



West London Economic Prosperity Board

Wednesday 21 February 2018 at 10.00 am

The Boardroom - Westminster University, 309 Regents Street, W1B 2HW

Membership:

Members

Councillor Muhammed Butt, LB Brent (Chairman)
Councillor Richard Cornelius, LB Barnet
Councillor Julian Bell, LB Ealing
Councillor Stephen Cowan, LB Hammersmith and Fulham
Councillor Sachin Shah, LB Harrow
Councillor Stephen Curran, LB Hounslow

Substitute Members

Councillor Daniel Thomas, LB Barnet
Councillor Shama Tatler, LB Brent
Councillor Keith Ferry, LB Harrow
Councillor Theo Dennison, LB Hounslow
Councillor Michael Cartwright, LB Hammersmith and Fulham
Vacancy – LB Ealing

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The press and public are welcome to attend this meeting

Notes for Members - Declarations of Interest:

If a Member is aware they have a Disclosable Pecuniary Interest* in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent and must leave the room without participating in discussion of the item.

If a Member is aware they have a Personal Interest** in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent.

If the Personal Interest is also a Prejudicial Interest (i.e. it affects a financial position or relates to determining of any approval, consent, licence, permission, or registration) then (unless an exception at 14(2) of the Members Code applies), after disclosing the interest to the meeting the Member must leave the room without participating in discussion of the item, except that they may first make representations, answer questions or give evidence relating to the matter, provided that the public are allowed to attend the meeting for those purposes.

***Disclosable Pecuniary Interests:**

- (a) **Employment, etc.** - Any employment, office, trade, profession or vocation carried on for profit gain.
- (b) **Sponsorship** - Any payment or other financial benefit in respect expenses in carrying out duties as a member, or of election; including from a trade union.
- (c) **Contracts** - Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.
- (d) **Land** - Any beneficial interest in land which is within the council's area.
- (e) **Licences** - Any licence to occupy land in the council's area for a month or longer.
- (f) **Corporate tenancies** - Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.
- (g) **Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

****Personal Interests:**

The business relates to or affects:

- (a) Anybody of which you are a member or in a position of general control or management, and:
 - To which you are appointed by the council;
 - which exercises functions of a public nature;
 - which is directed is to charitable purposes;
 - whose principal purposes include the influence of public opinion or policy (including a political party or trade union).
- (b) The interests a of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

or

A decision in relation to that business might reasonably be regarded as affecting, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the electoral ward affected by the decision, the well-being or financial position of:

- You yourself;
- a member of your family or your friend or any person with whom you have a close association or any person or body who employs or has appointed any of these or in whom they have a beneficial interest in a class of securities exceeding the nominal value of £25,000, or any firm in which they are a partner, or any company of which they are a director
- any body of a type described in (a) above

Agenda

Introductions, if appropriate.

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2 Apologies for Absence	
3 Declarations of Interest	
Members are invited to declare at this stage of the meeting, any relevant disclosable pecuniary, personal or prejudicial interests and the nature of these in relation to any items on this agenda.	
4 Public Participation	
5 Presentation by Deputy Mayor for Housing	
To receive a presentation from the Deputy Mayor for Housing, setting out housing priorities within the London Plan and London Housing Strategy.	
James Murray, Deputy Mayor for Housing will be attending the Board for this item.	
6 West London Orbital Rail	11 - 24
The report provides an update on work relating to the West London Orbital Rail.	
7 New London Plan - Draft Consultation Response	25 - 38
The report presents, for comment, a joint response to the consultation on the Draft London Plan prepared on behalf of the Board.	
8 West London Skills, Employment & Productivity Strategy	39 - 68
The report sets out the draft West London Skills Strategy for comment and consideration by the Board along with an update on development of the London Skills Strategy.	
9 West London Economic Prosperity Board - Chair's Annual Review	69 - 88

The report provides an annual update and review of progress and achievements to date against each of the themes set out in the West London Vision for Growth Action Plan, along with an outline of the coming year's work.

10 Economic Prosperity Board Forward Plan and Dates for Future Meetings in 2018/19 89 - 92

The Board is asked to review and approve the Forwards Plan of items scheduled for future meetings.

In addition Members are being asked to approve the programme of dates set for meetings during the 2018/19 Municipal Year, as set out below and also to consider the venue for these meetings:

- 21 June 2018
- 19 September 2018
- 20 November 2018
- 27 February 2019

Date of the next meeting: Date Not Specified



- Please remember to **SWITCH OFF** your mobile phone during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public.

