



# Public Document Pack



## MINUTES OF THE WEST LONDON ECONOMIC PROSPERITY BOARD Tuesday 21 November 2017 at 10.30 am

PRESENT: Councillors Butt (Chair, London Borough of Brent), Dennison (London Borough of Hounslow), Fennimore (London Borough of Hammersmith & Fulham) and Shah (London Borough of Harrow).

Also Present: Liz Peace CBE (Chair – Old Oak Common & Park Royal Development Corporation) Victoria Hills (Old Oak Common & Park Royal Development Corporation), Kim Archer (Health and Employment Programme Manager), John Griffith, Sally Gibbs and Karen Mitchell (Shaw Trust), Amar Dave (Strategic Director Regeneration & Environment, London Borough of Brent), Mary Harpley (Chief Executive, London Borough of Hounslow), Michael Lockwood (Chief Executive – London Borough of Harrow), Paul Najsarek (Chief Executive, London Borough of Ealing), Cath Shaw (Deputy Chief Executive, London Borough of Barnet).

Dan Gascoyne, Luke Ward and Tim McCormick (West London Alliance).

### 1. **Minutes of the Previous Meeting**

It was **RESOLVED** that the minutes of the previous meeting on Wednesday 20 September 2018 be approved as a correct record.

### 2. **Apologies for Absence**

Apologies for absence were received from Councillor Richard Cornelius (London Borough of Barnet), Councillor Julian Bell (London Borough of Ealing), Councillor Stephen Cowan (London Borough of Hammersmith and Fulham), Councillor Stephen Curran (London Borough of Hounslow), Carolyn Downs (Chief Executive – London Borough of Brent) and Kim Dero (Chief Executive – London Borough of Hammersmith and Fulham).

The Chair welcomed Councillor Sue Fennimore who was attending to represent the London Borough of Hammersmith and Fulham and Councillor Theo Dennison who was attending to represent the London Borough of Hounslow.

### 3. **Declarations of Interest**

There were no declaration of interests from Members.

### 4. **Public Participation**

The Chair advised that he had received a request to speak from Mr John Cox in relation to Agenda Item 5 (Old Oak Common and Park Royal Development Corporation – Priorities and Joint Working) and Agenda Item 7 (West London Orbital Rail). In accordance with the Rules of Procedure for the Board the request had been agreed and he welcomed Mr Cox to the meeting.

Mr Cox thanked the Chair for agreeing his request to speak and advised that his comments were linked to the update members were due to receive on progress with the West London Orbital Rail project, with the following issues highlighted:

1. As part of the progress update provided for the Board, Members were being asked to consider any additional actions as part of ongoing development of the scheme. Whilst welcoming the progress achieved, he felt this represented a good opportunity for the Board to begin considering the potential for developing an enhanced longer term plan in terms of infrastructure opportunities. This could be linked to a wider programme of station development; the strategic case and level of passenger demand identified in support of the proposals; the wider regeneration of Old Oak Common and Park Royal and links to the Crossrail and High Speed Two Rail projects.
2. Specific sites identified as presenting potential options in terms of station development, were as follows:
  - South Acton & Lionel Road;
  - Bollo Road – with accompanying track adjustments;
  - Acton Central
  - Extension of proposed site at Old Oak Common Lane
  - Site between Neasden and Harlesden located within close proximity to the Neasden Temple as part of the development of the Dudding Hill line and between Neasden, Cricklewood and West Hampstead providing the option for an interchange with the Metropolitan Line.
  - North Hendon, providing potential access to the RAF museum.
  - Brent Cross – with the London Borough of Barnet due to consider a progress update on the Brent Cross Cricklewood Programme at their Asset Regeneration and Growth Committee on 27 November 17 including proposals for design of a new station as part of the Thameslink development linked to the scheme.
  - Willesden Green – to provide the maximum potential for links to additional services.
3. Given the progress being made, it was felt attempts should be made to maximise infrastructure design in terms of track, signalling and stations to ensure that as much scope as possible was provided to take future advantage of any long term development opportunities including those arising from regeneration activity being led by the Old Oak Common & Park Royal Development Corporation.

The Chair thanked Mr Cox for his comments. Whilst highlighting that the project was still some way from the detailed design stage the basis on which the comments had been made was recognised although it as pointed out these would need to be considered as part of the development of any longer term technical project plan.

## 5. **Old Oak Common and Park Royal Development Corporation - Priorities and Joint Working**

Councillor Butt (as Chair) welcomed Liz Peace CBE (Chair of the Old Oak Common and Park Royal Development Corporation - OPDC) to the meeting who, he advised,

had been invited to provide the Board with an overview of the OPDCs priorities and also to explore opportunities for joint working.

