'The Triple Helix -- University-Industry-Government Relations: A Laboratory for Knowledge Based Economic Development' *Glycoconjugate Journal* 14(1):14-9 (January 1995)

“In 2014, the council sought to convene people around a common vision of Hammersmith & Fulham as a major STEM<sup>3</sup> economic ecosystem and acted quickly to build a network of people who could innovate and help deliver that change.”

They defined their triple helix as:

- Entrepreneurial municipal government
- World-leading institutions
- STEM<sup>3</sup> businesses.

Elected in 2014, they sought to convene people around a common vision of Hammersmith & Fulham as a major STEM<sup>3</sup> economic ecosystem and acted quickly to build a network of people who could innovate and help deliver that change.

The British entrepreneur Greg Jackson CBE accepted Stephen Cowan's invitation to lead the Borough's *Business Commission*. Coincidentally, Greg Jackson was founding *Octopus Energy* at that time. Greg persuaded Sophie Devonshire (now of *The Marketing Society*), to join him in this voluntary work.

Working with Prema Gurunathan who had been hired as a business adviser, Greg Jackson and Sophie Devonshire surveyed an incredible array of Hammersmith & Fulham's businesses as a part of the process of developing the Borough's business strategy - *Upstream*.<sup>95</sup> They launched the strategy on 21 March 2017. Amongst its many recommendations, was the advice that the local authority should promote affordable, flexible office and lab spaces to incubate and maintain entrepreneurial networks.

The Council's soft convening powers were enhanced by the relationship building that was undertaken by the Borough's leadership. Throughout 2015 and 2016, days were set



Cllr Andrew Jones, Cabinet Member for the Economy, at 2017 launch of Industrial Strategy.

aside each week where Stephen Cowan and Prema Gurunathan would meet different businesses ranging in size and scale, from start-ups to established corporations. The aim of the meetings was to build relationships and discover what the local authority could do that would better support each business.

The *Business Commission's* work ran alongside that of the Borough's *Poverty and Worklessness Commission*, which was chaired by Christina Smyth - a former civil servant.

Stephen Cowan and Andrew Jones had, via their officials, sought a meeting with Professor Alice Gast, the President of *Imperial College London*, so they could propose an industrial strategy partnership with Imperial. But it was Christina Smyth who eventually secured the meeting having met Professor Maggie Dallman OBE after being introduced by a headteacher who had given evidence to the *Poverty Commission*. Professor Dallman kindly took it upon herself to arrange the meeting. It took place on 29 June 2016.

*City*. In 2013, it added another 11.5 acres by purchasing the former *Unigate Dairy* plots to form a single contiguous *White City* site adjacent to the A40.

In April 2014, a feasibility paper<sup>96</sup> written by Chris Corbishley, then an Imperial PhD student supported by Dr Anne ter Waal and Professor David Gann (then Vice President for Development and Innovation) began to

set the scene within the University to focus on more creative and impactful ways to use its space in *White City*.

In September 2014, Professor Alice Gast was appointed to be *Imperial's* 16th President. Over the course of her education and career, Professor Gast had been at Princeton and the University of Pennsylvania. Critically, she had also taught at Stanford University and the Massachusetts *Institute of Technology*

(MIT) - both universities which are at the centre of world-leading economic ecosystems.

Professor Gast had also been a Science Envoy for US Secretary of State Hillary Clinton.

“In September 2009, Imperial purchased the 7-acre BBC Woodlands site in White City.”

## The inclusive industrial strategy partnership

In June 2016, Stephen Cowan, Andrew Jones, Greg Jackson, Christina Smyth and a Hammersmith & Fulham official first met with President Alice Gast, Professor Maggie Dallman, John Anderson<sup>97</sup> and other senior people at *Imperial*, it was a serendipitous meeting of minds.

At the meeting, the Hammersmith & Fulham team made the case for a first-of-its-kind STEM<sup>3</sup> inclusive industrial strategy partnership which would incubate a cluster of spinouts around the White City campus and establish an innovation district as part of a high growth economic ecosystem. Professor Gast presented a similar vision, and agreed to the new partnership in that first meeting.

The correspondence that followed from Professor Gast is insightful. The next day Professor Gast wrote to Stephen Cowan to say, “All of us were really enthused by the meeting and I am delighted there is so much common ground between us”. Professor Gast went on to explain “There are clear synergies in what the College and the Council want to achieve”. She proposed a further meeting with John Anderson and others “in the next few weeks to chart the ground for an initial partnership agreement and identification of common priorities”.

In October 2016, Imperial opened its first office building in *White City* - the *Translation and Innovation Hub*. It is now simply called the ‘*IHUB*’. On 12 July 2017 at the *IHUB*, Hammersmith & Fulham and *Imperial* launched the first phase of their joint *Industrial Strategy*. The strategy, ‘*Economic Growth for Everyone*’<sup>98</sup> had been written by Hammersmith & Fulham with the support of and input from *Imperial's* leadership. Together, they launched the *White City Innovation District* shortly afterwards.

The *Industrial Strategy's* recommendations included:

1. The creation of ‘*West Tech*’.
2. A land development policy that supported affordable, flexible office space.
3. Encouraging enterprise which led to *Upstream*, a business support joint venture between Hammersmith & Fulham and *Imperial*.
4. A great place in London.
5. People - growth for all.
6. Promotion and support for town centres, arts and cultural venues.
7. Working with anchor organisations and others to ensure that all residents benefit from economic growth.

95. Hammersmith & Fulham Business Commission, *Upstream*, (London: H&F Council 2015)

96. Dr Anne ter Wal, *Imperial West as a world-leading Innovation District: A guide to best practice and feasibility*. Imperial London Business School (April 2014)

97. John Anderson, Chief Investment Officer, Imperial College

98. Hammersmith & Fulham Council *Economic growth for everyone: an industrial strategy for Hammersmith & Fulham* (London: H&F Council, July 2017)



## Seven years of the Hammersmith & Fulham-Imperial College London Growth Partnership

In 2017 John Anderson was *Imperial's Director of Financial Strategy*. His role was to bring forward a flexible mixed-use masterplan that provided opportunities for relocation. He worked closely with the Borough's leadership as the innovation district began to take shape.

For example, in 2017, Stephen Cowan introduced Blenheim Chalcot to John Anderson with the suggestion they could take space in the *IHUB* and work together to provide 'affordable, flexible office space'.

John quickly arranged for Blenheim Chalcot to take space in the *IHUB*. They then signed an agreement with Imperial and together they set up *Scale Space*.

The partnership sought to facilitate this growth by delivering extensive high-tech workspace. It also set up *Upstream* to provide targeted business support which aims to facilitate advice and smarter access to investment, and set up an *Industrial Strategy Board* to build consensus and coordinate actions.

In addition, Hammersmith & Fulham also:

- Changed its planning guidelines to insist property developers deliver incubator and scale-up space.
- Began aligning schools, apprenticeships, and retraining programmes to the emerging opportunities in the Borough.
- Built a £150 million education and youth centre called *EdCity* in *White City*, so local young people can share in the opportunities arriving on their doorstep.
- Signed *Cooperative Growth Agreements* with other innovation districts around the world.

“The partnership sought to facilitate this growth by delivering extensive high-tech workspace”



Laboratory at Royce Institute, Imperial

## Conclusion

# Reflection and recommendations

Having started our work to support economic growth seven years ago, and having seen our Borough transform during that time with £6 billion of high growth investment and the creation of over 13,000 jobs, we have had the opportunity to learn from this experience.

Here we summarise some of the insights we have gained, both to celebrate the successes and to ensure we, our partners and our colleagues at other local authorities - each with their own unique circumstances and challenges - have the opportunity to learn from our journey.

Some of these insights - our experience of what works and what does not - could be

viewed as a blueprint, with elements that could be applied successfully elsewhere.

We recognise that we are still only part way through our journey, and that we do not have all of the answers. We are sharing the below reflections and recommendations at this stage for two reasons. Firstly, in line with the spirit of entrepreneurial municipal government, we believe in the power of

sharing insights so everyone can learn from the experiences, challenges and successes. Other local authorities and partners have the option to listen to and apply any element that they think would be relevant and applicable to their unique circumstances, and leave any that are less relevant.

Second, we strongly believe in the positive and essential role local authorities can play in supporting economic growth through an entrepreneurial municipal government culture, and the actions outlined below. At a time when decision making is becoming more devolved and the Government is

developing its national modern *Industrial Strategy*, we hope the crucial role of local authorities will be fully factored in.

“ We strongly believe in the positive and essential role local authorities can play in supporting economic growth through an entrepreneurial municipal government culture. ”

# Reflections and recommendations

Key elements of our experience which we believe could be applied elsewhere include:

- 1. SETTING** a clear mission-led strategy to grow a localised economic eco-system, with a focus on the sectors that are set to grow and that are right for the local area.
- 2. DEVELOPING** an 'entrepreneurial municipal government' culture which acts to win investment.
- 3. TAKING** an 'adaptive' approach to planning, changing planning guidelines and rules to attract R&D-led academic and public anchor institutions, while offering affordable flexible start-up and scale-up space.
- 4. BUILDING** economic growth partnerships with universities, the *NHS* and other anchor institutions.
- 5. PLACE-MAKING** to transform the Borough, ensuring it continues to be a place people want to live and work.
- 6. PROVIDING** targeted business support and advice, as we have with Upstream, via a joint partnership with *Imperial College London* (*Imperial*).
- 7. ATTRACTING** venture builders and offering entrepreneurs access to good business investors.
- 8. ALIGNING** education and skills opportunities to the local industrial strategy.
- 9. BUILDING** education and youth centres at the heart of the innovation district.
- 10. PUTTING** in place international economic collaboration agreements with other innovation districts.



As we move into the second phase of our mission-led strategy to achieve growth across the Borough and beyond, *Upstream London*, our focus is on doing everything we can to ensure economic growth is inclusive and improves the lives of everyone in our community.

We believe the three core pillars of our strategy and vision for this next phase - *Partnership, Place and Pathways* - will help to anchor our work and achieve total inclusive growth.

We would like to hear the views of more residents, businesses, educational institutions, community groups, and other partners and stakeholders as we further develop our vision for the second phase. If you would like to feed in your thoughts please get in contact with us.

*Upstream* of Central London and the City, we want Hammersmith & Fulham to be a place where ideas upstream of current thinking become a reality, where everyone has a say and where everyone can thrive and grow.



Cllr Bora Kwon, Cabinet Member for Adult Social Care and Health, with a visiting delegation from Anderlecht



“As we move into the second phase of our mission-led strategy to achieve growth across the Borough and beyond, *Upstream London*, our focus is on doing everything we can to ensure economic growth is inclusive and improves the lives of everyone in our community.”



# ↑UPSTREAM LONDON

[lbhf.gov.uk/upstream-london](https://lbhf.gov.uk/upstream-london)



## London Borough of Hammersmith & Fulham

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

**Date:** 03/02/2025

**Subject:** 2025/26 Revenue Budget and Medium Term Financial Strategy (MTFS)

**Report author:** Andre Mark, Head of Finance (Strategic planning and investment)  
Kellie Gooch, Head of Finance (Place)

**Responsible Director:** Bram Kainth, Executive Director of Place

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### SUMMARY

Cabinet will present their revenue budget and Council Tax proposals to Budget Council on 26 February 2025. This report provides an update on the overall preparation and proposals for the 2025/26 revenue budget, risks, financial resilience, and the impact of those proposals.

This report also sets out the budget proposals for the services covered by this Policy and Accountability Committee, and the committee is invited to comment on the budget proposals set out in detail in the appendices. Risk schedules and Equalities Impact Assessments of any budget changes are provided in the appendices alongside an update on any proposed changes in fees and charges in the budget where applicable.

