

# ↑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

**h&f**  
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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 ”



New civic campus in King Street, Hammersmith

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 ecosystem, 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 place-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'* 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

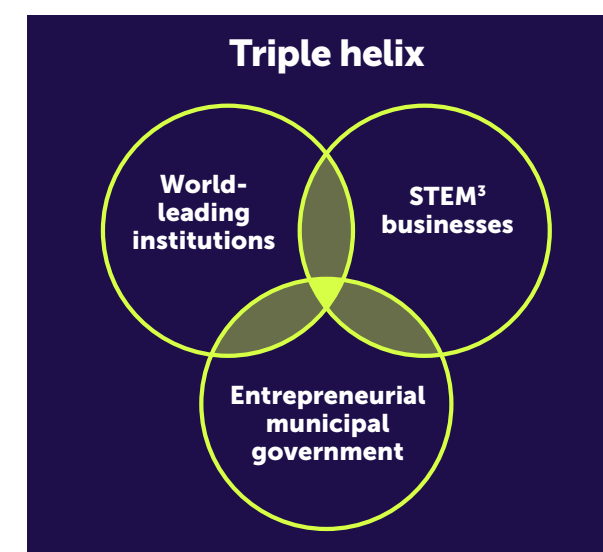
and inequalities. It aspired to build an inclusive high-growth, economic ecosystem in science, technology, engineering, maths, medicine and media (STEM<sup>3</sup>).

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 Tasse, '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. Yigitcankar, 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

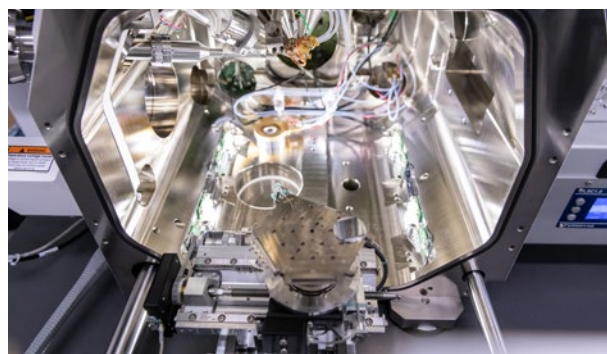
In their book, *No Ordinary Disruption: The Four Global Forces Breaking All the Trends*,<sup>25</sup> Richard Dobbs, James Manyika, and Lola Woetzel analyse the impact of urbanisation, technological change, globalisation and demographic ageing on world economies and societies.

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)





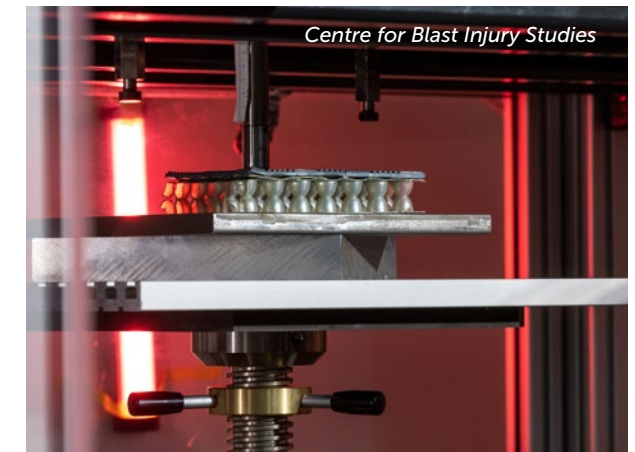
“ Compared with the *Industrial Revolution*, this change is happening 10 times faster, at 300 times the scale, or 3000 times the impact. ”

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

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

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.

### 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>

8+ I am enjoying learning and trying new things. I am starting to have exposure to different careers and the adults around me always show me that they believe in my potential.

8+

<8

I am safe, fed and warm with caring adults around me and access to enriching experiences. I arrive at school ready to learn.

14+ I meet people from all walks of life and they show an interest in me and my future. The adults I trust are always there for me whenever I need to talk about tough choices I need to make.

14+

12+

I have had support through the tricky transition to high school. I get the help I need with my learning and have the time and space to be active, creative and social outside school. I have lots of role models including older young people a few steps ahead of me.