Liz Peace CBE thanked the Board for inviting her to the meeting and began by outlining her role as the recently appointed (April 2017) chair of the OPDC in re shaping and focussing the priorities of the Corporation following the Mayor for London's review of progress by the Development Corporation in delivering its objectives.

As background, the Board were reminded that the OPDC was responsible for managing the UKs largest regeneration project covering an area of approx. 650 hectares with the aim of generating 65,000 jobs alongside 25,500 new homes as well as enhancing public space and delivering a transport "super hub" linked to development of Crossrail and the High Speed 2 projects. Given the size of the area and outcome of the Mayors review, Liz Peace CBE advised that her key focus as chair of the Corporation was currently on identifying and delivering projects that would enable regeneration activity to progress on a co-ordinated basis alongside development of the longer term Master Plan.

The Board were advised that the Corporation had now appointed a team to work on development of the Master Plan and also to identify the most effective way of moving the regeneration activity forward. The immediate focus was on opportunities within the western wedge of the development area and the Oaklands development, pending final development of the phase one Master Plan.

The focal point and catalyst for the longer-term regeneration activity across the area as a whole remained the transport "superhub" at Old Oak Common with a station connecting the High Speed Rail 2 line with Crossrail. She advised that as part of the development of the supporting infrastructure the need had already been identified to consider the connectivity to existing transport links including the potential development of Willesden Junction.

In terms of other priorities, Liz Peace CBE advised that she was also keen to ensure that Park Royal was able to not only protect but enhance its existing identity. To support this aim OPDC had already been successful in attracting £1.5m of Arts Council England and Heritage Lottery Funding under the Great Place Scheme to support a "Made in Park Royal" community focussed project designed to put culture led place making at the heart of the regeneration development activity being planned.

In terms of the wider regeneration activity, Liz Peace CBE also highlighted the importance of the Corporation not working in isolation and in ensuring a joined up approach with partners towards employment and skills activity, health and infrastructure developments. She then introduced Victoria Hills from the Corporation who had been invited to attend in order to outline what she felt to be some of the significant opportunities for developing the skills and training offer linked to planned regeneration activity within the area. As an example of the types of opportunities being identified, Victoria Hills referred to the offer of support from Berkley Homes working with the West London College to develop a Building Skills Academy. Councillor Fennimore also highlighted the potential to establish links with Imperial College, London and West London Business Association.

The Chair thanked Liz Peace CBE for the outline provided of her key priorities and highlighted some of the areas and opportunities the Board would be keen to develop, working jointly with the Corporation as plans for the area were progressed and developed. These included:

- the need to ensure that the scale of opportunities particularly in relation to employment and housing were fully integrated and embedded within the wider local economy and surrounding area by all partner organisations;
- the need, given the shared interest in supporting economic growth, development and job creation across the region, for the Board and OPDC to ensure that their strategic priorities were aligned as closely as possible and in a way which would enable both to work closely in terms of understanding and addressing local housing need, economic and employment trends and in engaging with other organisations in terms for example of securing the necessary transport infrastructure, funding and development;
- the potential to link the proposals being developed in relation to the West London Orbital Rail with the wider transport infrastructure developments across the OPDC area;

The following issues were then highlighted by the Board in the discussion that followed:

Members were keen to explore the opportunities to develop the skills and training offer particularly for local people, given the number of jobs expected to be created in the completed OPDC area and also that would be required to complete the development and construction activity. It was felt, however, that this would require a significant step-change in the volume and availability of training opportunities being provided involving greater planning and co-ordination of this activity at both a strategic and operational level and involvement of the West London Skills Commissioning Board. In response Victoria Hills advised that the need to ensure a more strategic focus on the development of these opportunities had already been recognised by OPDC with links being developed to the Mayors Skills for London programme and available funding. Whilst the Construction Skills Academy being developed between Berkley Homes and West London College was a good example of the type of opportunity available, the Board was assured that the Corporation were also aware of the need to co-ordinate and develop as broad an approach as possible involving partners from across the West London region.

Whilst welcoming the approach outlined, the Board also felt it was important to ensure that the focus remained not just on construction but in developing as broad a range of skills opportunities and training as possible. Amongst the examples provided were IT, graphics, bio-science looking to build on potential links with institutions such as Imperial College; support the development of newer technologies and stable business communities building on lessons learnt from regeneration activity in other areas over recent years such as Canary Wharf. In support of the need for integrated working, Dan Gascoyne (Director - West London Alliance) highlighted the work being undertaken to develop the West London Skills and Productivity Strategy, as considered at the last Board meeting. This had been designed to link closely with development of the Mayors London Skills Strategy and

had involved engagement with a range of key stakeholders, including the OPDC who he confirmed would be represented at the upcoming launch event.

