



# Economic growth for everyone

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**An industrial strategy for Hammersmith & Fulham**

**The best place  
in Europe -  
for everyone**



# to do business

**L**ondon's thriving international economy is forcing business outwards from the increasingly expensive centre. Crossrail will drive this expansion west and east.

With all the advantages we have now, it's no surprise investors are already eyeing up the borough for growth.

We have exceptional transport links - the nearest major business centre to Heathrow, 14 tube stations, the West End and the City in easy reach, and HS2 at Old Oak Common poised to speed up travel to the rest of the UK.

We're home to numerous international businesses - and new regeneration projects are boosting White City, Shepherds Bush, Hammersmith town centre and Fulham.

Our thriving media, creative, and cultural scene includes the Lyric and Bush Theatres, LAMDA, Riverside Studios and the BBC. Our leisure facilities and night-time economy make the borough a great place to live and work.

This is a great start to build on.

The industrial strategy set out here aims to take our borough to the next level. It centres around four priorities: 'West Tech'; encouraging enterprise; a great place in London; and people - growth for all.



'West Tech'

7



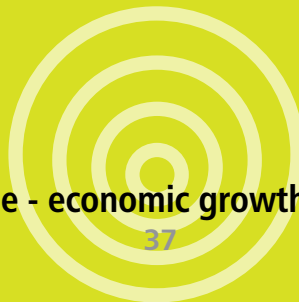
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## Leader's view

### **Hammersmith & Fulham is changing rapidly and we're determined to seize the opportunities for everyone.**

Quite simply, we want to make our borough the best place to do business in Europe. And to ensure that everyone benefits, not just a favoured few.

That's why we've created a new modern industrial strategy for Hammersmith & Fulham.

We believe local government has a role in supporting growth. It can bring partners together, regenerate town centres, help with affordable workspaces, teach people the skills they need, use procurement to support local firms and much more.

In Hammersmith & Fulham, we want to use the power of local government to create a borough able to compete with the best in the 21st century.

The engine of our plan is collaboration across the public, research and private sectors, working with the inspiring people and organisations in our borough - including

a Growth Partnership with Imperial College London - to unleash the skills, talents and aspirations of our residents and businesses.

Whatever their background, our residents will enjoy opportunities open to few, with excellent jobs on offer in 21st century industries such as bio-tech, digital and creative.

Think of the future of Hammersmith & Fulham as like Cambridge, Massachusetts today, where world-leading research is forging the creation of numerous new businesses and jobs in the 'hot' industries of the 21st century global economy.



A handwritten signature in black ink, appearing to read 'Stephen Cowan'.

**Councillor Stephen Cowan**  
Leader  
Hammersmith & Fulham

# Our priorities

## 1. 'West Tech'

We want to make Hammersmith & Fulham into 'West Tech', a global beacon for innovation and growth and a leading place for tech and creative businesses, education and research. This will be focused on the new innovation district emerging at White City.

Our approach will include a Growth Partnership between Hammersmith & Fulham Council and Imperial College London, one of the world's leading universities. This will drive knowledge-based growth and opportunities for all in the borough.

Our new land development policy will deliver further affordable flexible workspace for STEM (Science, Technology, Engineering and Mathematics), digital and creative industries.

## 2. Encouraging Enterprise

We want Hammersmith & Fulham to be the best borough in Europe for business to start up, survive and grow.

So we'll establish a business growth team led by a chief entrepreneurship officer to lead this work and forge networks across the borough.

To get new and more affordable workspace, we'll address under-utilised council land and assets and will review planning mechanisms.

We'll consider new funding approaches, including business rate reductions in key locations and sectors, and the establishment of a tech/creative venture capital fund. We'll drive super-fast broadband throughout the borough.

By taking an 'economic and social value' approach to procurement, we'll create new opportunities for local firms and jobs and training for residents, and ensure our contractors pay their sub-contractors on time.

### 3. **A Great Place in London**

We'll improve our town centres and commercial hubs to transform what they offer and enhance our reputation in Europe and around the world.

Our new Local Plan will enable the creation of 10,000 new homes, half of them genuinely affordable. We'll ensure the infrastructure needed for growth is in place.

We'll support, enhance and promote our vibrant arts, cultural and leisure scene to make Hammersmith & Fulham an even better place to work and play. We'll hold a bigger ArtsFest and a new comedy festival; review local licensing to support the night time economy; and explore planning flexibility for pop-up events.

