

LONDON BOROUGH OF HAMMERSMITH & FULHAM

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

Date: 03/02/2025

Subject: Update on '*Upstream London*': the vision for the next phase of the Council's Industrial Strategy

Report author: David Pack, Strategic Head – Economic Growth

Responsible Director: Bram Kainth, Executive Director of Place

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 (STEM³) 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.

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

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Corporate Plan 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.

Background Papers Used in Preparing This Report

None

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