The Board then moved on to focus in more detail on Park Royal, with members keen to explore the OPDCs plans to maximise the potential use of available space and attract sustainable businesses to the area that would be fit for the future. Liz Peace CBE confirmed that OPDC had already recognised the need to explore options (with landowners) to deliver a more collective development, given (as the Board had recognised) the complexities created by the current fragmented nature of land ownership, mix of businesses and fact that area was already operating at almost maximum capacity in terms of the current space available.

Councillor Butt, on behalf of the Board, thanked Liz Peace CBE and Victoria Hills for attending the meeting and for the update provided. He advised that the Board were keen to ensure that opportunities to further develop joint working with OPDC were monitored and maintained given the shared interests and close alignment of both organisations strategic priorities.

## **6. Devolved Work and Health Programme**

Paul Najsarek (Chief Executive – London Borough of Ealing) introduced the report providing the Board with a progress update on development of the devolved Work and Health Programme.

The Board noted that following the outcome of a successful procurement process, conducted through the London Borough of Ealing, Shaw Trust had been appointed to deliver the programme on behalf of the West London Alliance.

The Board were then introduced to Kim Archer (Health and Employment Programme Manager), John Griffith, Sally Gibbs and Karen Mitchell from Shaw Trust who, members were advised, had been invited to outline the Trust's proposals for delivery of the programme. Having welcomed the representatives from the Trust, the Board then received a presentation which covered the following areas:

- The background to the Shaw Trust and the their mission and values as a national charity;
- An outline of the work undertaken by the Trust, which by 2022 was expected to see them having supported over 1m individuals in overcoming barriers to employment;
- The current extent of coverage for services provided via the Trust and in partnership across not only Central England and the Home Counties but also more specifically across the West London region;
- The main requirements and critical success factors identified in relation to delivery of the programme, which had been structured on a payment by results basis. The critical success factors were identified as – helping those with a disability or health condition, the long term unemployed or other disadvantaged groups to find and sustain work; integrate the programme with local services and health provision so participants receive more co-ordinated and holistic support; and meeting local priorities and need;
- The key differences between the programme and the Department for Work & Pensions (DWP) National Contract, which would include outcomes based on

- earning the London Living Wage; 15 months' delivery plus 6 months of in-work support; the inclusion of additional priority groups for early access and referrals only through a Job Centre Plus (JCP) Work Coach;
- The key elements involved in delivery of the programme which would be focussed around a one to one relationship with a dedicated support manager supported by the Shaw Trust Health and Wellbeing Team in a local hub, local specialists and expert volunteers with time credits to promote social inclusion;
  - An outline of a participants expected journey through the programme and of the Inclusive Employment Service with a dedicated West London Team;
  - The alignment between the programme and delivery of the Boards priorities;
  - The added value from Shaw Trust's involvement in the programme involving a commitment for up-front investment supported by the re-investment of contract surpluses which would translate, as an example, into – a new Work and Wellbeing Hub based in Ealing; expert volunteers supporting participants and facilitating community integrations; the offer of time credits and closer integration of services with the opportunity to jointly commission and better combine resources.

Comments were then sought on the programme, with the following issues raised in the discussion that followed:

- a. Thanks were expressed by the Board to all those involved in developing and securing delivery of the programme. Whilst this had involved a challenging timescale and process the final deal was felt to represent good value for money as well as providing a more tailored approach towards meeting the needs of local people with multiple barriers to employment. Members were also pleased to celebrate delivery of the scheme as one of the first projects led on by the Board.
- b. The Boards support for the delivery approach identified which whilst designed to provide a consistent model had also recognised the individual nature of all participating boroughs. The engagement of expert volunteers and use of time credits were welcomed with Members also keen to ensure that as wide a range of organisations were engaged as possible in terms of supporting development of the employment offer, including the participating local authorities as employers.
- c. Further details were sought on the reason for the referral route on to the programme only being available through JCP Work Coaches. In response John Griffith advised that this had been a requirement of DWP, as one of the conditions relating to their grant funding of the devolved programme. Whilst recognising concerns raised about the nature of the referral process and need for more integrated and joined up working with JCP, Dan Gascoyne (Director – West London Alliance) highlighted the good working relationships already established with JCP regionally with the Shaw Trust also advising that they would be closely monitoring the referral process.

The importance of local authority staff being aware of the referral process and involvement of JCP in the selection process was also identified alongside the need to develop integrated and co-ordinated plans for shared clients.

- d. The Board was also keen to explore the types of barriers preventing individuals from gaining access to and remaining in employment. In terms of barriers preventing access John Griffith felt a real issue remained a lack of integration between key services with whom individuals may be involved. In terms of retaining employment the challenge was to support individuals past their initial 6-month period in work as the chances of them sustaining long term employment greatly increased after this period. The programme being delivered by the Shaw Trust had been designed to address these challenges, but would require the support of the Board and all partner organisations in relation to the necessary level of integration between services.