Nationally, the strategic operating environment for public services (including local government) has been challenging over the past decade with continuing demographic, legislative and regulatory demands. Combined with the recent macro-economic turmoil, and fluctuations in interest and inflation rates, this has resulted in considerable financial pressures. The Autumn Budget combined with other central government communications on the local government finance settlement suggest that it is likely that there will be more collaborative and partnership working in the future combined with reforms to the existing funding frameworks for local authorities. The Council will work with national government on this reform programme.

The Council welcomes new resources for Extended Producer Responsibility (for waste collection and disposal costs), additional resources for Social Care, Children Services, Homelessness, and funding for the extra national insurance levies, in addition to an extension of Household Support Fund (Round 7).

The overall objectives of the revenue budget proposals for 2025/26 are intended to:

- continue to protect the delivery of core services valued by residents, businesses and visitors
- ensure the safety of our borough

- support prosperity across Hammersmith and Fulham
- promote an exceptional, innovative and efficient Council
- maintain strong financial governance and resilience across the Council and
- preserve one of the lowest Council Tax rates in the country.

A balanced budget for 2025/26 is proposed (whilst protecting our reserves and in year contingencies) including £5.1m of efficiencies, plus additional investment of £12.3m across many services and will allow the continued delivery of the best services to our residents, businesses and visitors. This builds on the administration's record of prudential financial management, running a budget surplus in the last full financial year (2023/24) and increasing reserves at a time when many other councils are utilising them to balance the books.

The key investment proposals of £12.3m for 2025/26 include:

- £3.4m for community safety and social inclusion through permanent funding for our Law Enforcement Team and Gangs Unit, including additional investment to tackle Violence against Women and Girls.
- £2.8m for Adult Social Care (primarily residential and nursing care in addition to existing free home care services).
- £2.2m for Children Services (including family hubs, travel support, looked after children and supporting school attendance).
- £1.8m for Waste Collection and Disposal Services (extra packaging waste, contractual costs on pensions, fuel, and addressing cost pressures).
- £1.2m for Homelessness (in addition to a further £3.5m from the Homelessness Prevention Grant and inflationary uplifts).
- £0.3m to support the continued delivery of the Upstream Strategy (this will promote the long-term economic growth and prosperity of the Borough).
- £0.6m across a range of services including our Climate Team, Sports Facilities, Insurance Services and enhancing protection against fraud through digital inclusion.

The proposed increase of Council Tax by 2.99% and the additional social care precept (which equates to a total increase of 88p per week) will generate an additional £4m (or 2% of the council's net budget) per annum to fund Council services. This is essential funding for the Council to ensure continuing financial resilience, protect its funding position over the medium term, meet the challenges posed by increasing demand and inflation, whilst balancing the impact on local council taxpayers.

Council Tax in Hammersmith & Fulham remains the third lowest in the country. Since coming to power in 2014, this administration has cut or frozen council tax five times in ten years. But who pays council tax is just as important as how much they pay, which is why we are rightly proud to have one of the most comprehensive Council Tax Support Schemes in the country. Almost four in ten households receive some sort of discount, with those least able to pay paying nothing at all, and the administration choosing to exclude care leavers and foster carers entirely.

The Local Government Finance Act 1992 obliges the Council to set a balanced budget, and the detailed proposals contained in this report will put the Council in a strong position to be able to do so for the next financial year. Cabinet in February will need to

consider these alongside the outcome of the Final Local Government Finance Settlement and any other funding statements that may follow.

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## RECOMMENDATIONS

1. That the Policy and Accountability Committee considers the budget proposals and makes recommendations to Cabinet as appropriate.
  2. That the Committee considers the proposed changes to fees and charges and makes recommendations as appropriate.
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**Wards Affected:** All

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<b>Our values</b>	<b>Summary of how this report aligns to the H&amp;F values</b>
Being ruthlessly financially efficient	The council has a proud record of maintaining low Council Tax to its residents. The revenue budget for 2025/26 proposes savings and efficiencies across services and corporate functions that rationalise its estate and reduce its operating costs, whilst also delivering value for money from external contractors.
Creating a compassionate council	The proposals in the revenue budget for 25/26 supports the ongoing investment in services that directly support residents in living, healthy and independent lives. This includes continuing to provide free homecare for older residents, continuing to provide comprehensive Council Tax support to those eligible and increasing investment to tackle homelessness and rough sleeping.
Building shared prosperity	The budget proposals support the launch of the next phase of the industrial strategy (Upstream London) which sets a clear strategy to grow a localised economic ecosystem, with a focus on the sectors that are set to grow and that are deemed right for the local area.
Doing things with residents, not to them	The budget for 25/26 will continue investment in our Family Hubs, ensuring that every child, young person, and family is able to access the right support at the right time. The Hubs will also be developed by collaborating with children and young people and their families, family groups, the local third sector, the NHS and the council's children's services in genuine partnership.
Taking pride in H&F	The council's revenue budget will invest over £50m in public realm services. These services will provide access to safe clean, green spaces for all to enjoy, visit and live in. It will deliver improvements to highways, whilst continuing to invest

	in the Law Enforcement Team and regulatory services to crack down on anti-social behaviour and rogue traders.
Rising to the challenge of the climate and ecological emergency	The council has an ambitious target to become a net zero borough. To help achieve this, the budget will support work to increase engagement and investment in green energy and technologies, increase investment in its waste services, continue to keep our streets and parks clean, and take a tough stance against anyone dropping litter, creating graffiti, or dumping rubbish.

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## Background Papers Used in Preparing This Report

Not Applicable

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### CABINET MEMBER FOR FINANCE AND REFORM FOREWORD

Concern about crime is by far the most common issue that my residents in Coningham ward contact me about, in my role as a councillor. Across the borough, residents are frustrated that despite regularly reporting crimes committed in their communities, they do not see action taken to address them.

The local police work extremely hard, but resource constraints mean that they often are not able to work as effectively as they would like. The numbers of police officers allocated to wards has reduced in the last decade and a half, and in recent years my own Safer Neighbourhood Team has, at times, just had one officer. This makes it impossible to provide a visible presence across the ward to reassure the public.

Since 2010, centrally imposed reductions in numbers of police and police stations have made it harder for neighbourhood policing to combat crime in our communities. Residents are increasingly contacting the council for help, and while the council has no control over the police or police numbers, we see it as our duty to act to keep our streets safe.

Cuts to police numbers and police stations in the borough since 2010 have undoubtedly had a major impact on residents' perception of crime. Although crime prevention is the responsibility of the police, rather than the council, this administration sees it as its duty to act when we can to keep residents safe. We will do what we can to support them in this, the most important part of any area of government.

This is why we established the Law Enforcement Team, a unique service among councils in the UK, which provides a visible presence on our streets to tackle anti-social behaviour. This is why we established the innovative Gangs Unit, which works with the police to keep young people out of a life of organised crime. This is why we have funded more CCTV cameras per person, than any other local authority in the country. This is why we were the first council in the country to establish a borough wide Public Spaces Protection Order to prevent street harassment of women and girls in the area.

This work is now more important than ever, which is why this budget funds the fight against crime here in Hammersmith & Fulham. This is a budget which, to borrow a phrase, is tough on crime, but tough on the causes of crime too.

It does so with new resources allocated to stop truancy from our schools and educate residents of the growing risk of fraud.

In this budget we have chosen to:

- Secure the funding of the Law Enforcement Team, moving this to the base budget so that it is protected against fluctuations in the economic cycle and residents can be reassured that it will be there when they need it.
- Fully fund the innovative Gangs Unit, which has so successfully choked off organised crime at its roots in recent years.
- Invest new resources in the prevention of violence against women and girls here in our borough.
- Allocate additional funding to a school attendance strategy, which will keep young people in education and reduce the risk of the falling into a life of crime or committing anti-social behaviour; and
- Ensure that residents have the digital skills and awareness to avoid fraud, the fastest growing crime in the country.

Public safety cannot be done on the cheap. This budget is vital to keep our streets safe and to protect the residents of Hammersmith & Fulham. Criminals across the borough will desperately hope that this is not passed, but the message should go out from this council that their days of terrorising residents are numbered, and that we are coming for them.

The objectives of the General Fund revenue budget proposals for 2025/26 as set out in the report are to:

- continue to protect the delivery of core services valued by residents, businesses, and visitors.
- ensure the safety of our borough.
- support prosperity across Hammersmith & Fulham.
- promote an exceptional, innovative and efficient Council.
- maintain strong financial governance and resilience across the Council; and
- preserve one of the lowest Council Tax rates in the country.

In recent years a combination of statutory requirements placed on councils without corresponding funding, and the lacklustre performance of the economy creating additional need for council services, have stretched local government finances. This budget recognises pressures placed on areas like school transport, temporary accommodation and social care, and provides new funding to address these.

Anyone involved in local government over the last decade and a half should appreciate how difficult budget setting has become. The national public finance policies adopted since 2010 and the economic turmoil from events like Brexit and the 2022 “mini budget” directly caused significant pressure on services and the finances of the Council. This

has increased the costs for both provision of and delivery of key services, and has eroded the disposable income for many, increasing the demand for the provision of and delivery of key services. The high interest rates directly impact on the cost of mortgages for homeowners whilst making it more expensive for the council to borrow and resource its capital programme.

However, the cumulative impact of austerity imposed by the previous Government has meant funding from central government has reduced by 54% in real terms<sup>1</sup> and 19% in cash terms, from £164m in 2010/11 to £132m in 2025/26<sup>2</sup>.

A change in Government after 14 years of continued austerity for local government has provided the opportunity for the relationship between local and central government to be reset and planned reform of the financial funding framework for local authorities. The Chancellor's Budget on 30<sup>th</sup> October 2024 outlined a set of measures aimed at fixing the foundations of the economy and delivering change.

Despite the financial pressures being experienced across all local authorities, our ruthlessly financially efficient approach (by generating more than £123m of efficiencies since 2014/15, securing more than £100m in contributions from developing the Borough and generating more than £60m in annual income) has allowed the council to ease financial burdens on residents by keeping taxes low, freezing key charges and providing one of the country's most comprehensive Council Tax Support Schemes.

Few organisations would be able to deliver the same services they delivered over a decade ago with less than half of the resources available. In Hammersmith & Fulham we have not just maintained front line services that residents rely on, but we have gone further, providing new services like the local Law Enforcement Teams to keep our streets and communities safe and clean, maintain weekly bin collections, free breakfasts in primary schools and establishing three Family Hubs at the heart of our communities.

We have also eased financial burdens that residents face by abolishing home care costs, using an Ethical Debt Collection Policy to support those struggling with Council Tax rather than taking further enforcement action, and providing one of the country's most comprehensive Council Tax Support Schemes.

While the national tax burden reached historically high levels due to the previous government, there is nowhere better to be a Council Taxpayer than right here in Hammersmith & Fulham. Not only have we set the third lowest Council Tax in the country by cutting or freezing rates in five of the last ten years, but we have one of the most comprehensive Council Tax Support Schemes, which ensures that those least able to pay, pay the least.

We are one of just three London councils that has maintained no minimum payment, meaning the most vulnerable residents will not need to pay a penny of their Council Tax when they are struggling to make ends meet. We have also taken the decision to

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<sup>1</sup> As per RPI indices - [Retail Prices Index: Long run series: 1947 to 2023: Jan 1974=100 - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/retailprices/index)

<sup>2</sup> Funding includes Revenue Support Grant, Business Rates Funding Baseline, Social Care and other general grants.

exclude Care Leavers and Foster Carers from Council Tax entirely, in recognition of the unique difficulties that they face and their inspiring contribution to our community.

This has only been possible because of the ruthlessly financially efficient approach that we have taken to managing residents' money. We will continue to reform the council to ensure that we provide the best value for their money possible. This budget does this through innovative use of new technology and data, and council-wide efficiency programmes to streamline operations and ensure the best use of resources.

This council will continue to manage its financial resources effectively to ensure financial resilience and sustainability (including a good level of reserves and in year contingencies). Despite the wider challenges faced by councils across the country, the council will continue to rise to the financial challenges faced to protect its residents, businesses and visitors services, and deliver on its commitment to make the borough a stronger, safer, and kinder place for everyone.