### 4. **People - Economic Growth for All**

We want Hammersmith & Fulham residents to be at the heart of the new knowledge-based economy in the borough. Our aim is economic growth for all, whatever their background.

So we'll give residents the best possible chance to build the lives they want, supporting them into high-quality training and employment with the skills they need for the 21st century.

Leveraging our relationships with key anchor institutions in the borough, including Imperial, we'll engage with schools and young people to inspire the next generation of engineers and makers, and we'll foster continuing professional development for teachers in science and maths.

We'll create apprenticeship, employment and training packages tailored around business needs, and we'll develop a package of start-up support.

# West Te







ch,

Our ambition is to make Hammersmith & Fulham into 'West Tech' - a beacon of innovation and growth on the European and global stage, and a leading place for creative and tech businesses, education and research.

We want West Tech to be a place in which everyone can flourish. There is already a successful, thriving economy in Hammersmith & Fulham, but there are also significant pockets of deprivation.

The most successful areas have been those that get in on the ground floor with new technologies that will change the world. Hammersmith is creating the conditions so that can happen and collaborating across the public and private sectors to harness the opportunities. With Imperial and other anchor firms we are creating an innovation district at White City - a dense network of research, tech and creative institutions and high-growth firms, within a growing residential and commercial environment.

# Council-Imperial Growth Partnership

To create economic opportunities that work for all, our approach will be anchored in a Growth Partnership between Hammersmith & Fulham Council and Imperial College London.

Imperial is one of the world's leading universities, with a mission to achieve enduring excellence in research and education in science, engineering, medicine and business for the benefit of society.

The college is committed to supporting Hammersmith and Fulham as a beacon of innovation and growth, and a leading place to do business, education and research on the global stage.

Our unique Growth Partnership will ally the world's best education and research with the talents and ambitions of local people.

It will actively support the clustering of technology and creative industries. It will drive knowledge-based growth in the borough, break down barriers to success and provide more people with the opportunity to start and grow their businesses.

## PRIORITY ACTIONS

- Create a Growth Partnership with Imperial to drive knowledge-based growth and opportunities for all in the borough
- Support the expansion of Imperial's campus in White City to create a new Innovation district in the borough and enable all types of business to thrive
- A new land development policy that delivers affordable flexible workspace for STEM, media, digital, and creative industries.











## Imperial's new White City Campus

Imperial has a long-standing presence in Hammersmith & Fulham, which is set to increase with the development of a major 23-acre campus in White City, a key part of this innovation district.

As the new campus evolves, it will become a centre of discovery and innovation, supporting the college's mission to achieve enduring excellence in research and education in science, engineering, medicine and business for the benefit of society. The campus will further enable co-location and collaboration between academics, businesses, entrepreneurs and the local community.

In close proximity to Hammersmith Hospital, the northern section of the White City Campus will focus on multidisciplinary research in health and well-being. Academic hubs will foster research in molecular sciences, biomedical engineering and public health.

The recently opened Translation and Innovation Hub (I-HUB) provides a space for corporate partners, fast-growth and start-up companies to work side by side with Imperial academics in modern wet-labs and flexible incubator space to translate the outcomes of research into commercial applications.

# Workspace for STEM, digital and creative industries

Hammersmith and Fulham has 23 times higher concentrations of TV, programming and broadcasting businesses than the rest of the UK (and film and TV production is one of the fastest growing industries in the UK, up 16% to Q3 2016). Allied with this are clusters of technology, media and telecoms businesses (TMT), giving us a unique market of high tech, digital and creative industries.

The council will support this sector and underpin it alongside the Growth Partnership's work with a new land development policy that delivers significant amounts of affordable flexible workspace for the science, technology, engineering and maths (STEM) industries and the digital and creative industries. We will use our Local Plan and planning gain to promote new B1 space for expanding industries and start-up hubs for emerging ones.

Christine Telyan, co-founder of UENI, a Hammersmith-based tech start-up



GET ONLINE  
GET NOTICED  
GET NEW CUSTOMERS

Digital solutions for small businesses





## Mediaworks at White City Place

The White City innovation district is already emerging as a hub for networked STEM, TMT and creative industries, with over 2.2m sq ft office space in the area, and major HQs ranging from TalkTalk and Fox TV, to Net-A-Porter and Stella McCartney. With the support of the council, Stanhope has developed Mediaworks, a 231,000 sq ft modern and flexible working space.