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

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	West London Economic Prosperity Board 21 February 2018
Title	West London Orbital - update
Report of	Amar Dave, LB Brent
Status	Public
Urgent	No
Enclosures	APPENDIX 1: GRIP stage summary APPENDIX 2: West London Orbital rail key facts
Officer Contact Details	Luke Ward, Head of Growth, Employment and Skills, West London Alliance, wardlu@ealing.gov.uk
Summary	
<p>This report provides the committee with an update on work relating to the West London Orbital rail line, including opportunities to run battery-powered rolling stock along the line and a timeline for delivery, should the scheme proceed to the next stage.</p>	

Recommendations
<p>The Board is asked to:</p> <ol style="list-style-type: none"> 1) NOTE overall progress on the project and IDENTIFY any additional actions or activities not already included within sections 2 and 3. 2) IDENTIFY any stakeholders at national, London or local level who will need to be engaged with in any future activity associated with the project.

1. WHY THIS REPORT IS NEEDED

The West London Economic Prosperity Board (WLEPB) has previously identified the West London Orbital (WLO) rail line as a scheme of shared priority. It has agreed that progress and next steps relating to the project be a standing item on its agenda, something suggested by the Deputy Mayor for Transport during their meeting with her in summer 2017.

There is at present a range of activity being undertaken in relation to the scheme and so this report provides the committee an opportunity to comment on and shape this work ahead of the expected publication of the final Mayor's Transport Strategy (MTS) in early 2018.

The intention is that, subject to the MTS containing the required references to the WLO when it is published, the momentum this project has based on the technical work undertaken to date, will allow the initiation of the delivery phase of the project relatively quickly. Furthermore, the body of work completed to date on this scheme allows West London boroughs to present a “shovel ready” infrastructure project to London and national decision makers if and when the time is right.

FIGURE 1: Route of the line (correct as of 20 January 2018)



2. MAIN BODY

This remainder of this report is divided into a number of sections, covering:

- **Summary of work undertaken to date (February 2018)**
- **Immediate next steps between now and March 2018**
- **Activity required from march 2018 onwards**
- **Notional project plan for the delivery of the line**
- **Risks, Issues, Challenges**
- **Next steps**

2.1 Summary of work undertaken to date:

- The Committee agreeing the West London Orbital Scheme as a **shared priority** at its meeting on 22 March 2017;
- **Feasibility Study and outline business case** into the line completed and approved by the Committee on 22 September 2017. The Study found the following:
 - The scheme is **technically feasible** with a strong strategic case and health passenger demand supporting 8 trains per hour in each direction.
 - The scheme represents **High value for money** according to the Department for Transport's definition, with a "Benefit-Cost Ratio" (BCR) of 2.2:1.
 - Scheme cost currently estimated to be in the region of £265m.
 - In line with the rest of the over ground network the scheme would likely require an operating subsidy based on income of c.£9m p.a. and operating costs of c. £15m p.a. Credible options for closing this subsidy gap have been identified and will be investigated through a separate funding study.
- Boroughs are incorporating the scheme into **Local Plans**.
- The Committee has submitted a **joint response to the Mayor's Transport Strategy** that included reference to the West London Orbital. Furthermore, London Councils are actively supporting the scheme and this was reflected in the pan-London MTS response.
- On 29 September Leaders were joined by the Deputy Mayor for Transport along with senior representatives from TfL, Network Rail and OPDC for a **tour of the line**, all of whom emphasised their support for the project. The Deputy Mayor suggested it might be a suitable candidate for a future [significant] round of Housing Infrastructure Funding and said she would be recommending that the scheme is clearly recognised as a priority in the final MTS
- On 12 December 2017 officers from WLA boroughs and TfL visited a manufacturer of **battery-powered rolling stock**, which may be operated along the WLO as an alternative to either diesel units or full electrification. There may be an opportunity to test a battery powered train in West London during 2018, as the project progresses.
- Ongoing engagement with representatives from GLA, TfL, NR and civil society to embed the scheme into the strategic planning framework of London.