## **DETAILED ANALYSIS**

### **National Financial Context and Outlook**

1. Local government continues to operate in a volatile and uncertain financial environment for the short and medium term. Although inflation has fallen in recent months, inflationary price rises over the last twelve months continue to impact the Council's budgetary position and increase the cost of living for its residents and businesses.
2. CPI (Consumer Price Index) inflation has returned to the Bank of England's 2% target level in 2024/25, falling to 1.7% in September. However there has been an upward turn in recent months mainly attributed to the rise of the Office of Gas and Electricity Markets (Ofgem) energy price cap in October 2024.
3. Whilst CPI inflation is no longer at the peak of 11.1% experienced in October 2022 (this was the highest rate in over 40 years), the lower level of inflation is applicable to prices which have seen a cumulative increase of more than 20% over the last 3 years.
4. As part of its fiscal policy and to meet the Government's 2% inflation target, the Bank of England have put up the UK base interest fourteen times over the past two years, and the base rate now stands at 4.75%, although this is down from a peak of 5.25% from August 2023 to July 2024. For the council, its main source of borrowing is via the Public Works Loan Board, whose rates vary slightly from those issued by the Bank of England, being based on gilt rates.
5. This will have an impact on the Council's capital programme as much careful consideration will have to be given by Members on how to finance and pay back any sums borrowed and repayable soon.
6. The table below sets out some of the Office of Budget Responsibility's (OBR) key economic and fiscal indicators over the medium term.

	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>
CPI	2.6	2.2	2.1	2.1
Average Earnings	3.0	2.1	2.0	2.3
Interest Rates	3.9	3.7	3.6	3.5
Gilt Rates	4.1	4.2	4.3	4.5

7. The Provisional 2025/26 Local Government Finance Settlement (LGFS) was published by MHCLG on the 18th of December 2024. This statement outlines provisional funding allocations for local authorities for 2025/26 alongside the Core Spending Power for each authority.
8. The 2025/26 PLGFS continues the recent trend of single year funding settlements with no grant allocations confirmed beyond next year. However, in the statement, the new Government has set out its intention to simplify the wider local funding landscape, reducing the number of grants and consolidating them into the Local Government Finance Settlement, as well as moving towards a multi-year settlement for local government from 2026/27 so local authorities can plan more effectively.
9. A consultation was also launched at the PLGFS asking authorities for their views on the reforms. The proposed reforms will have no impact on funding for 2025/26 but are expected to have an impact for future years. No assumptions are made in the budget until further details are known.
10. Core Spending Power estimates total revenue funding available to authorities. The provisional settlement provided a real terms increase in Core Spending Power of 3.5% however within this calculation what is shown as funding for local authorities is in large part, the ability for local authorities to raise Council Tax locally as opposed to direct grant funding from central government.
11. The settlement assumes that local authorities will need to increase local tax by 5% each year until 2028/29. It also includes assumptions on business rates income (including compensation for under indexing the multiplier) as well as growth in the Council Tax base.
12. A summary of the Council's Core Spending Power in comparison to the previous financial year is set out in the table below

**Table 1 - Core Spending Power 2025/26**

	<b>2024/25 £m</b>	<b>2025/26 £m</b>	<b>Change between years £m</b>
Revenue Support Grant and Estimated Retained Business Rates	89.1	90.4	1.3
Government Grants	53.2	58.3	5.1
Estimated Council Tax	78.8	84.2	5.4
<b>Total</b>	<b>220.3</b>	<b>232.9</b>	<b>11.8</b>

13. It should be noted that whilst the overall Core Spending Power for the Council has increased by £11.8m, £5.5m (47%) of this relates to grant funding distributed directly to local authorities as part of the LGFS, as both Council Tax and business rates income are locally generated sources of income.

An explanation of the key funding streams is outlined below:

- **Settlement Funding Assessment (SFA)** – The SFA is made up of two elements: The Revenue Support Grant (RSG) and the Baseline Funding Level (BFL). RSG is given to local authorities and can be used to finance revenue expenditure on any service. This grant has increased by £0.42m. The BFL is the estimated retained Business Rates as calculated by the Government, usually uprated in line with the small business rates multiplier. The actual business rates estimated by the Council is set out in the business rates section below.
- **Social Care funding** – An additional £1.13bn of new funding was announced for local authorities targeted at adult and children social care (with £250m of this being a new Children's Social Care Prevention Grant, distributed using a new children's needs- based formula).

This funding is in addition to £1.05bn continuing ringfenced funding for adult social care in relation to the Local Authority Better Care Grant (which now includes the Discharge Fund) and the Market Sustainability and Improvement Fund.

- **Compensation for the under-indexing of the business rates multiplier** – this is funding to compensate local authorities for lost business rates income arising from the decision to freeze the small business rates multiplier.
- **New Homes Bonus** - There will be new rounds of New Homes Bonus (NHB) payments in 2025/26. In line with last year, these payments will not attract new legacy payments. It was announced that this will be the last year of the funding, with further announcements on alternative funding to be determined.

The statement confirmed the repurposing of the **Services Grant** to simplify the system, in line with the assumptions set out in the MTFS.

#### Other Funding

- **Household Support Fund (HSF)** - In 2021, the Department for Work and Pensions announced that vulnerable households across the country would be able to access a new support fund to help them with essentials over the winter. The total HSF allocated to Hammersmith and Fulham during 2024/25 was £2.8m, all of which is planned to be spent as part of the council's Cost of Living response.
- It was confirmed by the Chancellor in her Autumn Statement that the HSF will continue until the end of 2025/26 (with £740m distributed to councils in England) which is welcome news given how vital this additional funding has been to support those most vulnerable and affected by the Cost-of-Living crisis.

- **Extender Producer Responsibility for Packaging (pEPR)** – This income will cover the existing costs local authorities incur for managing household packaging waste, provide additional funding for new legal duties, and support much needed investment in the waste and recycling industry. The council will receive an estimated £1.87m as a guaranteed payment in 2025/26 towards these costs. However, the government will assess the impact of additional pEPR income on the relative needs and resources of individual local authorities, and how it factors into the measurement of local authority spending power, ahead of the 2026/27 Settlement.

The Government has outlined as part of the terms of the funding that councils will be subject to monitoring and evaluation of the efficiency and effectiveness of its waste management functions. The council may be subject to improvement actions if it is not deemed 'efficient and effective', and potential deductions on payments from 2027/28 if improvements are not delivered.

- The Council will receive £24.3m for the Public Health Grant, £6.6m for the Homelessness Prevention Grant (although in a change in policy it should be noted that 49% of this grant cannot be spent on temporary accommodation and must be spend on prevention, relief and staffing activity) plus a further £1.0m for rough sleeping prevention and recovery, plus £188.3m for the Dedicated Schools Grant (DSG). These grants are ringfenced within departmental budgets and are assumed to have a neutral impact in the current budget proposals.

## The Budget Requirement and Gap

14. The proposals for balancing the budget for 2025/26 are included in the table below:

**Table 2 – Proposals for balancing the 2025/26 budget**

	<b>Proposed (£m)</b>
<b>Base Budget 2024/25 (Balanced Budget)</b>	-
Provision for Price Inflation (2.7% plus some targeting)	6.2
Provision for Pay Inflation (2%)	3.1
Provision for Growth and Investment in Services	12.3
Other Changes (cost of borrowing/minimum revenue provision/concessionary fares/interest on balances)	7.2
Recognition of current income projections	(3.0)
Savings and Efficiencies	(5.1)
<b>Resources</b>	
Increase in Central Govt Grants	(7.9)
Collection Fund (business rates and prior year surpluses)	(6.8)
Increase in Council Tax Base (Households)	(2.0)
Additional Council Tax Income (from April 2025)	(4.0)
<b>Budget Gap 2025/26</b>	-

## Investment and growth pressures

15. Additional investment and growth of £12.3m is being provided following the budget setting and review process. The proposed investment and growth items are summarised in Table 3 by department and for those relevant to this committee in Table 4. The detailed investment proposals for this committee are set out in Appendix 1 to this report and as part of the Executive Director's comments section below.

**Table 3: 2025/26 Investment Proposals**

Department	£m
People	5.0
Place	5.5
Housing Solutions	1.2
Finance and Corporate Services	0.6
<b>Total</b>	<b>12.3</b>

**Table 4: Investment and growth proposals relevant to this committee**

Proposal	£000
Align waste contract budget with service provision (from new Government funding)	1,800
Enhanced maintenance of bookable sports facilities	60
Additional investment in Upstream London Industrial Strategy	250
Reversal of prior year one off growth - specialist expertise to support development of the Industrial Strategy	(25)
<b>Total</b>	<b>2,085</b>

## Savings and Income Generation

16. After more than a decade of austerity, it is increasingly difficult to identify and deliver substantive savings. However, further savings are necessary if the financial challenge of real terms government funding cuts, unfunded burdens, inflation, and demand and growth pressures is to be met, and the council has been able to find these. In the future, the Council must consider all available options to operate within the funding available to it.
17. The proposed savings (including additional income) for 2025/26 are set out in Table 5. The savings proposals for this committee are set out in Appendix 1 to this report and as part of the Executive Director's comments section below.

**Table 5: 2025/26 firm savings and additional income**

Department	£m
People	(1.8)
Place	(2.1)
Finance and Corporate Services	(1.3)
<b>Total</b>	<b>(5.1)</b>

18. The savings relevant to this committee are summarised in table 6 below.

**Table 6: Summary of savings relevant to this committee**

Proposal	£000
Waste disposal - targeted shift from general waste to recycling	(300)
Introduce time banded commercial waste collections	(50)
Review fees and charges	(500)
Review street lighting asset inventory (align payments with number/type of assets to ensure no overcharging)	(150)
Additional income from highways assets	(200)
Enforcement of Advertising board licences	(50)
Additional sports bookings income from enhanced facilities	(100)
Review sports bookings discounts	(50)
Review sports bookings administration	(50)
Review Home Library Service (continue to provide in a more efficient way)	(64)
Café franchise in libraries	(20)
Non-domestic property portfolio master plan	(100)
Review discretionary Planning charges	(175)
Homebuy matching and marketing service	(75)
<b>Total savings</b>	<b>(1,884)</b>

### **Fees and Charges**

19. Charges governed by statute are set in accordance with those requirements and not varied in accordance with inflation. For non-statutory fees and charges levied by the council, it is recommended that:

- They are frozen for Adult Social Care, Children's Services and Housing in line with administration policy.
- Commercial services that are charged on a for-profit basis, will be reviewed on an ongoing basis in response to market conditions and changed as appropriate, with due authorisations according to the Council constitution.
- Parking charges and fines are to be set in line with transport policy objectives and not considered as part of the budget process.
- A standard uplift of 1.7% is applied for other non-commercial and non-parking fees, as per September 2024 CPI.

Exceptions to these assumptions are set out in Appendix 4.

### **Equalities Implications**

20. Each budget proposal has been subject to an Equalities Impact Assessment (EQIA) review. These are attached in Appendix 3. A consolidated EQIA report will be presented to Budget Council in February 2025.