We will continue to work with Stanhope and other developers to maximise affordable workspace and co-working opportunities so that new and established businesses can take advantage of the opportunities of a networked hub at White City.

The council will build on the combination of a world-class research institution in Imperial and the dynamic eco-system of innovative firms to continue to grow in this area.







**W**e want Hammersmith & Fulham to be the best borough for business in Europe to start up, survive and grow. To lead this work, the council-Imperial Growth Partnership will establish a **Business Growth Team**, led by a chief enterprise officer.

The team will champion the borough as a leading place for science, technology, and the creative industries. It will lead initiatives to create the space, support, and social amenities for enterprise to flourish. And it will forge new connections by promoting opportunities for business interaction and networking.

The chief enterprise officer will work with our anchor institutions and firms to help build a tech and creative community, enabling networking, TEDx events, after-work social events and generally build a buzz about working in Hammersmith and Fulham. He or she will also support organisations that want to create a network of tech and creative entrepreneurs.

The team will help coordinate the borough's existing institutions and connect them with our entrepreneurs, supporting the clustering of firms and enterprise. We will also connect start-ups with customers, leveraging the support of existing anchor firms.

# Encouraging enterprise

## Helping businesses survive and thrive

The borough suffers from high birth and death rates for new businesses. Research suggest that entrepreneurial enthusiasm is not adequately matched by the support and advice to help businesses survive and thrive.

We recognise that business rates can create challenges for businesses new and old, and will review the options for business rate reductions in key sectors and locations. Our target is to use the coming business rates devolution to provide business rate relief to new businesses moving to the borough.

There are a number of existing initiatives, run by the council and other organisations to provide support, advice and training for budding entrepreneurs. For example, the Wormholt & White City Big Local has been

organising social enterprise courses for local residents, and received a high level of take-up and support.

We will expand our support for new businesses, enhancing our advice and mentoring services. We will work to streamline the way in which all businesses interact with the council, making it easier, cheaper and quicker for them to access the services they need.

We'll also develop a first customer programme that will connect entrepreneurs with larger companies through engagement with leaders at those firms.

An important part of this will be engaging business in ongoing consultation to understand needs better and provide, for example, the kind of local skills training required.

Example of new co-working spaces in Hammersmith





New workspace at the I-HUB

## Creating affordable workspace

The borough has a strong office market across our town centres, driven by costs in central London and recent lower levels of supply. We know that our success and attractiveness as a place to do business puts pressure on affordable workspace for new and for growing businesses.

As costs drive new businesses from inner to outer boroughs, we'll capture and support this growth in Hammersmith & Fulham by ensuring more affordable, flexible workspaces for entrepreneurs. This will also respond to the existing need for space by start-ups and 'scale-ups' who are already looking to grow in the borough.

The council's new land development policy will deliver affordable flexible workspace for the STEM, digital and creative industries. We will ask developers to provide informal co-working spaces (eg in lobby spaces) as part of planning obligation, as well as creating new space for start-ups in residential developments. We'll also find new ways of encouraging the development of underused existing property to increase the supply of suitable B1 workspace for start-ups and scale-ups. Investment in new office space will also be encouraged through our emerging Local Plan, as will the creation of co-working hubs.

Imperial will create 'acceleration space' for scale-ups and flexible office lab space for corporate partners by moving its successful tech incubator from South Kensington to the I-HUB at White City.

With council support, Imperial will provide further, affordable, 'meanwhile' space for spin-outs, scale-ups and R&D operations. More than 50 companies in a range of sectors including tech, digital, biotech and media are already based here. The council will also use our own land and work with developers on long-term projects to promote meanwhile uses (the temporary use of vacant space) and make the most of underused land.

I-HUB at White City campus



## Funding for growth

The council will carry out a feasibility study on the establishment of a venture capital fund that could support promising tech and creative industries.

We'll further seek to raise funding to create new co-working and creative hubs that provide affordable business incubator environments across the borough, enabling and encouraging entrepreneurs to establish new businesses in Hammersmith & Fulham.

This includes the council guaranteeing leases of co-working companies in exchange for a profit share of their revenues. This would enable these companies to compete for leases in office property that would otherwise go to more established companies.