2.2 February 2018 to the Publication of the Mayor's Transport Strategy (expected March 2018)

The key milestone expected in the coming months is the publication of the final Mayor's Transport Strategy. It is important to recognise that there are activities that need to be undertaken in the meantime both in terms of developing a deeper understanding of the functioning and economics of the scheme, and also in terms of

building a wider base of support across local and London government, the rail sector, Government, and of course local communities. These include:

- Commissioning and delivering a **funding study** covering line development, construction and operation. Develop the technical and business case for a possible future Housing Infrastructure Fund” bid.
- Further **development of a project initiation document (PID) and longer-term project plan** with delivery timeline, and the securing or adequate resources for undertaking this work going forward.
- As this scheme progresses it will be important to establish appropriate and accountably governance arrangements that are fit for purpose. A Shadow Programme Board and consisting of LG, TfL, NR, GLA, DfT etc. A “project delivery group” consisting of officers covering transport, regeneration, planning and finance will also be established to oversee the day to day delivery of the scheme.
- **Ongoing engagement** – meeting with senior members of DfT, developing relationships with NR and GLA planning and transport colleagues, offering solutions and constructive achievable approaches for dealing with some of the trickier technical aspects of the scheme such as Acton Wells and Bollo Lane. Embedding in to London planning system.
- From March – May purdah will define the political context so we will ensure the project plan allows for the implications of this and we will seek support to ensure cross-party information sharing and engagement before then.

In the event that the MTS publication is put back (e.g. after the May borough elections), the above actions still hold, with a bit more time to establish the necessary emphasis on engagement, partnerships and governance. Maintaining impetus whilst managing expectations and avoiding any unhelpful financial or political exposure will define this phase.

2.3 Activity required from March 2018 onwards (should the project continue)

Work to date has focused on understanding the outline case for the West London Orbital with the objective, subject to there being reasonable grounds, of securing sufficient hooks within the MTS to allow the scheme to proceed to more detailed development and delivery. Should the MTS includes the backing for WLO, the following will be required in order to progress. It should be noted that delivery of the programme below will require significant resourcing, which will be sought from a variety of sources as appropriate:

- As part of delivery of the wider project plan it will be necessary to commission a series of **more detailed planning products** (the so-called “GRIP Stages”) that cover areas such as the detailed layout of specific sections of track, train timetables, station locations and finances. Ideally all studies would be commissioned out as a package of work to a single provider who would also act as a strategic partner for the project.
- Work with London and national government on a **funding package** for resourcing this work.

- Develop a more **comprehensive community and public engagement approach** to delivering the scheme to ensure the views and wishes of communities and businesses from all backgrounds are heard and able to influence the outcome of the project
- Full **embedding in to local, pan-London and national planning frameworks** so that the project can be taken forward within the context of wider strategy.

The approach to delivering the above will be subject to dialogue between WLA boroughs, London Government, TfL, GLA and Network Rail. The key principle in relation to the project approach is that the sector with the greatest competence would lead on the element of the programme that it has the greatest competence in. e.g. TfL would led on the rail elements of the scheme whilst local government would focus on the regeneration elements. All elements of the programme would be fully aligned and delivered in coordination under a single governance structure with full democratic accountability.

2.4 Other points the Committee should be aware of

There are a significant number of rail projects happening in London that are likely to interact in some way with the WLO. E.g. High Speed 2 and Crossrail. It will be important that as these progress, they do so in a way that does not preclude WLO. This is a risk to the project (see section 4) and will need to be carefully managed through careful and ongoing engagement with key partners including DfT, Network Rail and TfL.

2.5 Notional outline programme

Four broad work streams have been identified as being required over the coming years to take the project forward. The exact scope of each of these programme areas is being constantly refined and are summarised below. It should be noted that these can be undertaken simultaneously and in a coordinated fashion under a single governance structure:

1. Rail line and station development
2. Funding package development (covering technical analysis, construction and line operation)
3. Place making, housing and regeneration
4. Community and civic engagement and consultation, and equalities

NOTE: This programme plan will be continually updated and kept under review as the scheme progresses and additional information becomes available.

2.5.1 Work stream 1: Rail line and station development

This work stream sets out how the technical planning and construction work associated with developing the line will be taken forward.