### **Comments of the Executive Director of Place on the 2025/26 Budget Proposals**

21. The Place Department is responsible for the delivery of a wide range of universal services to the residents of Hammersmith & Fulham, with the following services relevant to this Policy and Accountability Committee:
  - Planning and Property Management, including Corporate Property and Health and Safety
  - Public Realm, including Highways and Parks, Street Environment Services, Cultural Services, Arts, and Leisure
  - Transport, Parking, and Compliance and Business Development
  - Economic Development and Regeneration, including Adult Learning, Employment Skills, and Council Property Development
22. The Place Department continues to review and challenge current service delivery models and budgets, to ensure that services are effective and efficient, and reflect the Council's priorities. Some notable examples are highlighted below:
  - Optimising Commercialisation. Targeting £20m in commercial income through robust contract management, a focussed review of fees and charges; and maximisation of developer contributions.
  - Optimising commissioning. Actively working with the Council's Contract Assurance Board to reprocure and embed some of our major external service contracts. For example, preparing to reprocure the highways, parks and grounds maintenance service contracts on the open market; securing the continuation of a reduced waste disposal fee for recycling (saving £0.3m annually); and ensuring the continuation of cost effective contracted leisure services as the industry fully recovers from the pandemic and tackles rising running costs.
  - Continuing our programmes of service improvement. For example, restructuring the department to make it better equipped to deliver the Council's priorities; and pushing ahead with the department's three major transformation programmes (commercialisation, digitalisation, and business development).
23. As well as maximising efficiency from current service budgets, the Place Department is helping to mitigate the significant medium-term financial challenges faced by the Council by minimising the need for new budget growth.

24. The Place Department continues to proactively manage a small number of high value budget risks and pressures. For 2024/25 the department is facing financial challenges relating to the cost of living crisis (particularly relating to high energy costs and income pressures), and contractual pressures. Officers are working hard to minimise the overspend before year-end. It is expected that the cost of living crisis will continue to have a major impact on both the demand for the department's services and its budget in 2025/26.

#### Budget 2025/26

25. The 2025/26 revenue budget for services relevant to this Committee is summarised by portfolio in the table below.

**Table 7 – Place Department Controllable Revenue Budget 2025/26 for services covered by this Committee**

Service	Expenditure £m	Income £m	Net Budget £m
Public Realm	71.6	(77.5)	(6.0)
Economy	18.5	(12.1)	6.5
Enterprise and Skills	3.3	(3.7)	(0.4)
<b>Total</b>	<b>93.4</b>	<b>(93.2)</b>	<b>0.1</b>

26. The net controllable budget is £0.1m, meaning that income from these services almost entirely funds their costs.
27. The 2025/26 budget allows for contract inflation on externally provided (£1.4m added, based on a minimum of 2.5%). It should be noted that inflation continues to be high, and so a significant budget risk exists in relation to this for 2025/26. The Council will continue to work with contractors and suppliers to minimise any adverse impact and secure agreement to temporarily vary contract conditions within budget where possible.
28. Additional ongoing investment of £2m will enable:
- Alignment of the waste contract budget with service provision (£1.8m)**  
The council is expecting to receive £1.8m of new Government funding in 2025/26 towards the cost of collecting and disposing of household packaging waste. This amount is being reinvested in the Council's waste collection contract to fund existing pressures on inflation, pay and pensions and food waste collections.
  - Enhanced maintenance of bookable sports facilities (£60,000)**  
The Council generates approximately £500,000 of income per year from sports bookings in parks across the borough, including from tennis courts and sports pitches. Unfortunately these facilities can be subject to vandalism and other wear and tear issues, with fencing often requiring repair and floodlights requiring maintenance and bulb replacement. This ongoing £60,000 maintenance budget will help to keep these facilities in a fit for purpose

condition as well as maintain and increase usage. This will contribute to delivery of the new £100,000 targeted income growth in this area from 2025/26.

- **One off investment in the H&F Upstream London Industrial Strategy (£250,000)**

In November 2024 the Council launched the Upstream London 'white paper' vision document, setting out the vision for the next stage of the Council's pioneering Industrial Strategy. The goal is to make the borough a global hub of innovation and inclusive growth. An initial sum of £250,000 has been allocated in the 2025/26 budget to develop the detailed delivery and investment plan, working with the business sector and other partners.

29. Savings of £1.9m will contribute to the setting of a balanced budget for the Council. These are intended to preserve and improve front line services and will be delivered through the transformation and reconfiguration of services and increased income generation. Some of the major savings items are described in more detail below:

- **Waste disposal - targeted shift from general waste to recycling - £300,000**

This budgetary saving is to be delivered through a sustained reduction in overall waste disposal tonnages, along with a targeted shift from general waste to recycling. The Council's recently approved Joint Waste Strategy (a statutory requirement between the Council and Western Riverside Waste Authority) aims to reduce disposal costs and increase recycling by demonstrating to residents and businesses the economic value in preventing/minimising waste, repairing items, and buying reused. Actions in the strategy also include identifying opportunities to extract more recyclable material from kerbside collections, bulky waste, street cleansing waste and fly tipped materials. It is far cheaper to process a tonne of recycling compared to a tonne of general waste. If 3% of the general waste tonnages currently disposed of are shifted from general waste to recycling, this will save approximately £300,000 per year in waste disposal costs.

- **Review fees and charges - £500,000**

This budgetary saving is to be delivered through a review of discretionary fees and charges across all services to ensure at least full cost recovery (particularly due to inflationary pressures on costs in recent years) and alignment with the market. All customers are charged equally based on the goods/services purchased, apart from registered charities, community groups, and in-borough state schools who receive discounts in some areas.

- **Review street lighting asset inventory - £150,000**

This budgetary saving is to be delivered by ensuring improved efficiency in street lighting energy payments, ensuring that payments are aligned to the actual number and type of streetlights (no overcharging). This will not impact service provision.

- **Additional income from highways assets - £200,000**  
This budgetary saving is to be delivered through securing new external income from contractors that make use of the Council's highway assets (such as electric vehicle charging points, and attachments to lamp columns).
- **Additional sports bookings income from enhanced facilities - £100,000**  
It is expected that there will be increased income generating potential following the major refurbishment and upgrade of Linford Christie Stadium and the enhanced maintenance of bookable sports facilities across the borough. It is expected that this income will be generated through a combination of increased usage and a review of fees and charges.
- **Review Home Library Service - £64,000**  
It is proposed to review the current operational arrangements for this service so that it can continue to be provided in a more efficient way. This service is currently delivered to a relatively small number of users, the majority of whom have mobility or other health issues which make it difficult for them to visit a library.
- **Non-domestic property portfolio master plan - £100,000**  
This saving relates to making the Council's non-domestic property portfolio more efficient. Any specific proposals to change the existing use or tenancy arrangements of currently occupied buildings will consider an equalities impact assessment as part of the proposal and decision.
- **Review discretionary Planning charges - £175,000**  
Discretionary Planning fees have been reviewed to ensure at least full cost recovery, resulting in above inflationary uplifts that are expected to generate additional income to cover existing service costs.
- **Homebuy matching and marketing service - £75,000**  
This budgetary saving is to be delivered through the introduction of fees for the Homebuy service, to ensure at least full cost recovery.

### Fees and Charges

30. The Place Department provides an extensive range of services to local businesses and residents that are chargeable. The department is proposing to apply the recommended Council inflationary uplift of up to 1.7% on fees and charges from April 2025, with the exception of the fees and charges set out in Appendix 4. Statutory charges which the department cannot influence, will be set according to the relevant statute. Where proposed changes require consultation under statute (such as markets and street trading), this will be undertaken as necessary.

**LOCAL GOVERNMENT ACT 2000**  
**LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

<b>No.</b>	<b>Description of Background Papers</b>	<b>Name/Ext. of holder of file/copy</b>	<b>Department/ Location</b>
1.	None		

**List of Appendices:**

Appendix 1 – Savings and Investment proposals  
Appendix 2 – Service Risks  
Appendix 3 – Equality Impact Assessments for Savings and Investments  
Appendix 4 – Fees and Charges

## Place Department - Savings and Investment Proposals Relevant to this PAC

Investment, Demand and Demographic Growth			Budget Change			
Ref Nos	Service	Summary	2025-26 Budget Change Cumulative (£000's)	2026-27 Budget Change Cumulative (£000's)	2027-28 Budget Change Cumulative (£000's)	2028-29 Budget Change Cumulative (£000's)
1	Street Environment Services	Align waste contract budget with service provision (from new Government funding)	1,800	1,800	1,800	1,800
2	Leisure	Enhanced maintenance of bookable sports facilities	60	60	60	60
3	Economic Development	Additional investment in Upstream London Industrial Strategy	250	0	0	0
4	Economic Development	Reversal of prior year one off growth - specialist expertise to support development of the Industrial Strategy	(25)	(25)	(25)	(25)
<b>Total Investment, Demand and Demographic Growth Proposals</b>			<b>2,085</b>	<b>1,835</b>	<b>1,835</b>	<b>1,835</b>

Change and Savings Proposals			Budget Change			
Ref Nos	Service	Summary	2025-26 Budget Change Cumulative (£000's)	2026-27 Budget Change Cumulative (£000's)	2027-28 Budget Change Cumulative (£000's)	2028-29 Budget Change Cumulative (£000's)
5	Street Environment Services	Waste disposal - targeted shift from general waste to recycling	(300)	(300)	(300)	(300)
6	Street Environment Services	Introduce time banded commercial waste collections	(50)	(50)	(50)	(50)
7	Various	Review fees and charges	(500)	(500)	(500)	(500)
8	Highways	Review street lighting asset inventory	(150)	(150)	(150)	(150)
9	Highways	Additional income from highways assets	(200)	(200)	(200)	(200)
10	Highways	Enforcement of Advertising board licences	(50)	(50)	(50)	(50)
11	Leisure	Additional sports bookings income from enhanced facilities	(100)	(100)	(100)	(100)
12	Leisure	Review sports bookings discounts	(50)	(50)	(50)	(50)
13	Leisure	Review sports bookings administration	(50)	(50)	(50)	(50)
14	Libraries	Review Home Library Service	(64)	(64)	(64)	(64)
15	Libraries	Café franchise in libraries	(20)	(20)	(20)	(20)
16	Corporate Property Management	Non-domestic property portfolio master plan	(100)	(400)	(400)	(400)
17	Development Management	Review discretionary Planning charges	(175)	(175)	(175)	(175)
18	Council Property Development	Homebuy matching and marketing service	(75)	(75)	(75)	(75)
<b>Total Change and Savings Proposals</b>			<b>(1,884)</b>	<b>(2,184)</b>	<b>(2,184)</b>	<b>(2,184)</b>

## The Place Department Risks/Challenges

Appendix 2

	Department & Division	Short Description of Risk	Mitigation
1	Public Realm	Hammersmith Bridge works are being undertaken at risk, pending confirmation of funding contributions from the Department for Transport and Transport for London. If the full strengthening and restoration project does not go ahead, some capital costs to date may need to be charged back to revenue	Continue to work with the Department for Transport and Transport for London
2	Public Realm	Waste disposal savings from the new wheeled bin waste collection service may be insufficient to cover the new service costs	Impact of roll out will be monitored and assessed. Expected to deliver longer term reductions in waste disposal tonnages and costs.
3	Public Realm	The new garden waste service may not fully recover its cost (insufficient take up and/or insufficient waste disposal savings)	Impact of roll out will be monitored and assessed. Expected to deliver longer term reductions in waste disposal tonnages and costs.
4	Planning and Property	Increasing repairs and maintenance costs and a reduction in rental income for the Council's non domestic property portfolio	Review of existing lease arrangements, and a review of the capital maintenance programme.
5	Planning and Property	Planning application fees income can be volatile, and may be less than budget	Continue to pursue opportunities to maximise income through Planning Performance Agreements and review fees and charges to ensure full cost recovery
6	All divisions	Significant national inflationary pressures impacting on service spend and current service contracts (such as rising energy, fuel and materials costs)	Continue to work with service contractors to manage within existing budgets
7	All divisions	Potential national public finance pressures impacting specific grant funded services (such as Transport for London funded highways projects)	Plan for projects that can be scaled to match funding as far as possible
8	All divisions	Continued pressure on service demand and income due to the cost of living crisis	Continue to signpost residents to cost of living support. Closely monitor income performance, taking remedial action in year as required
9	All divisions	Ongoing pressure and challenges to secure funding for the H&F Plan objectives	Continue to explore funding opportunities, both internally and externally to the council. Manage within existing resources as far as possible

## Budget 2025/26 Equalities Impact Assessment (EIA)

### **Place Investment and Growth Proposals relevant to this PAC**

#### **Align waste contract budget with service provision - £1.8m**

1. This additional investment in the waste collection and street cleansing service is believed to have a neutral impact on those with protected characteristics as it is a universal service from which all residents benefit.