The council will also consider using its borrowing powers to accelerate growth and bring forward new B1 uses which otherwise would not be developed, in particular on multi-phase sites.





## Using procurement to support local firms and jobs

The council operates an 'economic and social value' procurement policy. This aims to create new opportunities for local firms and new jobs and training for local residents through the council's annual £280 million procurement of goods and services.

It involves actively reaching out to the local supplier market, simplifying tender requirements, splitting contracts into lots and setting targets for spend with local firms and people. The council is also applying the same approach to agreements with developers.

We want to expand this to our anchor firms and we'll work with them to develop local procurement and joint demand programmes.

The council also requires its prime contractors to pass on no less favourable payment terms to their sub-contractors than they get from the council, and requires tenderers to demonstrate how they will allow the council to monitor this.

## Using our assets to support new and growing businesses

The council has a variety of property assets that could be put to better use supporting businesses and enterprise. We will open our properties to creative businesses to develop ideas, make them business friendly or simply provide spaces for people to work. This could be directly managed or we will work with co-working companies to lease them our property.

Where we have commercial properties that have been vacant for over six months, we'll let them rent free to new businesses for up to six months; we'll also prioritise lettings to businesses that bring economic and social value to the borough and our residents.

## Making it easier to do business with us

We want to be the best place to do business in Europe; and to do that we want to make it easier for you to do business with us.

We will build on the work of the Business Commission and work with local businesses to improve how we interact and how our services are accessed. We will also open our data to developers to enable creative approaches to customer service and our relationships with residents.







## PRIORITY ACTIONS

- Create a business growth team and chief entrepreneurship officer
- Foster entrepreneur networks
- Address under-utilised council land or assets
- Use planning mechanisms to create new workspaces
- Support new co-working and creative hubs by 2020
- Discover, enable and promote 'meanwhile' uses to make the most of temporarily vacant or underused land by 2019
- Consider business rate reductions in key locations and sectors by 2020
- Support investment in new office space through the Local Plan and other policies
- Take an 'economic and social value' approach to procurement to create new opportunities for local firms, and jobs and training for local residents
- Consider establishing a venture capital fund for tech and creative industry firms





RIVERSIDE STUDIOS

# A great place in London



The council has an essential role in 'placemaking' - using our assets, inspiration and potential to manage our public spaces so as to promote growth, happiness and well-being. We know that creating vibrant, quality places means residents and businesses want to live and work here.

A priority is to improve Hammersmith & Fulham's town centres and commercial hubs to transform what the borough has to offer and enhance its promotion in Europe and around the world. A new Local Plan and Hammersmith town centre masterplan will be at the forefront of this work.

Land at the eastern end of the Old Oak and Park Royal Development Corporation Opportunity Area lies in the borough and will contain the new HS2/Crossrail station, and 22,000 new homes.



- Key**
- London Underground station
  - London Overground station
  - National Rail station
  - Central Line
  - Circle Line
  - District Line
  - Hammersmith and City Line
  - Piccadilly Line
  - London Overground
  - National Rail



# Creating growth opportunities through regeneration

We'll continue to ensure that the borough's regeneration areas - White City, Hammersmith town centre, and South Fulham Riverside - deliver significant growth opportunities for existing residents and new businesses, private and social housing, jobs and infrastructure. Plans for White City, Earls Court and West Kensington are well advanced.

To the north, the eastern part of the Old Oak and Park Royal Development Corporation Opportunity Area lies in the borough and will contain the new HS2/Crossrail station and 22,000 new homes.



## A new civic heart for King Street, Hammersmith

The council is leading on the creation of a new civic heart, with new offices, new affordable and private homes, cinema, retail and restaurants uses. The development will respect the scale and height of the neighbourhood and protect views from the river.

This new high-quality development will mean we can demolish the town hall extension and create a public square, and restore the glory of our town hall. We will transform the western end of King Street, bringing more jobs and leisure opportunities to a forgotten part of the borough.



Proposed Hammersmith Flyunder



## Working with the Mayor and TfL to advance the Flyunder

The council is pursuing a major plan to replace the Hammersmith flyover and other sections of the A4 with a 'flyunder' tunnel. We will work closely with the GLA and TfL to get this long-term plan moving.