Councillor Butt, on behalf of the Board, thanked the Shaw Trust for their presentation and advised that members were looking forward to working with them in supporting delivery of the programme.

Having noted the presentation, it was **RESOLVED** that the Board fully support the rollout of the service and its integration with wider employment services being offered across West London.

## 7. **West London Orbital Rail**

Luke Ward introduced the report which provided an update on progress made in developing proposals for delivery of a West London Orbital Railway.

The Board noted the summary of work undertaken to date, as set out in section 2.1 of the report, which had included a well-received tour of the proposed line undertaken in September 2017 with the Deputy Mayor for Transport along with senior representatives from TfL, Network Rail and the Old Oak Common and Park Royal Development Corporation (OPDC). Whilst a key milestone for the scheme would be publication of the final Mayor's Transport Strategy (MTS), a range of work was progressing in the meantime in terms of developing the longer term project plan, wider engagement and business case, as detailed in section 2.2 of the report.

Assuming the MTS would contain the necessary support for the scheme to proceed a number of work streams had been identified, which were outlined in section 3 of the report:

- Technical planning studies;
- Funding package development;
- Community and civic engagement and consultation;
- Governance processes

In the meantime exploratory discussions were continuing with TfL and other relevant partners, in anticipation of the MTS being published, in order to consider how best to secure the necessary level of funding to move the project forward and in relation to the technical and planning work that would be required.

In terms of feedback on the update the Chair was keen to ensure that the earlier comments made by Mr Cox were noted and the opportunity was taken to consider as wide a range of options in terms of the schemes technical development as possible. Luke Ward confirmed that the issues raised had been noted and that whilst the scheme was still at an early stage in terms of its technical development,

the need to ensure its scope was “future proofed” to include as wide a range of options as possible had been recognised. As part of this process the Board, whilst recognising a need to manage expectations in advance of the MTS being finalised, were keen to ensure that the positive approach and progress made to date was maintained. The opportunities created by the potential links to projects such as High Speed 2, Crossrail, the Chiltern and North Line Extensions and Brent Cross Thameslink development were noted but at the same time the Board remained aware of the need to ensure the necessary strategic overview was maintained in order to avoid the risk of any one scheme precluding another. This would require careful management and ongoing engagement with key partners such as TfL, Network Rail and Department for Transport.

As a result of the update it was **RESOLVED**:

- (1) to note overall progress on the project achieved to date;
- (2) to note the outline programme of activity and project plan identified to move the project forward as detailed in sections 2 and 3 of the report, along with the key stakeholders at national regional and local level that would need to continue to be engaged as the project moved forward;

#### 8. **West London One Public Estate (Phase 6) Funding Bid**

Michael Lockwood (Chief Executive – London Borough of Harrow) introduced the report updating the Board on the development and submission of a bid for Phase 6 One Public Estate (OPE) funding involving sites across Ealing, Harrow, Hounslow and Hammersmith & Fulham.

The submission of the bid was designed to build on existing OPE programmes in Brent and Barnet and involved £1m of OPE revenue funding and approx. £6m capital funding from the DCLGs Land Release Fund, with an announcement on its outcome anticipated in early December 17.

The Board noted the significant benefits which it was felt an OPE programme for West and North West London had the potential to unlock supported by work already being undertaken by the West London Alliance and partners to develop a more integrated approach towards the use of land and assets.

Following the update provided the Board **RESOLVED** to note and support the contents of the West London bid for One Public Estate funding for ten sites across four west London Boroughs, as detailed within Appendix 1 of the report.

#### 9. **Economic Prosperity Board Forward Plan**

Luke Ward presented the Forward Plan to the Board, which outlined the programme of items planned for consideration at future meetings.

The Board noted the Forward Plan with members keen to support the continued programme of engagement with the various Deputy Mayor’s it was proposed to invite as guest speakers at future meetings, particularly in relation to Housing and Business.



Following the update provided by the Shaw Trust on the devolved Work & Health Programme the Board felt it would be helpful to receive a further six month progress report on delivery of the scheme, which would therefore be scheduled for 2018.

Before closing the meeting, the Chair advised members that this was due to be Michael Lockwood's final Board meeting prior to him retiring as Chief Executive of the London Borough of Harrow. Members took the opportunity to thank Michael for all his efforts and support in relation to both the Board and West London Alliance.

Members noted that the next meeting was scheduled to take place at 10:00am on Wednesday 21 February 2018 in the Boardroom at Westminster University, 309 Regents Street, London, W18 2HW.

The meeting closed at 11:55am

COUNCILLOR MUHAMMED BUTT  
Chair

**This page is intentionally left blank**