#### **Enhanced maintenance of bookable sports facilities to improve standards - £60,000**

2. This additional investment in sports facilities is believed to have a neutral impact on those with protected characteristics as it is a bookable service that is available to everyone. It will have a positive impact on Disabled people where any works improve accessibility (although works required to improve health and safety, including accessibility issues, are already prioritised within the service).

#### **Additional investment in Upstream London Industrial Strategy - £250,000**

3. This additional one off investment may have a positive impact for certain protected groups. For example age, race and sex, as it could enable improved employment opportunities in industries that might be typically underrepresented by young or older people, women, or people from multi ethnic backgrounds.

#### **Reversal of prior year one off growth - specialist expertise to support development of the Industrial Strategy - £25,000 budget reduction**

4. There is no service impact as a result of this budget change, which therefore has a neutral impact on groups with protected characteristics.

### **Place Savings Proposals relevant to this PAC**

#### **Waste disposal - targeted shift from general waste to recycling - £300,000**

5. This budgetary saving is to be delivered through a sustained reduction in overall waste disposal tonnages, along with a targeted shift from general waste to recycling. It is believed that this proposal has a neutral impact on groups that share protected characteristics as the Council collects waste and recycling from every household in the borough.

#### **Introduce time banded commercial waste collections - £50,000**

6. The introduction of time banded commercial waste collections is believed to have a positive impact on Disabled groups, as it should restrict the number of obstructions (waste presented for collection) on the highway to a reduced number of occurrences, making it easier for those with mobility issues to move around the borough more safely.

#### **Review fees and charges - £500,000**

7. This budgetary saving is to be delivered through a review of fees and charges to ensure at least full cost recovery. It is believed that this proposal has a neutral impact on groups that share protected characteristics, as all customers are charged equally based on the goods/services purchased, apart from registered charities and community groups who receive discounts in some areas.

#### **Review street lighting asset inventory - £150,000**

8. This budgetary saving is to be delivered by ensuring improved efficiency in street lighting energy payments (ensuring that payments are aligned to the existing number and type of streetlights). This will not impact service provision, and therefore is believed to have a neutral impact on those with protected characteristics. Although not directly as a result of this saving, street lighting is an effective aid in designing out crime, and so has a positive impact on those that are at greater risk of becoming victims of crime (such as women and girls and older people ).

#### **Additional income from highways assets - £200,000**

9. This budgetary saving is to be delivered through securing new external income from contractors that make use of the Council's highway assets (such as electric vehicle charging points, and attachments to lamp columns). It is believed that this has a neutral impact on groups that share protected characteristics.

#### **Enforcement of Advertising board licences - £50,000**

10. Unlicensed advertising boards positioned on the public highway can cause obstruction and present health and safety risks. Enhanced enforcement and regulation of their use is expected to have a positive impact on Disabled people, particularly those with mobility issues, who may be disproportionately disadvantaged by obstructions on the public highway.

#### **Additional sports bookings income from enhanced facilities - £100,000**

11. It is expected that there will be increased income generating potential following the major refurbishment and upgrade of Linford Christie Stadium and the enhanced maintenance of bookable sports facilities across the borough. It is expected that this income will be generated through a combination of increased usage and a review of fees and charges. It is believed that this has a neutral impact on groups that share protected characteristics, as these facilities are available to all, and all users are charged equally according to an agreed schedule of charges.

#### **Review sports bookings discounts - £50,000**

12. The removal of existing sports bookings discounts (for those users who are members of other sporting bodies) will regularise charges for all users. It is believed that this has a neutral impact on groups that share protected characteristics.

#### **Review sports bookings administration - £50,000**

13. This is a back office saving and will not affect front line service delivery. As such, it is believed that this proposal has a neutral impact on groups that share protected characteristics.

### **Review Home Library Service - £64,000**

14. It is proposed to review the current operational arrangements for this service so that it can be provided in a more efficient way. This service is currently delivered to a relatively small number of users, the majority of whom have mobility or other health issues which make it difficult for them to visit a library. An equalities impact assessment will be undertaken as part of the options appraisal and decision process.

### **Café franchise in libraries - £20,000**

15. This saving is to be delivered through securing new external income from the provision of a new café franchise in libraries. Libraries already provide an accessible, warm, safe and sociable space for users which will be further enhanced by the introduction of a café franchise. It is believed that this proposal has a positive impact on those with protected characteristics, particularly based on age and disability as well those who might be socially isolated.

### **Non-domestic property portfolio master plan - £100,000**

16. This saving is expected to have a neutral impact on groups with protected characteristics as it relates to making the Council's non-domestic property portfolio more efficient. Any specific proposals to change the existing use or tenancy arrangements of currently occupied buildings will consider an equalities impact assessment as part of the proposal and decision.

### **Review discretionary Planning charges - £175,000**

17. This budgetary saving is to be delivered through a review of discretionary Planning fees and charges to ensure at least full cost recovery. It is believed that this proposal has a neutral impact on groups that share protected characteristics, as all customers are charged equally based on the services purchased.

### **Homebuy matching and marketing service - £75,000**

18. This budgetary saving is to be delivered through the introduction of a fees for the Homebuy service, to ensure at least full cost recovery. It is believed that this proposal has a neutral impact on groups that share protected characteristics, as all customers are charged equally based on the services purchased.

Fees and charges relevant to this PAC only

Fee Description	2024/25 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
<b>BULKY HOUSEHOLD WASTE COLLECTIONS</b>			
<i>20% discount applied for charities</i>			
Standard - up to 3 items of household bulky waste	£45.00	£49.00	£4.00
Standard - each additional item	£4.50	£9.80	£5.30
Special fee – broken down sheds - per shed	£75.00	£80.00	£5.00
<b>GARDEN WASTE</b>			
Annual Garden Waste Subscription	£90.00	£90.00	£0.00
<b>COMMERCIAL WASTE</b>			
<b>DUTY OF CARE CERTIFICATES</b>			
Duty of Care Certificate (new and revisions)	£80.00	£85.00	£5.00
<b>WASTE AND RECYCLING COLLECTIONS - charge per sack/empty</b>			
<i>20% discount applied for charities. Prices subject to negotiation</i>			
Recycling Sacks	£2.30	£2.50	£0.20
Waste Sacks	£3.30	£3.60	£0.30
360 Ltr Recycling Bin	£8.50	£9.30	£0.80
360 Ltr Waste Bin	£14.40	£15.90	£1.50
660 Ltr Recycling Bin	£12.00	£13.20	£1.20
660 Ltr Waste Bin	£18.90	£20.80	£1.90
940 Ltr Waste Bin	£26.20	£28.80	£2.60
1100 Ltr Waste Bin	£26.20	£28.80	£2.60
1100 Ltr Waste Bin (heavy)	£28.50	£31.30	£2.80
1280 Ltr Recycling Bin	£17.60	£19.30	£1.70
1280 Ltr Recycling Bin (heavy)	£19.50	£21.40	£1.90
Compactors	£617.50	£675.00	£57.50
<b>DOMESTIC BIN HIRE - charge per bin per week</b>			
360 Ltr Euro Bin	£1.80	£1.90	£0.10
660 Ltr Bin	£3.50	£3.60	£0.10
940 Ltr Bin	£2.60	£2.70	£0.10
1100 Ltr Euro Bin	£3.80	£3.90	£0.10
1280 Ltr Euro Bin	£3.80	£3.90	£0.10
<b>CONTAINER REPLACEMENT - charge per bin</b>			
360 Ltr Bin	£169.10	£172.00	£2.90
660 Ltr Bin	£449.00	£457.00	£8.00
940 Ltr Palladin Bin	£472.70	£481.00	£8.30
940 Ltr Chamberlain	£472.70	£481.00	£8.30
1100 Ltr Euro Bin	£465.60	£474.00	£8.40
1280 Litre Euro Bin	£588.60	£599.00	£10.40
<b>COMMERCIAL RECYCLING CONTAMINATION CHARGE</b>			
Per occurrence - one off charge in addition to standard collection charges above	£50.00	£75.00	£25.00

Fees and charges relevant to this PAC only

Fee Description	2024/25 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
<b>HIGHWAYS</b>			
<b>Street Lamp Column Small Cell Attachments</b>			
Coordination fee / checking and assessing applications (VAT to be added)	£4,500.00	£4,950.00	£450.00
Inspection / surveys / structural tests, per node attachment (VAT to be added)	£240.00	£270.00	£30.00
Annual fee - first node deployed on each asset	£300.00	£330.00	£30.00
Annual fee - second node deployed on each asset	£150.00	£170.00	£20.00
Annual fee - each additional node deployed on each asset after the first two	£100.00	£110.00	£10.00
<b>Attachment licence – for attachments other than small cells:</b>			
Admin Charge	£250.00	£280.00	£30.00
6 monthly block charge per asset (i.e. lamp column)	£750.00	£830.00	£80.00
<b>Other</b>			
Provision of General Highways Information	£550.00	£600.00	£50.00
Crossover Application fee	£550.00	£600.00	£50.00
Canopy Fee - One off charge	£330.00	£360.00	£30.00
Canopy Fee - Renewal	£165.00	£180.00	£15.00
<b>Pavement Licences</b>			
New pavement licence (per annum)	£300.00	£500.00	£200.00
Renewed pavement licence (per annum)	£200.00	£350.00	£150.00
Advertising Board Licence - Annual	£220.00	£250.00	£30.00
<b>Scaffolding / Hoarding Licences</b>			
A damage deposit of at least £750 applies for all for scaffold & hoarding licences (refundable on completion following verbal or written confirmation & satisfactory site inspection).	£750+	£750+	N/A
Scaffolding / Hoarding Licence Commercial Single Frontages (and residential sites measuring up to 15m) - per month	£420.00	£600.00	£180.00
Scaffolding / Hoarding Licence (Any site measuring more than 15m) - per month	£960.00	£1,060.00	£100.00
<b>Crane Licences</b>			
Major crane Application	£1,000.00	£1,120.00	£120.00
Minor Crane Operations, two weeks	£500.00	£550.00	£50.00
<b>Skips &amp; Builder's Materials Licences</b>			
A damage deposit has been introduced to cover damage from skips and builders materials. This is set at £750 in line with the damage deposit for scaffolding and hoarding licences	£750.00+	£750.00+	
Skip & Builders' Materials Licences, two weeks	£130.00	£150.00	£20.00
Applications for highway licences, where applicable, also require payment for the suspension of a parking bay			
<b>Other Highways Licences</b>			
Magazine Dispensers	£1,155.00	£1,280.00	£125.00
Storage Containers (developments, stadiums, etc.), two weeks	£1,100.00	£1,210.00	£110.00
Cellar Doors - One off license fee	£440.00	£490.00	£50.00
Cellar Doors - Renewal fee	£220.00	£250.00	£30.00
Portaloos, two weeks	£110.00	£200.00	£90.00
Site huts, two weeks	£330.00	£370.00	£40.00
Accident Data	£200.00	£220.00	£20.00
Call outs (for first day - not including additional costs)	£220.00	£250.00	£30.00
- Each additional day	£82.50	£100.00	£17.50
<b>Highways Inspection Data</b>			
Application	£550.00	£610.00	£60.00
<b>Highways Land Enquires</b>			
Text Based	£120.00	£140.00	£20.00
Drawing	£240.00	£270.00	£30.00
<b>Street Naming and Numbering</b>			
Initial new addressable Unit	£400.00	£450.00	£50.00
Additional Addressable Unit	£140.00	£160.00	£20.00
New building name	£280.00	£310.00	£30.00
New Street name	£800.00	£880.00	£80.00
Address Verification	£180.00	£200.00	£20.00
<b>Street works (Section 50) Licences</b>			
Application Fee	£370.00	£500.00	£130.00
Officer Time Charges, per hour, estimated as at least £750 per job	£750.00	£750.00	£0.00
Admin Fee	7%	10%	3%
Reinstatement Bond	To be estimated	To be estimated	