A re-imagined Hammersmith town centre with the proposed 'flyunder' replacing the existing flyover

This will completely transform the town centre by reducing congestion and noise, improving pedestrian links and air quality, expanding green space and reconnecting the heart of the borough with the riverside. The major mixed-use development opportunities created will drive the regeneration of King Street and the central island sites at Hammersmith Broadway, linking them back to the town centre.

The regeneration of Hammersmith town centre, the borough's commercial and

transport hub, will transform perceptions of the borough. We are working closely with the long-established Business Improvement District there.

Companies are already increasing their investment and presence here, with L&G building 250,000 sq ft of flexible office space at 245 Hammersmith Road and firms like customer science business dunnhumby choosing to locate in Hammersmith.



Television Centre, White City



## A networked hub at White City

White City is delivering over 2.2 million square feet of new office space, over 4,500 new homes and an additional 2.3 million square feet of retail and leisure space, and three TV recording studios with 22,500 sqft of space. With Imperial's campus expanding south of the A40, there is a critical mass of tech, STEM and creative industries focused in a new London innovation district.

The council will continue to ensure White City delivers, through the planning process, planning obligations and our close working with developers and Imperial so that it delivers jobs and homes for local residents.



Networked businesses at White City:

**TalkTalk**

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**Net-a-Porter**

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**Thinkspace**

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**N3RD**

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**Autolus**

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**Stella McCartney**

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**Yonex**

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**Jaeger**

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**Mario Testino**

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**Westfield London**

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**Fox TV**

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**Endemol Shine**

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**BBC**

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**Red Bee Media**

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**Mr and Mrs Smith**

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**National Geographic**

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**Egmont**

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**Colart**





North End Road Summer Market

## Promoting place

We'll continue to preserve and enhance Hammersmith & Fulham's excellent mix of retail, entertainment, football clubs, parks and the riverside. We'll promote this locally, regionally and internationally to leverage the borough's 'brand' and West London as a place to live, visit and do business in.

We'll establish more Business Improvement Districts in the three major business and retail centres to work with businesses to improve the quality, variety and appeal of what is on offer. The next one is proposed for Fulham (subject to a ballot of local businesses).

We'll also improve the public realm in our town centres to encourage new activity, high-quality retailing, services, arts, cultural and other leisure facilities and decent jobs. We'll work with developers to create new spaces and to improve existing spaces and places.





## Boosting our infrastructure

Hammersmith & Fulham is already the best situated and best connected borough in west London - only 20 minutes from Heathrow by tube, with 14 tube stations and four tube lines.

We'll harness the growth driven by the opening of the Queen Elizabeth Line (Crossrail), which will meet HS2 at Old Oak and Park Royal. This vital new junction will be serviced by an improved London Overground orbital rail link and station at Old Oak Common, connecting to the rest of the borough further south.

We'll also continue to seek a new Crossrail 2 station in Fulham to support growth there.



## Building more genuinely affordable homes

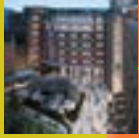
Our new local plan will enable the creation of 10,000 new homes in the borough over the next 20 years, of which we want 50 per cent to be genuinely affordable.

In addition, 22,000 new homes are planned at Old Oak and Park Royal in the north of the borough, a massive boost to our housing supply.

On our own land we will enable up to 800 new homes by 2020, directly ourselves or in partnership. We will also work with providers to deliver key worker housing so that workers can continue to live in our borough.

Old Oak Park





Television Centre



Bush Hall



Bush Theatre



POSK

### White City



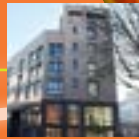
Shepherds Bush Empire

### Shepherds Bush



Lyric Hammersmith

### Hammersmith



Irish Cultural Centre

### Fulham



Bhavan Centre



Arts and Crafts Hammersmith



Riverside Studios



Hammersmith Apollo



LAMDA



Barons Court Theatre



Fulham Palace

# Expanding the arts and culture



Hammersmith & Fulham has an excellent artistic and cultural offer for locals and Londoners, and is home to many media and creative organisations. We have a long history of creativity and culture, from William Morris and the Arts and Crafts movement to the BBC in the heart of White City to first-run plays at the Lyric and Bush Theatres.

The arts are vital to Hammersmith & Fulham, as are the creative industries. We are developing plans for a new arts incubator hub and expanding our support for the annual, resident-run ArtsFest. We look forward to the exciting move of the Royal College of Art to White City.