18+ I regularly supplement my formal learning with a range of relevant experiences that equip me for my next steps. I can share my strengths with others and advocate for myself. I have a clear plan for my transition to independence including the financial means to support this.

18+

16+

I have a clear idea of the pathway I am starting along and the other options open to me. With support I can set goals and break them, down into bitesize chunks. The adults around me help me through the challenges that get in my way.

21+ I am a skilled, creative and knowledgeable young person. The positive experiences I have had so far mean I am not afraid to fail or ashamed to try. I am confident and adaptable enough to seize any opportunity which presents itself and I can sustain and support myself.

21+

21+

I am a skilled, creative and knowledgeable young person. The positive experiences I have had so far mean I am not afraid to fail or ashamed to try. I am confident and adaptable enough to seize any opportunity which presents itself and I can sustain and support myself.



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*.

## How the *Upstream Pathway Bond* Works

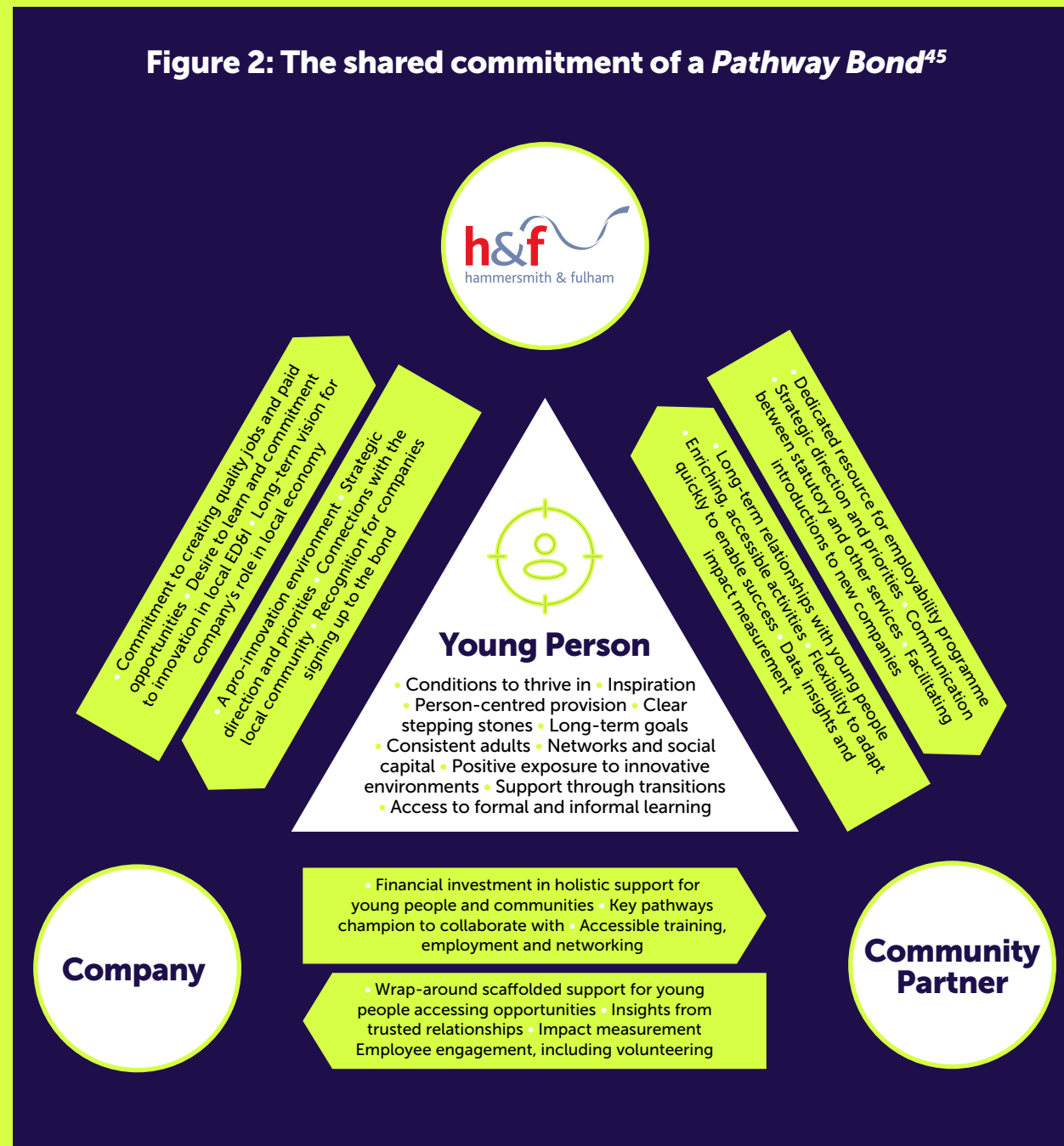
The *Upstream Pathway Bond* will give people living locally a clearer pathway into new careers and more opportunities to develop new skills. By signing up, businesses commit to the principles of providing good jobs, fair wages and skills of the future.