Fees and charges relevant to this PAC only

Fee Description	2024/25 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
<b>TRANSPORT POLICY</b>			
<b>Costs of Traffic Surveys</b>			
4 Arm Junction	£770.00	£850.00	£80.00
Single Carriageway	£770.00	£850.00	£80.00
Other Junctions	£770.00	£850.00	£80.00
<b>ENVIRONMENTAL QUALITY</b>			
Demolition Notice S80 Building Act (VAT not included)	£360.00	£440.00	£80.00
<b>Environmental Searches for Contaminated Land Enquiries (Environmental Information Regulations 2004)</b>			
Residential Property*	£240.00	£270.00	£30.00
Commercial Property*	£240.00	£270.00	£30.00
*A scaled increase is applied to these charges for bespoke searches, large sites or adjacent properties. The Environmental Quality team should be contacted for an estimate in all cases. VAT is not included.			
<b>Private Water Supplies - General Charges</b>			
<i>Statutory charges. The Regulations* allow the Council to recover reasonable costs.</i>			
Risk Assessment (for each assessment)	£85.00	£100.00	£15.00
Sampling (for each visit)***	£85.00	£100.00	£15.00
Investigation (each investigation)	£85.00	£100.00	£15.00
Granting an authorisation (each authorisation)	£85.00	£100.00	£15.00

Fees and charges relevant to this PAC only

Fee Description	2024/25 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
<b>LETTINGS &amp; EVENTS - Zero Rated VAT (Hourly Rates)</b>			
<b>Corporate and Private</b>			
<b>Build and de-rig fee or non-operating day (50% of daily hire fee)</b>			
Events Under 200 people attending	£1,761.00	£1,900.00	£139.00
Events 200-499 people attending	£2,343.00	£2,600.00	£257.00
Events 500-999 people attending	£2,929.00	£3,200.00	£271.00
Events 1,000-4,999 people attending	£5,858.00	£6,500.00	£642.00
Events 5,000-9,999 people attending	£11,714.00	£13,000.00	£1,286.00
Events 10,000-19,999 people attending	POA	POA	N/A
<b>Fairground</b>			
<b>Build and de-rig fee or non-operating day (50% of daily hire fee)</b>			
Small (up to 5 ride)	£604.00	£700.00	£96.00
Medium ( up to 10 rides)	£1,209.00	£1,300.00	£91.00
Large ( over 10 rides)	£2,418.00	£2,500.00	£82.00
<b>Surcharge for large infrastructure</b>			
Staging and Screens	£587.00	£650.00	£63.00
<b>Other Fees</b>			
Short notice surcharge	N/A	POA	New Charge
Event Duty Management half day (min 4 hours)	N/A	£400-£750	New Charge
Event Duty Management full day	N/A	£500-£1,000	New Charge

Fees and charges relevant to this PAC only

Fee Description	2024/25 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
<b>FILMING/PHOTOGRAPHY</b>			
<b>GENERAL (ADMIN AND STAFF)</b>			
Admin fee per hour (10 and above crew)	N/A	£150.00	New Charge
Late Notice Application Fee (less than two weeks)	£106.80	£150.00	£43.20
Late Notice cancellation (within 48 hours of start)	N/A	50% of total fees	New Charge
Security per hour	£27.60	Cost plus 25%	N/A
Electricians per hour	£47.60	Cost plus 25%	N/A
Licence fee (small crew) 1 -10	£46.90	£100.00	£53.10
Licence fee (Medium crew) 11 - 24	£70.40	£150.00	£79.60
Licence fee (large crew) 25-49	£129.10	£200.00	£70.90
Licence fee (extra large) 50+	£176.10	£300.00	£123.90
Licence fee (students and charities)	£23.50	£30.00	£6.50
<b>PARKS AND CEMETERIES</b>			
Larger parks - Ravenscourt, Bishops, Wormwood Scrubs, Hammersmith, South (per hour)	£434.30	£500.00	£65.70
All other sites (per hour)	POA	POA	N/A
Small parks: Small crew 1 -10 (per day)	£586.90	£750.00	£163.10
Small parks: Medium crew 11 - 24 (per day)	£1,173.70	£1,500.00	£326.30
Small parks: Large crew 25 - 49 (per day)	£1,173.70	£2,000.00	£826.30
Small parks: Extra large crew 50+ (per day)	£2,347.40	£2,500.00	£152.60
Large parks: Small crew 1 -10 (per day)	£1,760.60	£2,000.00	£239.40
Large parks: Medium crew 11 - 24 (per day)	£2,347.40	£2,500.00	£152.60
Large parks: Large crew 25 - 49 (per day)	£2,934.30	£3,500.00	£565.70
Large parks: Extra large crew 50+ (per day)	£3,521.10	£4,000.00	£478.90
<b>LOCATION FEES</b>			
<b>Libraries / Sports Centres / Housing Estates / Mortuary:</b>			
Extra large crew 50+ (per day)	£3,521.10	£4,000.00	£478.90
<b>LIBRARIES</b>			
<b>Archives Reproduction Fees</b>			
Exhibitions - Permanent display - small audience	£45.00	£60.00	£15.00
Exhibitions - Permanent display - large audience	£90.00	£120.00	£30.00
Television, Film & Video - Facility fee for film or TV companies - negotiable per day	£100-£500	£110-£550	£10-£50
<b>TV &amp; Audio</b>			
DVDs & boxed sets per day	£0.30	£1.00	£0.70
Learning pack/ language course	£0.30	£1.00	£0.70
<b>Loss &amp; Damage</b>			
Lost / damaged membership cards - over 15	£3.00	£3.50	£0.50

Fees and charges relevant to this PAC only

Fee Description	2024/25 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
<b>PARKS</b>			
Professional Dog Walker Licence - Resident (annual)	£210.00	£230.00	£20.00
Professional Dog Walker Licence - Non Resident (annual)	£410.00	£460.00	£50.00
<b>LEISURE IN PARKS</b>			
<b>PROFESSIONAL PERSONAL TRAINING</b>			
Professional Trainer License With 3 or more people up to 25 (6 Months)	£960.00	£1,060.00	£100.00
professional Trainer License With 3 or more people up to 25 (12 Months)	£1,710.00	£1,890.00	£180.00
<b>FOOTBALL (GRASS PITCHES) - LBHF</b>			
<i>Inclusive of Changing Rooms when available &amp; Nets/Flags</i>			
Full-Size Pitch Per Game	£121.30	£133.00	£11.70
7-A-Side Size Pitch Per Game	£59.90	£66.00	£6.10
5-a-side pitch per hour	£49.90	£55.00	£5.10
Per Pitch Per Hour - In Borough State Schools	£42.30	£45.00	£2.70
Per Pitch Per Hour - Out of Borough & Private Schools	£100.00	£110.00	£10.00
<b>11-A-SIDE ALL-WEATHER PITCHES (11AWP)</b>			
<i>Inclusive of Pitch Hire Only</i>			
Per Pitch Per Hour	£121.30	£133.00	£11.70
Per Pitch (off-peak 9am-5pm Monday-Thursday, all day Friday and weekends)	£108.60	£119.00	£10.40
Per Pitch Per Hour - In Borough State Schools	£42.30	£45.00	£2.70
Per Pitch Per Hour - Out of Borough & Private Schools	£100.00	£110.00	£10.00
Per Pitch Per Hour - H&F Primary Schools Sports association (1pm-3.30pm) - Session	£55.00	£58.00	£3.00
Per pitch (Group Training/Coaching Every Day)	£116.20	£133.00	£16.80
Per Pitch Per Hour - H&F Primary Schools Sports association (9am-3.30pm) - 5 times a year	£172.40	£182.00	£9.60
<b>5-A-SIDE ALL-WEATHER PITCHES (5AWP)</b>			
<i>Inclusive of Pitch Hire Only</i>			
Per Pitch Per Hour	£59.90	£66.00	£6.10
Per Pitch (off-peak 9am-5pm Monday-Thursday, all day Friday and weekends)	£47.10	£52.00	£4.90
Per Pitch Per Hour - In Borough State Schools	£34.30	£37.00	£2.70
Per Pitch Per Hour - Out of Borough & Private Schools	£61.00	£66.00	£5.00
Per pitch (Group Training/Coaching Every Day)	£63.40	£70.00	£6.60
<b>RUGBY / GAELIC FOOTBALL / LA CROSSE / HOCKEY / AUSTRALIAN RULES</b>			
<i>Inclusive of Changing Rooms when available</i>			
Per Pitch, Per Adult, Per game -	£121.40	£134.00	£12.60
Junior Size pitch - Game	£75.90	£83.00	£7.10
Per Pitch Per Hour - In Borough State Schools	£42.30	£45.00	£2.70
Per Pitch Per Hour - Out of Borough & Private Schools	£100.00	£110.00	£10.00
<b>CRICKET PITCH - LBHF</b>			
<i>Wormwood Scrubs only (Inclusive of Changing Rooms when available)</i>			
Per pitch per match (weekend and bank holiday)	£163.50	£180.00	£16.50
Per pitch per hour (Group training/coaching everyday)	£63.10	£69.00	£5.90
Per pitch per match (weekday)	£135.10	£149.00	£13.90
Per pitch - In-Borough State School	£42.30	£45.00	£2.70
Per pitch - Out of Borough and Private School	£100.00	£110.00	£10.00
<b>CRICKET (NETS)</b>			
<i>South Park Only (Inclusive of Net Hire only, where requested without a pitch).</i>			
Per net - Hour	£21.00	£23.00	£2.00
Per net - In-Borough State School - Hour	£16.20	£18.00	£1.80
Per net - Out of Borough and Private School - Hour	£23.00	£25.00	£2.00
<b>ROUNDERS/BASEBALL/SOFTBALL</b>			
<i>Wormwood Scrubs only (Inclusive of Changing Rooms when available)</i>			
Per pitch - adult	£121.50	£134.00	£12.50
Per Pitch Per Hour - In Borough State Schools	£55.00	£58.00	£3.00
Per Pitch Per Hour - Out of Borough & Private Schools	£95.00	£105.00	£10.00
<b>TOUCH/TAG RUGBY</b>			
<i>Inclusive of Pitch Hire Only</i>			
Per Pitch Per Game	£64.10	£71.00	£6.90
Per Pitch Per Hour - In Borough State Schools	£42.30	£45.00	£2.70
Per Pitch Per Hour - Out of Borough & Private Schools	£100.00	£110.00	£10.00
<b>ATHLETICS &amp; SPORTS DAYS - HURLINGHAM PARK &amp; SOUTH PARK</b>			
<i>Inclusive of Line Markings (100m Track) (No Changing Rooms)</i>			
Per Space Per Hour	£85.00	£94.00	£9.00
Per Space Per Hour - In Borough State Schools	£42.30	£45.00	£2.70
Per Space Per Hour - Out of Borough & Private Schools	£100.00	£110.00	£10.00
<b>ATHLETICS &amp; SPORTS DAYS - All Other Sites</b>			
<i>Inclusive of Pitch Hire Only</i>			
Per Space Per Hour	£39.80	£44.00	£4.20
Per Space Per Hour - In Borough State Schools	£34.30	£37.00	£2.70
Per Space Per Hour - Out of Borough & Private Schools	£64.00	£70.00	£6.00
Group training and coaching per area per hour	£65.00	£72.00	£7.00
<b>TENNIS - LBHF</b>			
Pay and play - Hour (non-member court fee)	£13.30	£15.00	£1.70