The council will support, grow and promote its anchor arts organisations and encourage new events and venues through the planning process. This will include supporting street festivals in our local markets such as North End Road and exploring planning flexibilities

for pop-up events. This year, we held our first comedy festival across the borough in collaboration with the Bush Theatre.

As well as the BBC and its legacy, anchor arts organisations include:

- Festivals
  - H&F ArtsFest**
- Theatres
  - Lyric Theatre**
  - Bush Theatre**
  - London Academy of Music & Dramatic Art (LAMDA)**
  - Barons Court Theatre**
  - Riverside Studios, Hammersmith**
- Music venues
  - Bush Hall**
  - Hammersmith Apollo**
  - O2 Shepherds Bush Empire**
- Museums and galleries
  - Museum of Fulham Palace**
  - Arts and Crafts Hammersmith**
- Cultural centres
  - Bhavan Centre**
  - Irish Cultural Centre**
  - POSK - Polish Social and Cultural Association**
- Performance groups
  - Addison Singers**
  - Fulham Symphony Orchestra**
  - Fulham Opera**
- Visual arts groups
  - Society of Fulham Artists and Potters**
  - Artists at Home**
  - ACAVA**



## Expanding leisure

The borough is a great place to work in and to relax. Westfield is a destination for fashion, cinema and food, and the borough is filled with great places to eat and drink at lunchtime and in the evening, from award-winning curry houses to the renowned River Café, and from top gastropubs to Brewdog's most successful UK bar in Shepherd's Bush.

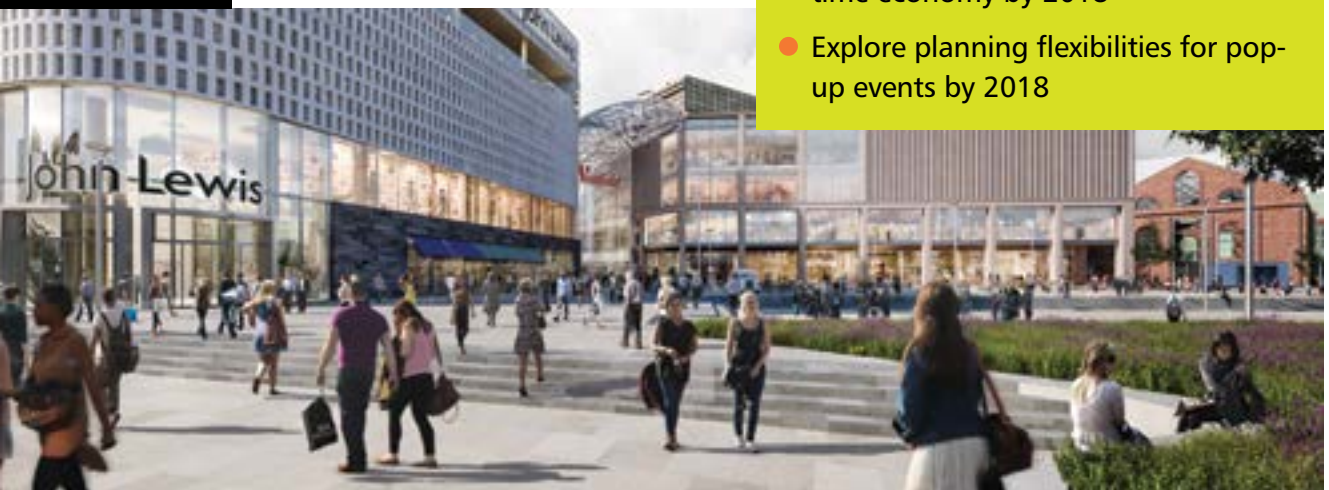
Working with residents, we'll cement Hammersmith and Fulham's cultural and leisure offer through a licensing approach that supports a vibrant night-time economy in key town centres and tech and cultural hubs, including restaurants, cafés, bars and clubs.

We will continue to support the expansion of Westfield, ensuring that the jobs in the 70 new stores are offered to local residents.