Project	Description	Output	Timescale
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WLO Board and delivery project group formed	Establish formal governance arrangements for delivery of WLO	Constituted governance in place	March 2018
TfL Assurance review	Review of scheme to date to provide assurance to progress	Assurance review signed off	Autumn 2018
Funding Study Completed (land assembly, construction funding, subsidy elimination)	Covering line construction, operating costs and development/planning resource requirements	Technical report	October 2018
“GRIP” ¹ 2	Define the scope of the investment and identify constraints. Confirm that the outputs can be economically delivered and aligned with network strategy. Includes detailed time tabling and technical solutions e.g. to Acton Wells.	Detailed outline business case	March 2019
GRIP 3a (technical options)	Develops options for delivering line	Options assessment	December 2019
GRIP 3b (worked technical proposal)	Selection of preferred option for progressing	Preferred option reports	September 2020
Planning and regulatory applications	Legal planning documentation, approved by the relevant bodies	Planning and regulatory application documents	August 2020
GRIP 4	Reference/outline design of the preferred option	Reference design reports	TBC – dependent on GRIPS 2 and 3
Line completion	Operational line running from West Hampstead and Hendon to Hounslow	Completed line	2023 or 2024 (current best estimate)

2.5.2 Work stream 2: Funding package development

This work stream sets out how the line’s construction and operation will be resourced in a sustainable, economically and socially acceptable way.

Project	Description	Timescale
Programme resources secured	Sufficient resources for appropriate programme	March 2018

¹ “Governance for Rail Investment Projects” – The name for the process for developing a new rail routes

	management and technical feasibility work	
Funding options study	Identify achievable and acceptable options for securing resourcing for both line construction and to address/minimise any potential operating subsidy that may be required.	Spring 2018
Externally available capital funding options	Engagement with GLA, DfT and TfL on construction funding. Possibly including future "HIF2" funding.	TBC – following publication of MTS
Subsidy elimination model	Structure business model of new service to require zero-subsidy in medium term. E.g. via pricing structure or zone segments	TBC – following publication of MTS. Funding package will need to be in place by first part of 2019 however.

2.5.3 Work stream 3: Place making, housing and regeneration

This work stream describes how local residents, businesses, groups and elected representatives will be engaged and consulted with throughout the life of the project:

Project	Description	Timescale
Local Plan incorporation	WLA boroughs incorporate scheme formally into their Local Plans	Varies by borough
Place making and master planning	High quality place making and community creation at appropriate points along the line	Varies by borough
CIL allocation to support scheme development	Identification of resources from developers to support construction of the line	To be determined (via funding study – see work stream 2, above)

2.5.4. Work stream 4: Community engagement and consultation

This work stream describes how local residents, businesses, groups and elected representatives will be engaged and consulted with throughout the life of the project:

Project	Description	Timescale
Development of consultation and communications plan linked to project plan	To ensure a strategic and coordinated approach to community engagement and consultation that accounts for the views of all stakeholders	Plan in place by Summer 2018
Equalities Impact Assessment	A full audit of the qualities impacts of the scheme so any positive or negative impacts can be identified and addressed.	Currently anticipated to be completed in early 2019 once the operation of the line and differential impacts on different groups is fully

		understood. Timeline for EIA will be kept under constant review
Consultation grip including elected members, community groups, lobbying organisations etc.	A full database of interested parties to ensure through communication throughout the life of the project	Ongoing

Notional governance arrangements – to be established

Programme Board: Consisting of senior representatives from key organisations providing top-level governance and decision making for the programme.

Project delivery group: Comprising transport planning professionals from the relevant West London Boroughs, plus representatives from TfL, Network Rail, GLA and DfT as required. This group will provide commissioning expertise and capacity, and also undertake a quality assurance function of all project outputs prior to them being used to inform any planning or funding decisions.

West London Economic Prosperity Board: Top-level governance for West London local public services. Top-level governance for West London local public services

TfL Board: As the most likely final operator of the Line it will be important for the project to be embedded into the decision making and governance structures of TfL and London Government (GLA) more broadly. This will be done via the London Plan and MTS process.

Network Rail: It will be crucial that Network Rail are involved in the project and are supportive of its objectives. Engagement is currently underway to establish the most appropriate governance channels for Network Rail.

Central Government: In particular DfT, DCLG and the Treasury will have a role enabling the delivery of the line as part of if greater emphasis on investing in infrastructure nationally, and on providing funding as part of the national Industrial Strategy.