Fees and charges relevant to this PAC only

Fee Description	2024/25 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
Tennis Membership (Annual - Adult)	N/A	£25.00	New charge
Member Pay and play - Adult - Hour / Out of borough & Private School	£9.90	£11.00	£1.10
Member Pay and play - Youth (under 18) - Hour	£4.70	£5.00	£0.30
Pre-booked - State school - Hour	£4.70	£5.00	£0.30
Floodlights - Hour	£4.20	£5.00	£0.80
Coaches licence fee - Annual	£1,602.70	£1,800.00	£197.30
Chelsea Harbour Club Adult Courses (per week)	N/A	£15.00	New charge
Chelsea Harbour Club Junior Courses (per week)	N/A	£12.50	New charge
Chelsea Harbour Club Disability Courses (per week)	N/A	£5.00	New charge
<b>NETBALL - LBHF</b>			
Per Court Per Hour - Daytime	£28.50	£32.00	£3.50
Per Court (Group training/coaching daytime)	£31.60	£35.00	£3.40
Per Court Per Hour - Floodlit	£42.70	£47.00	£4.30
Per Court (Group training/coaching floodlit)	£45.30	£50.00	£4.70
Per Court Per Hour - In Borough State Schools	£23.30	£26.00	£2.70
Per Court Per Hour - Out of Borough & Private Schools	£36.00	£40.00	£4.00
Netball - Per Court Per Hour - In Borough State Schools - Floodlit	£30.00	£33.00	£3.00
Netball - Per Court Per Hour - Out of Borough & Private Schools - Floodlit	£43.00	£47.00	£4.00
<b>COMMUNITY ROOM - Hurlingham Park Only</b>			
Room Hire	£44.20	£49.00	£4.80
Room Hire - Hammersmith And Fulham RFC (2 Hours)	£100.80	£111.00	£10.20
<b>TRAINING AREAS (FLOODLIT AND NON FLOODLIT)</b>			
<b>HURLINGHAM PARK TRAINING AREA</b>			
<i>Inclusive of Changing Rooms &amp; Floodlights (Where Available)</i>			
Training Area Per Hour	£56.40	£62.00	£5.60
Training Area Per Hour - Group Training/Coaching Every Day	£63.40	£70.00	£6.60
Training Area Per Hour - In Borough State Schools	£54.60	£58.00	£3.40
Training Area Per Hour - Out of Borough & Private Schools	£81.00	£89.00	£8.00
Per area - Hammersmith & Fulham RFC (90 minutes) - Session	£113.10	£124.00	£10.90
Training Area Per Day - Fulham Football Club Foundation	£178.60	£196.00	£17.40

Fees and charges relevant to this PAC only

Fee Description	2024/25 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
<b>BISHOPS PARK, BROOK GREEN, EEL BROOK COMMON, LILLIE ROAD, NORMAND PARK, RAVENSCOURT PARK, SOUTH PARK &amp; WORMWOOD SCRUBS TRAINING BOOKABLE AREAS</b>			
<i>Inclusive of Pitch Hire Only</i>			
Training - In-Borough State School	£32.70	£35.00	£2.30
Training - Out Of Borough And Private School and General	£41.00	£45.00	£4.00
Training Area Per Hour (Public- without Changing Rooms)	£32.70	£36.00	£3.30
Training Area Per Hour (Commercial - without Changing Rooms)	£36.50	£40.00	£3.50
Training Area Per Hour (with Changing Rooms)	£56.40	£62.00	£5.60
Training Area Per Hour/Day rate - Fulham Football Club Foundation (School Holidays Only)	£128.30	£141.00	£12.70
<b>LINFORD CHRISTIE STADIUM</b>			
<b>Annual Inclusive Pass</b>			
Adult (member)	£125.50	£140.00	£14.50
Adult (non-member)	£195.20	£210.00	£14.80
Concessionary (member)	£55.50	£60.00	£4.50
Concessionary (non-member)	£97.70	£110.00	£12.30
Student	£97.70	£110.00	£12.30
Adult (member) - 6 months	£69.50	£80.00	£10.50
Adult (non-member) - 6 months	£111.30	£120.00	£8.70
<b>Casual Use session Price (pay as you go)</b>			
Adult (Member)	£5.10	£6.00	£0.90
Adult (Non Member)	£6.50	£7.00	£0.50
*Concessionary (12 months only) (member)	£2.60	£3.00	£0.40
*Concessionary (12 months only) (Non Member)	£3.90	£4.00	£0.10
Lifestyle Plus Member	£0.60	£1.00	£0.40
Adult spectator/ entrance fee (events)	£2.60	£3.00	£0.40
Use of shower facilities / changing facilities	£2.60	£3.00	£0.40
<b>Running Track Hire</b>			
Training - In-Borough State School	£28.70	£31.00	£2.30
Training - Out Of Borough And Private School and General	£94.00	£103.00	£9.00
Training - Group training/coaching	£94.60	£104.00	£9.40
Sports Day - In-Borough State School (Up to 3 hours)	£220.80	£232.00	£11.20
Sports Day - Out Of Borough And Private School and General (Up to 3 hours)	£308.00	£339.00	£31.00
Sports Day - Group/corporate (Up to 3 hours)	£378.30	£416.00	£37.70
Sports Day - In-Borough State School (Each additional hour)	£88.90	£94.00	£5.10
Sports Day - Out Of Borough And Private School and General (Each additional hour)	£126.00	£139.00	£13.00
Sports Day - Group/corporate (Each additional hour)	£126.10	£166.00	£39.90
Thames Valley Harrier Meeting	£78.50	£86.00	£7.50
<b>PITCHES &amp; ANCILLARY HIRE SERVICES</b>			
<b>7-A-SIDE ALL WEATHER PITCH (Sand based)</b>			
<i>Inclusive of changing rooms when available</i>			
Per Pitch Per Hour (Peak from 5pm onwards Monday-Thursday)	N/A	£65.00	New charge
Per Pitch Per Hour (off-peak 9am-5pm Monday-Thursday, all day Friday and weekends)	N/A	£45.00	New charge
Per Pitch Per Hour - In-Borough State School	N/A	£35.00	New charge
Per Pitch Per Hour - Out Of Borough And Private School	N/A	£55.00	New charge
<b>7-A-SIDE 4G WEATHER PITCH</b>			
<i>Inclusive of changing rooms when available</i>			
Per Pitch Per Hour (Peak from 5pm onwards Monday-Thursday)	N/A	£85.00	New charge
Per Pitch Per Hour (off-peak 9am-5pm Monday-Thursday, all day Friday and weekends)	N/A	£60.00	New charge
Per Pitch Per Hour - In-Borough State School	N/A	£50.00	New charge
Per Pitch Per Hour - Out Of Borough And Private School	N/A	£70.00	New charge
<b>5-A-SIDE ALL WEATHER PITCH</b>			
<i>Inclusive of changing rooms when available</i>			
Per Pitch (Peak from 5pm onwards Monday-Thursday)	£59.90	£66.00	£6.10
Per Pitch (off-peak 9am-5pm Monday-Thursday, all day Friday and weekends)	£39.60	£44.00	£4.40
Per Pitch - In-Borough State School	£34.10	£36.00	£1.90
Per Pitch - Out Of Borough And Private School	£51.00	£56.00	£5.00
<b>GRASS CENTRE PITCH (Linford Christie Stadium)</b>			
<i>Bookings for 10 or more games are exempt from VAT - Inclusive of changing rooms if desired</i>			
Centre Pitch Per Game Without Floodlighting	£149.30	£164.00	£14.70
Centre Pitch Per Hour Without Floodlighting	£128.30	£141.00	£12.70
Centre Pitch Per Hour Without Floodlighting - In-Borough State School	£88.90	£94.00	£5.10
Centre Pitch Per Hour Without Floodlighting - Out-of-Borough & Private School	£128.30	£141.00	£12.70
Centre Pitch Per Hour With Floodlighting	£164.20	£181.00	£16.80
Centre Pitch Per Hour With Floodlighting - In-Borough State School	£103.50	£109.00	£5.50
Centre Pitch Per Hour With Floodlighting - Out-of-Borough & Private School	£164.20	£181.00	£16.80
<b>ROOMS / STORAGE HIRE</b>			
Community room - Hour	£35.50	£39.00	£3.50
Announcers box - Hour	£35.50	£39.00	£3.50
Changing room per team - Game	£35.50	£39.00	£3.50
Community room - School - Hour	£28.40	£31.00	£2.60
Announcers box - School - Hour	£28.40	£31.00	£2.60
Changing room per team - School - Game	£28.40	£31.00	£2.60
Storage container - School - Annual	£1,850.50	£2,036.00	£185.50

Fees and charges relevant to this PAC only

Fee Description	2024/25 Charge (£)	2025/26 Charge (£)	Proposed Variation (£)
<b>CEMETERIES - Exempt for VAT</b>			
<b>GRAVE PURCHASE - HAMMERSMITH &amp; FULHAM</b>			
Grave Purchase & Grant - North Sheen / Mortlake - Resident	£3,666.00	£4,400.00	£734.00
Grave Purchase & Grant - North Sheen / Mortlake - Non Resident	£7,332.00	£8,800.00	£1,468.00
Grave Purchase & Grant - Fulham / Margravine - Resident	£14,548.50	£15,300.00	£751.50
Grave Purchase & Grant - Fulham / Margravine - Non Resident	£21,823.40	£23,000.00	£1,176.60
<b>INTERMENT &amp; REOPENING OF GRAVES</b>			
<i>The interment cost for residents' children up to 18 years of age are waived</i>			
Up to 2 interments / Reopening's (each) - Resident	£1,787.20	£1,900.00	£112.80
Up to 2 interments / Reopening's (each) - Non Resident	£3,574.50	£3,700.00	£125.50
Subsequent interment at same time - Resident	£608.20	£640.00	£31.80
Subsequent interment at same time - Non Resident	£1,216.40	£1,280.00	£63.60
Per extra interment (below 7ft) - Resident	£373.50	£400.00	£26.50
Per extra interment (below 7ft) - Non Resident	£746.90	£800.00	£53.10
Additional charge for casket over 6'8" long or over 26" wide - Resident	£3,259.70	£3,500.00	£240.30
Additional charge for casket over 6'8" long or over 26" wide - Non Resident	£6,519.40	£7,000.00	£480.60
<b>INTERMENT OF CREMATED REMAINS</b>			
<i>The interment cost for residents' children up to 18 years of age are waived</i>			
Grave Purchase & Reserve - Resident	£1,737.10	£1,830.00	£92.90
Grave Purchase & Reserve - Non Resident	£3,281.00	£3,660.00	£379.00
Grave Purchase and Grant - Resident	£868.50	£920.00	£51.50
Grave Purchase and Grant - Non Resident	£1,641.00	£1,840.00	£199.00
Interment - Resident	£446.00	£500.00	£54.00
Interment - Non Resident	£892.00	£500.00	-£392.00
Subsequent Interment of Cremated Remains in a Grave	£234.70	£250.00	£15.30
Scattering of Ashes - Resident	£128.00	£140.00	£12.00
Scattering of Ashes - Non Resident	£128.00	£140.00	£12.00
<b>INTERMENTS - PRIVATE GRAVES</b>			
<i>The interment cost for residents' children up to 18 years of age are waived</i>			
<b>NON PRIVATE GRAVES</b>			
Grave Space Only - Resident	£1,787.20	£1,900.00	£112.80
Grave Space Only - Non Resident	£3,574.50	£3,800.00	£225.50
<b>MEMORIALS</b>			
Headstone (including Tablet, Vase, etc.) - Resident	£334.00	£360.00	£26.00
Headstone (including Tablet, Vase, etc.) - Non Resident	£667.90	£720.00	£52.10
Additional inscription - Resident	£111.00	£120.00	£9.00
Additional inscription - Non Resident	£221.90	£240.00	£18.10
Memorial Cleaning	£70.40	£80.00	£9.60
<b>REGISTER SEARCH FEE</b>			
1 Search	£30.00	£32.00	£2.00
2 Searches	£50.00	£53.00	£3.00
3 Searches	£60.00	£63.00	£3.00
<b>CHANGE OF OWNERSHIP</b>			
Registering change of ownership & new Deed	£117.00	£123.00	£6.00
As above but statutory declaration required	£200.00	£210.00	£10.00
<b>USE OF CHAPEL (Per Hour)</b>			
Standard Hours (Monday - Friday 10am-4pm)	£128.00	£135.00	£7.00
Out of Hours (Weekdays After 4pm / Saturdays / Bank Holidays). 24 Hours Notice Required	£128.00	£135.00	£7.00
Late arrival fee	£256.10	£270.00	£13.90
<b>MAINTENANCE OF GRAVES &amp; MEMORIALS</b>			
<b>Grave Planting and Maintenance (Per annum/per grave space)</b>			
Full Maintenance	£229.60	£250.00	£20.40
Full Maintenance - Pensioners	£106.70	£125.00	£18.30

# Agenda Item 6

## PAC report template

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

**Date:** 03/02/2025

**Subject:** Inclusive Environment Disabled Residents Team Update

**Report authors:** Annie Baker, Assistant Director Street Environment Services and Jane Wilmot, Inclusive Environment Disabled Residents Team Co-Chair

**Responsible Director:** Bram Kainth, Executive Director of Place

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### SUMMARY

This report provides information to the Committee on the work of the Inclusive Environment Disabled Residents Team. The report gives an overview of the Team, the work undertaken to date and planned in the future, as well as key achievements and challenges. The report is provided for consideration and comment.