### PRIORITY ACTIONS

- Improve our town centres and public realm, with Local Plan and Hammersmith town centre masterplan at the forefront
- Deliver a new Civic Heart in Hammersmith
- Promote the 'Flyunder' to connect the river to Hammersmith Town Centre
- Build on the success of the highly networked White City regeneration area
- Deliver 10,000 new homes - 50 per cent of these genuinely affordable - over 20 years
- Enable the infrastructure needed for growth
- Support and promote our cultural offer, with a bigger ArtsFest and a new comedy festival in 2017
- Local licensing to support the night time economy by 2018
- Explore planning flexibilities for pop-up events by 2018

Westfield Phase 2









# Peo eco gro

## **PRIORITY ACTIONS**

- Leveraging our relationships with key anchor institutions in the borough, including Imperial, we'll engage with schools and young people to inspire the next generation of engineers and makers by 2018
- Develop locally tailored apprenticeship, employment and training packages by 2019
- Create a business start-up support package



# People - Economic Growth for all

**T**his new industrial strategy will build a 21st-century borough that is stronger and more globally orientated, fairer and more enjoyable for everyone, whatever their background.

Our aim is economic growth for all, with new opportunities spreading from north Hammersmith to south Fulham. Residents will be at the heart of the creation of a new knowledge-based economy in the borough.

Hammersmith & Fulham is a young borough and we want to give all our young people

the best possible chance to build the lives they want. Nearly half (45%) of our almost 190,000 residents are aged between 20 and 40. This is significantly higher than the London average (32%) and the rest of the country (27%). It represents a great resource for cutting-edge businesses.

We are already home to many major, visionary businesses - dunnhumby in data analytics, Cylon Labs in cyber security, BBC Worldwide, Disney and Fox TV in media, and GE Capital in financial services.

# Developing residents' skills for the 21st century

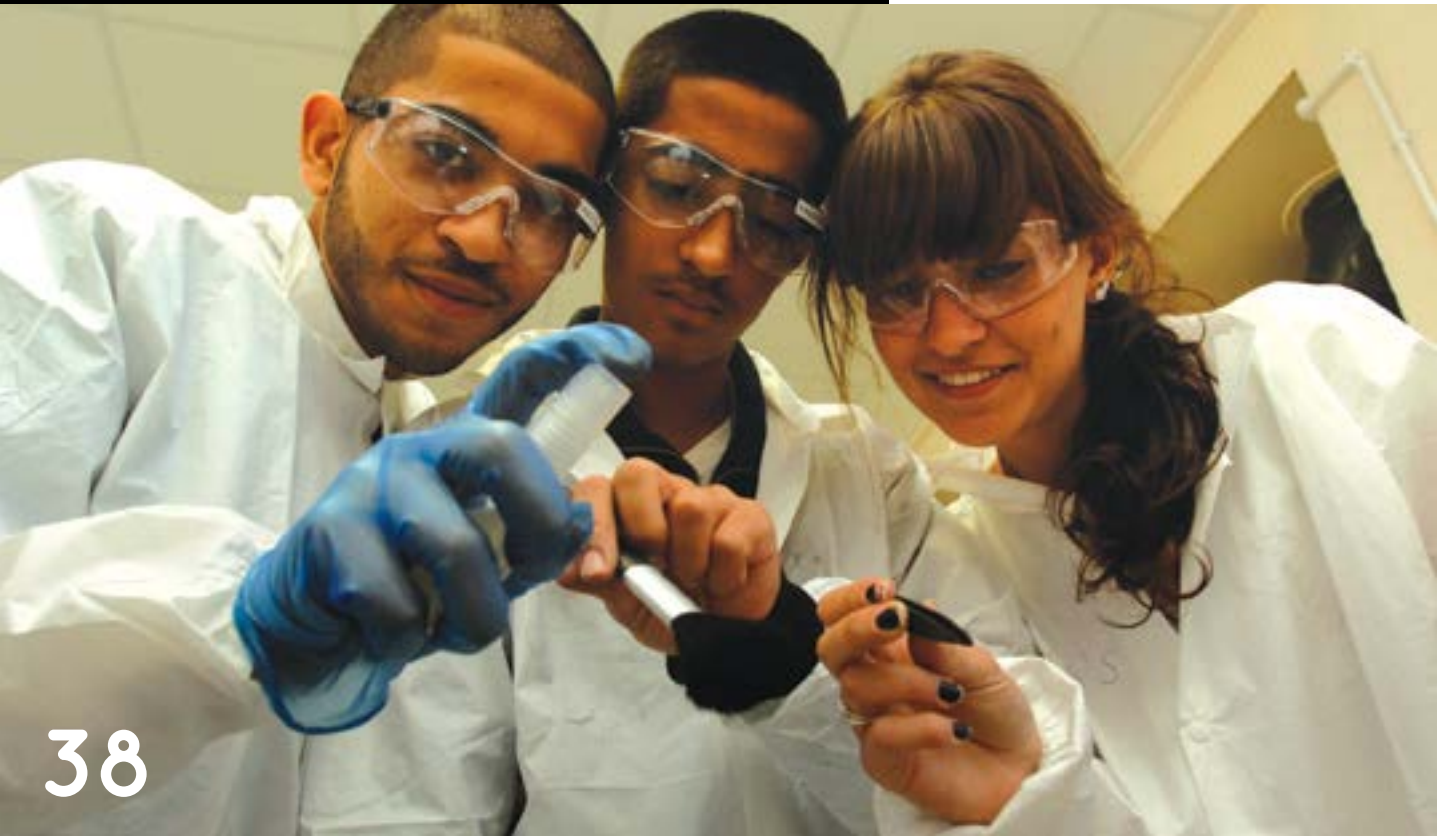
Building from our Growth Partnership with Imperial, we will work with local anchor institutions to play a leading role in developing 21st century skills. This will bond excellent education and research with the skills, talents and ambitions of local people to inspire the next generation of engineers and makers by 2018.