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”

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



### 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

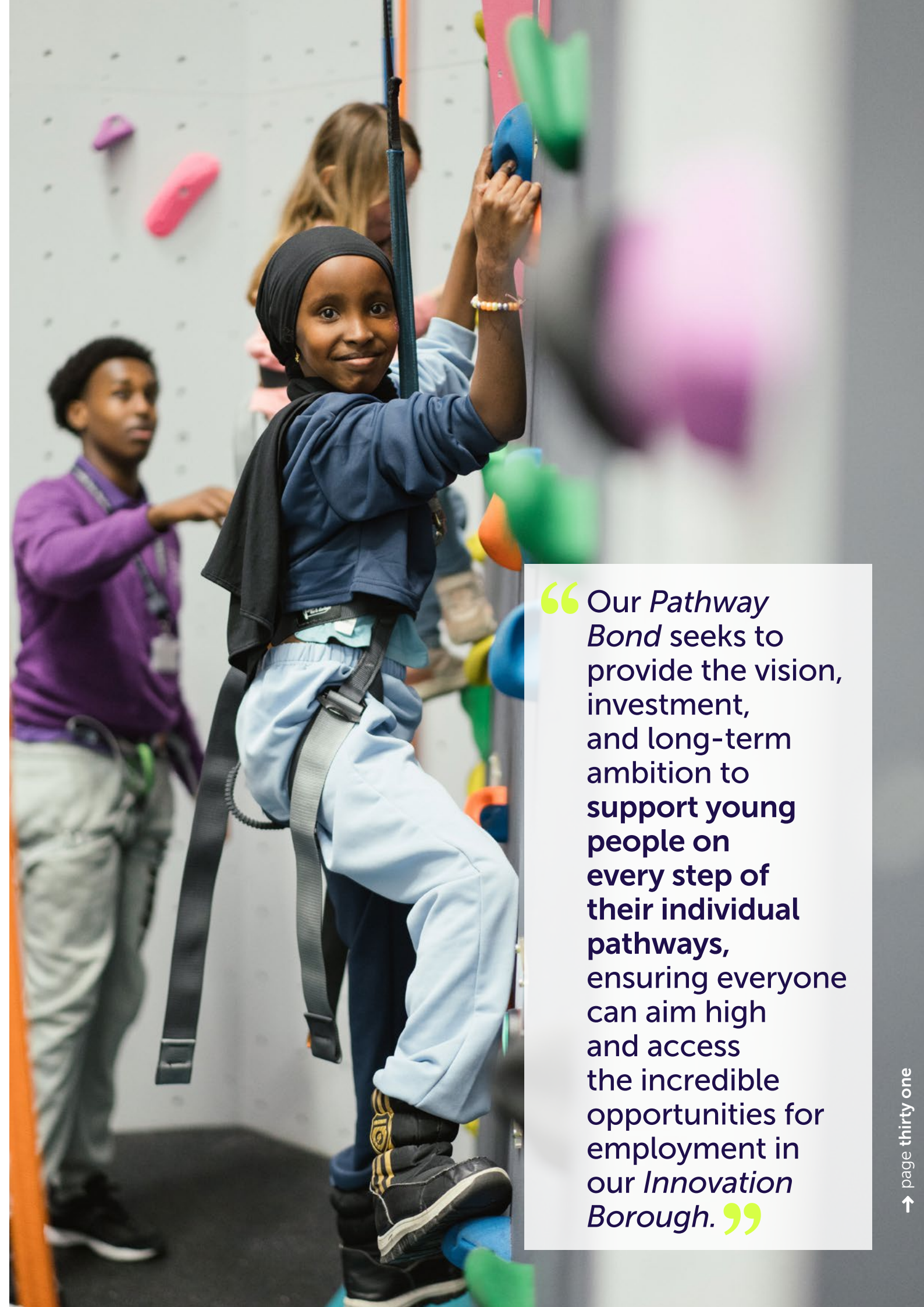


*We all, as individuals, companies or government, have the power to positively contribute to young people's lives, whether that is through alleviating the effects of poverty, giving them a listening ear, supporting them with their individual learning needs, or providing activities which improve their 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



49 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)

50. 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 Shepherds 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 accommodation

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](https://bostonseaport.xyz) [Accessed 6th November 2024]

61. Pepi Baulo, The 22@ the coolest district in Barcelona, [barcelonina.com](https://barcelonina.com), 5th September 2015

62. [brainporteindhoven.com](https://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.

## 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 ”





## 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.

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



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* 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.”*



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.



## 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.

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



Cllr Alex Sanderson, Deputy Leader of Hammersmith & Fulham Council, visiting EdCity development in White City

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.



Imperial's Professor Frank Kelly at a participant's home in White City for the Environmental Research Group's WellHome project monitoring indoor air pollution

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*.

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 <i>Imperial College's IP</i> is focussed on <i>Health and Life Sciences</i>.</li> <li>The <i>White City Innovation District</i> is already home to various corporates - <i>Novartis, Synthace, Autolus, DNAe, ADC Therapeutics, Quell Therapeutics</i>, and <i>Avacta</i> among others.</li> <li>The start-up and scale-up scenes span diverse clinical areas such as <i>Advanced Therapeutics, AI &amp; Data</i> and <i>HealthTech</i>.