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### RECOMMENDATIONS

1. For the Committee to note and comment on the report
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**Wards Affected:** All

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Our Values	Summary of how your work on co-production aligns to the H&F Values
Building shared prosperity	Co-production fosters a shared vision for H&F that is co-created and owned by our residents.
Creating a compassionate council	Co-production enables the Council to be compassionate by valuing the voices of all residents, but particularly those residents who experience barriers to community inclusion.
Doing things with local residents, not to them	Co-production with residents is the mechanism to deliver this priority. Co-production is about real partnership working with residents from the start to the conclusion of a policy or service redesign process.
Being ruthlessly financially efficient	Co-production has the potential to enable the Council to deliver the services that residents want and need, thereby ensuring more cost effective use of resources. By getting investment and service provision right first time, it prevents the need for expensive adaptations in the future.
Taking pride in H&F	The Council's commitment to co-producing policies and services with Disabled residents is ground-breaking as H&F is the first to resource it and embed it in the Business Planning process. This is something the Council and our residents can be proud of.

Rising to the challenge of the climate and ecological emergency	Co-production with residents is an important part in our work to reduce our impact on the environment and adapt to changes in climate. The Council's work on climate adaptation is one of the items that has come to the Inclusive Environment Disabled Residents Team to ensure that this work includes the input of disabled residents
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## Background Papers Used in Preparing This Report

Inclusive Environment Disabled Residents Team Terms of Reference

### DETAILED ANALYSIS

#### Background information

1. The Inclusive Environment Disabled Residents Team was set up in 2024. The group was previously the Safer Cycle Pathway Disabled Residents Team, set up in 2021 specifically to work on the cycle path on King Street and the new name reflects the wider role that the Team now plays in co-production work across the Place directorate.
2. The Inclusive Environment Disabled Residents Team is made up of council officers and disabled residents and meets monthly with 10 meetings per year (due to breaks in August and December). The Terms of Reference for the group are attached at Appendix 1.

#### The remit of the group

3. The Inclusive Environment Disabled Residents Team aims to:
  - Co-produce with H&F officers to embed inclusive design standards
  - Ensure disabled residents have a strong voice in decision-making
  - Implement priority areas for an accessible & inclusive street environment
  - Work towards a society where everybody can take part and navigate the environment without barriers

#### Membership

4. The Team members are:
  - Jane Wilmot OBE: Co-chair and local resident
  - Russell Trewartha: Co-chair and council officer (Assistant Director Capital Projects)
  - Annie Baker: Council officer (Assistant Director Street Environment Services & Place Department Co-Production Champion)
  - Kate Betteridge: Local resident
  - Suzanne Iwai: Local resident
  - Andrew Hodgson: Local resident
  - Devaki Sivasubramanian: Local resident
  - Natasha Trotman: Local resident
5. The Inclusive Environment Disabled Residents Team is actively seeking new members and applications are open. Further information can be found here [Invitation to apply to join the H&F Inclusive Environment Disabled Residents Team | London Borough of Hammersmith & Fulham](#)

#### Successes to date

6. Access Audit of King Street & monitoring: the Council commissioned two disabled access consultants to do an access audit of King Street. This was well received by officers and the Inclusive Environment

Disabled Residents Team. Officers are working through the recommendations with the Inclusive Environment Disabled Residents Team. This will feed into longer term work on King Street and is informing the Council's current approach to improving safety at bus stop by-passes.

7. Site visit with blind residents and officers to understand the barriers at staggered crossings & bus stop bypasses on King Street and Wood Lane/South Africa Road. The outcome is to trial a step and railings on the crossing at Wood Lane which will inform future solutions, with view to making things safer and more accessible at similar crossing points.
8. Development of StreetSmart Guidance: This work, to develop new highways design guidance, is in development and began with a discussion at the Inclusive Environment Disabled Resident Team meeting at its inception. The council will co-produce the guidance with the Inclusive Environment Disabled Residents Team so that accessibility is at the heart of the guidance and new highway designs.
9. Disabled Shopper Bays: Motorists can park on King Street for short periods which is not always long enough for accessible shopping trips. After discussion with blue badge holders the Council introduced three Disabled Shopper bays on Macbeth Street and one at Downs Place. These are now in operation.
10. E-bikes: Blind and visually impaired residents at Pocklington Lodge reported that e-bikes parked outside Stamford Brook Station create obstacles because they obstruct the pavement. There was a site meeting with a council officer and blind and visually impaired residents. The outcome is to provide cycle bays to encourage cycles to park on one side of the pavement.
11. National coproduction week in July – Team Members spoke at a conference to promote awareness co-production and encourage more participation from officers, Members and disabled residents across the borough.
12. The Council commissioned Transport for All to carry out training for officers and disabled residents on the transport needs of disabled people. The outcome is that everyone is on the same page which is helpful in building trust and sharing information and experience.

## Challenges

13. Inclusive technical information: It is really important for members of the Inclusive Environment Disabled Residents Team that inclusive plans are provided in advance of meetings. This can be a challenge given the technical density of transport maps and plans. The accessibility of information is improving as the department embeds co-production in its day to day work and the Team provides really helpful feedback on plans to assist with ongoing improvement.
14. Working with other organisations: It is not always possible for our Resident Co-chair or Team Members to be included in strategic high-level meetings between councillors, officers and Transport for London. [we are still working on this] Focused meetings with Transport for London and the Inclusive Environment Disabled Residents Team have been held. It is hoped that a co-production approach will be taken up more widely by other organisations and the Inclusive Environment Disabled Residents Team is in a good position to share learning and to support this process.
15. Recruitment: We would like to recruit more members to the Team – we currently have six local resident members and we would love to grow this and to be as diverse in our membership as possible. We have an open (and on-going) recruitment programme, with several interviews scheduled in the coming weeks and recruitment remains live.
16. Resources and maximising impact: As co-production activities in the Place Directorate grow and develop, it is likely that we will need to continue to optimise meeting time and topics to ensure that the work of the Team is as impactful as possible. Recruitment to the Team will be an important part of ensuring that there is enough capacity to contribute effectively as needed as our coproduction work progresses.

## Further support to help the group achieve its aims

17. The Inclusive Environment Disabled Residents Team welcomes support from Committee Members and the wider Council to:
- Encourage disabled residents to join the Team
  - Support disability training for members and officers
  - Increase visibility of Inclusive Environment Disabled Residents Team's work

## “Doing things with residents, not to them” – further examples from the Place Directorate

18. There are many other ways that we work to do things with residents, not to them, in the Place Directorate and this is increasingly embedded in everything that we do. Examples of this work are included in the following paragraphs.
19. **Guns, Violence and Exploitation Unit:** The Guns, Violence and Exploitation Unit have co-produced Parent & Carers and Youth sessions with the Minaret Community Centre, to engage communities in West Kensington from the Somali and East/North African community. The Minaret Community Centre, which has been serving the Fulham community for over ten years, specifically caters to the needs of Somali and East/North African residents in the borough, acting as a hub for the community. The projects empower parents and carers to be able to recognise the signs of gang involvement, violence and exploitation in their children and educate young people on how to identify and avoid gang activity, violence and exploitation, providing positive diversionary activities. The sessions' consistent high turnout demonstrates the importance of co-producing community-led projects to effectively engage culturally diverse communities.
20. **West Kensington & Gibbs Green Area Assessment:** The WKGG public realm improvement project will see the council spend a minimum of £2.5m on improving the landscape across the WKGG estates over the next five years. This funding will deliver environmental, public realm and recreational physical improvements as well as other initiatives focused on community cohesion, education, employment & training. Residents will be engaged in the procurement, design, prioritisation and implementation of the improvements and projects and the main objectives of the project are to co-design interventions with residents, deliver community designed public realm improvements and invest in training, education and employment opportunities. Detailed outcomes of the project will be informed by the area assessment, which has been completed by Lifschutz Davidson Sandilands architects and co-produced with estate residents. The residents have informed the assessment and have broadly stated their priorities for targeting investments, using (landscape) design to deliver improved green and open spaces, encourage greater participation in the estate and improve community cohesion for estate residents.
21. **White City Central Development:** The White City Central Development has had an extensive 4 year period of consultation, engagement and co-design with residents prior to the planning application being submitted. Through an established Residents Advisory Panel, the team have worked with existing estate residents and local organisations to co-produce the design of the new community hub, the new nursery for Randolph Beresford and the outdoor open spaces. The residents have also influenced the height and massing of the scheme and the overall design of the residential blocks. The Resident Advisory Panel will continue to be involved in the procurement of the main construction contractor and will help actively monitor the contractor's approach throughout the construction phase to ensure all residents concerns are addressed.
22. **The Hammersmith & Fulham Inclusive Design Review Panel (IDRP):** The IDRP has looked at planning applications for the last 10 years or so to provide advice to the council. The Panel meets at least 10 times each year and aims to help the Council achieve its ambition to be the most accessible borough in England, using inclusive design principles.
23. **The Civic Campus Disabled Residents Team:** One of the first successes has been the co-production work on the Hammersmith Civic Campus project, a huge public project, which includes refurbishment of the town hall and the development of new housing and a cinema. A team of six Disabled residents (DRT) has worked with council officers from planning, the architects Rogers Stirk Harbour and Partners and Proudlock Associates, which is a Disabled person led access consultancy.

This way of working ensured a high level of inclusive design throughout the process, something both residents and the architects have described as a pioneering way to work and not the usual way that things are done.

24. **Library Service:** The Libraries Team have produced video tours to enable visitors to preplan their journey to our libraries using local transport links and highlight the inclusive services libraries offer. Each video has been co-produced with residents with accessibility needs to enable visitors to navigate the library layout and preview the resources available in all our libraries.

## **A look ahead**

25. Future items on the Inclusive Environment Disabled Residents Team programme in the coming months include a range of corridor public realm and transport improvements such as Wandsworth Bridge Road and East Fulham, community safety, air quality, further design guidance development and highway accessibility.
26. Co-production activity across the Place directorate is embedded as part of our performance discussions at Place Directorate Management Team meetings. Each assistant director across the directorate is looking at co-production within their area as part of this work and ensuring that the approach is being adopted and progress built upon with items coming forward to the Inclusive Environment Disabled Residents Team in a timely and accessible format.
27. Equalities, Diversity & Inclusion (EDI) monitoring – we are working with colleagues in the Co-production Team to support EDI within all our co-production work.

## **SUPPORTING DOCUMENTATION**

Inclusive Environment Disabled Residents Team Terms of Reference.