To ensure inclusive growth, as well as broad employment and skills programmes, we'll also target specific groups, including young people not in education, employment or education, older people and residents with disabilities.

We will explore how together we can build on the good work already taking place and expand it further to include:

- Engaging with schools to resource our teachers to sow the seeds that will lead to our young people playing a full role in developing the borough's knowledge economy
- Developing a CPD programme for science teaching in schools
- Providing hands-on engagement opportunities for young people

Year 11 school pupils take part in a science summer school at Imperial College London



## Work Zone

The Work Zone is a dedicated service helping people to secure jobs and helping employers recruit staff. Based at Shepherds Bush Library at Westfield London, the Work Zone team helps jobseekers gain the qualifications needed and valued by employers, and offers them a clear advantage in their search for employment. It plays a key role in making sure local residents get jobs in new developments, for example accessing the some 6,000 jobs that the Westfield expansion will create.

We will work closely with employers to ensure that the Work Zone meets their needs and expand it to cover more roles in the borough.

We will also improve our partnerships with housing and office developers to ensure that planning obligations include the right level of jobs, training and apprenticeships and we have the right pathways and network to get residents into these jobs.

We will also be aligning our commissioned contracts with our Work Zone and training activities. Through, for example, our adult services, commissioned contracts can create a pathway from entry level jobs through to other opportunities and career development.

## Building the talent pipeline

Digital skills across a range of roles and sectors will be key for our residents to be successful in securing jobs. We will take a coordinated approach to these skills, with schools and employers. This includes embracing digital passports for young people, and working with our anchor institutions to develop the full range of apprenticeships in digital specialisms (given that apprenticeship standards are now available in these roles). This includes cyber security, data analysis and software development.

Building on the unique breadth and depth of our media, culture and leisure sectors, we will partner with businesses to match their skills needs with tailored apprenticeship, employment and training packages for potential employees by 2019.





## Local colleges and adult education

Our adult education service is rated highly by Ofsted. The forthcoming devolution of adult education budgets give us the opportunity to review and focus our efforts on having the right service for residents, and to work jointly with other west London boroughs in commissioning high-quality education services.

We will also work to align the council and our voluntary sector partners' workforce strategies with our adult education offer, to deliver better, sustainable and worthwhile jobs.

We will continue to analyse the labour market to align supply of training and to pinpoint where local residents could fill roles in local occupations and sectors.

## Supporting enterprise

To support new micro and small businesses the Growth Partnership will provide start-up support and training programmes.

## London Living Wage

Hammersmith is proud to be a London Living Wage employer, and we want local businesses to be too. We will build on the coalition of London Living Wage employers and develop a plan to promote and expand it in the borough, looking at what we can do to make it happen.

# Bringing it all together

We will bring all the elements discussed together to deliver a brighter future for Hammersmith & Fulham, its people and businesses, to create one of the best places in London, Europe and the world in which to do business and create growth.



# For more information please contact:

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