</li> <li><i>Imperial College's White City</i> campus is home to various leading edge facilities: its Dept of <i>Bioengineering</i> focusing on solutions for medical technologies; its <i>School of Public Health</i> with expertise in epidemiology, clinical trials and evaluation and ageing; and a <i>MedTech SuperConnector</i> delivers a <i>Musculoskeletal Innovation Accelerator Programme</i> supporting candidates in translating their research into medtech innovation.</li> </ul>	<ul style="list-style-type: none"> <li><i>Imperial X</i>, <i>Imperial's</i> cross-department AI team, is rapidly expanding with 100 academics linked to over 30 projects across: <i>Health; Climate Tech; Defence; Economy; and Space</i>.</li> <li>An AI <i>SuperConnector</i> accelerator has been launched by <i>Imperial</i> that will help early career researchers in AI turn their work into startups.</li> <li>Complementing this, global venture builder <i>Blenheim Chalcot</i> supports tech start-ups and scale-ups from its base at <i>Scale Space White City</i>.</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 <i>ITV</i> and <i>BBC</i> having a major footprint.</li> <li>Plentiful talent with the <i>London Academy of Music &amp; Dramatic Art (LAMDA)</i> and the <i>Royal College of Art (RCA)</i> located locally.</li> <li>Extensive facilities across the Borough, including the <i>BBC's</i> three studios and post-production specialists.</li> <li><i>LAMDA</i> 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 <i>Imperial</i>, whose work in this field is expanding in <i>White City</i>.</li> <li><i>Imperial</i> has the largest number of <i>Climate Tech</i> start-ups in the UK.</li> <li>Companies can apply to <i>Imperial's 'The Greenhouse'</i> cleantech accelerator and access specialist facilities and explore routes to funding.</li> <li><i>Greenhouse</i> alumni have raised over \$1bn in investment and created more than 2,000 jobs.</li> <li><i>Earls Court Development Company</i> 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>

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

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

## Imperial College London

The Charter forming *Imperial* was signed in 1907, originally as a college of the *University of London*. On 14 July 2006, Imperial's Council made the decision that it should withdraw from the *University of London* and become "a university, independent from any other organisation or structure".

In September 2009, Imperial purchased the 7-acre *BBC Woodlands* site in *White*



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.”





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