2.6. Risks, Issues & Challenges

A full risk matrix will be developed in the first part of 2018. In summary however at this early stage in the project the key risks are:

- **Technical:** Acton Wells Junction and Bollo Lane level crossings: These represent the greatest technical challenges along the route and
- **Resources, Subsidy and construction** – with an expected operating subsidy of c.£5m p.a. and construction costs in the region of £265m resourcing this project presents a significant challenge and will require a coordinated strategic approach.
- **Dependencies with other schemes:** There are a large number of rail schemes at various stages of development that have potential implications for

WLO. These include of course HS2 and Crossrail but also the Chiltern line, North London Line, and development at Brent-Cross on the Thameslink line. These all require coordination to ensure a strategic approach to rail and that none of these schemes preclude each other.

- **Pace and momentum** – It will be important to maintain progress going forward (if the scheme is included in the MTS)

2.7 Immediate Next Steps

Should the WLEPB approve the recommendations set out within this paper then officers will progress the project along the lines set out within section 2.2 and 2.3.

Officers within West London boroughs will also continue with the process of embedding the scheme into local planning frameworks, including Local Plans.

3. REASONS FOR RECOMMENDATIONS

Long term projections of the London population and economy show that transport infrastructure is likely to become an increasing constraint on growth. We also know that with a falling rate of car ownership in outer London that the role of high quality transport infrastructure that connects the places that people live and work is crucial. The recommendations set out in this report address these issues and will put West London in a good position to grow well into the future

4. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

The feasibility study outline case commissioned by Leaders looked at all alternative options for making orbital journeys across West and North London. The West London Orbital proposal described here reflects the outcome of that analysis.

5. POST DECISION IMPLEMENTATION

- 5.1 TfL and the GLA will continue to be engaged with to secure the inclusion of the WLO in to the forthcoming Mayor's Transport Strategy and the London Plan.
- 5.2 The longer-term "road map" in section 3 of this report setting out how the WLO will be brought to reality by the 2020s will be refined and defined in further detail. This road map will be incorporated into the medium and longer-term planning activity of individual West London Boroughs and of the WLA.

6. IMPLICATIONS OF DECISION

6.1 Corporate Priorities and Performance

The West London Vision for Growth highlights improved orbital transport infrastructure as a priority for the sub-region.

6.2 Resources (Finance & Value for Money, Procurement, Staffing, IT,

Property, Sustainability)

It should be noted that delivery of the programme below will require significant resourcing should it progress covering programme management, ongoing technical feasibility work, and construction. This will be sought from a variety of sources as appropriate. Furthermore, longer-term options for resourcing scheme construction (c.£265m) also to be secured following completion of funding study described above.

6.3 Social Value

6.3.1 The proposal set out here support improved health and wellbeing outcomes for people and businesses in West London by enabling them to move around more quickly and cheaply than is often the case, and be improving the quality of the environment.

6.3.2 The line also responds positively to a number of recognised challenges for residents in West London. For example will reduce the level of pollution and particulate matter that travellers are exposed to compared to equivalent journeys by road. It will also improve journey times and reduce costs travelled per mile compared with car, this will help to boost the disposable incomes of travellers and also give them more time per day not caught in traffic. The line will give people living in areas of higher deprivation and with lower income levels greater accessibility to at least 100,000 new jobs that are expected to be created in the existing regeneration schemes in Brent Cross, OPDC, Wembley, and the Hounslow Opportunity Area.

6.4 Legal and Constitutional References

This work falls within the following sections of the WLEPB's Functions and Procedure Rules:

- Representing the participating local authorities in discussions and negotiations with regional bodies, national bodies and central government on matters relating to economic prosperity for the benefit of the local government areas of the participating authorities.
- Representing the participating authorities in connection with the Greater London Authority, London Councils and the London Enterprise Panel, for the benefit of the local government areas of the participating authorities, in matters relating to the economic prosperity agenda
- Representing the participating local authorities in discussions and negotiations in relation to pan-London matters relating to economic prosperity.

6.5 Risk Management

The risk of not taking early action to improve joined up, high quality action across West London is that growth is lower than might otherwise have been the case, resulting in fewer jobs, a smaller tax base, and lower levels of investment than would otherwise be the case.

6.6 Equalities and Diversity

This work currently has no equality or diversity implications. If brought to fruition however the West London Orbital Line would connect many of the sub-region's most deprived communities with employment opportunities and growth areas across London, and allow them to access jobs and employment opportunities in these areas at a lower cost and more quickly than would often be possible by other forms of public transport or private car. A full EIA will be undertaken as work progressed to the stage of development that would require this.

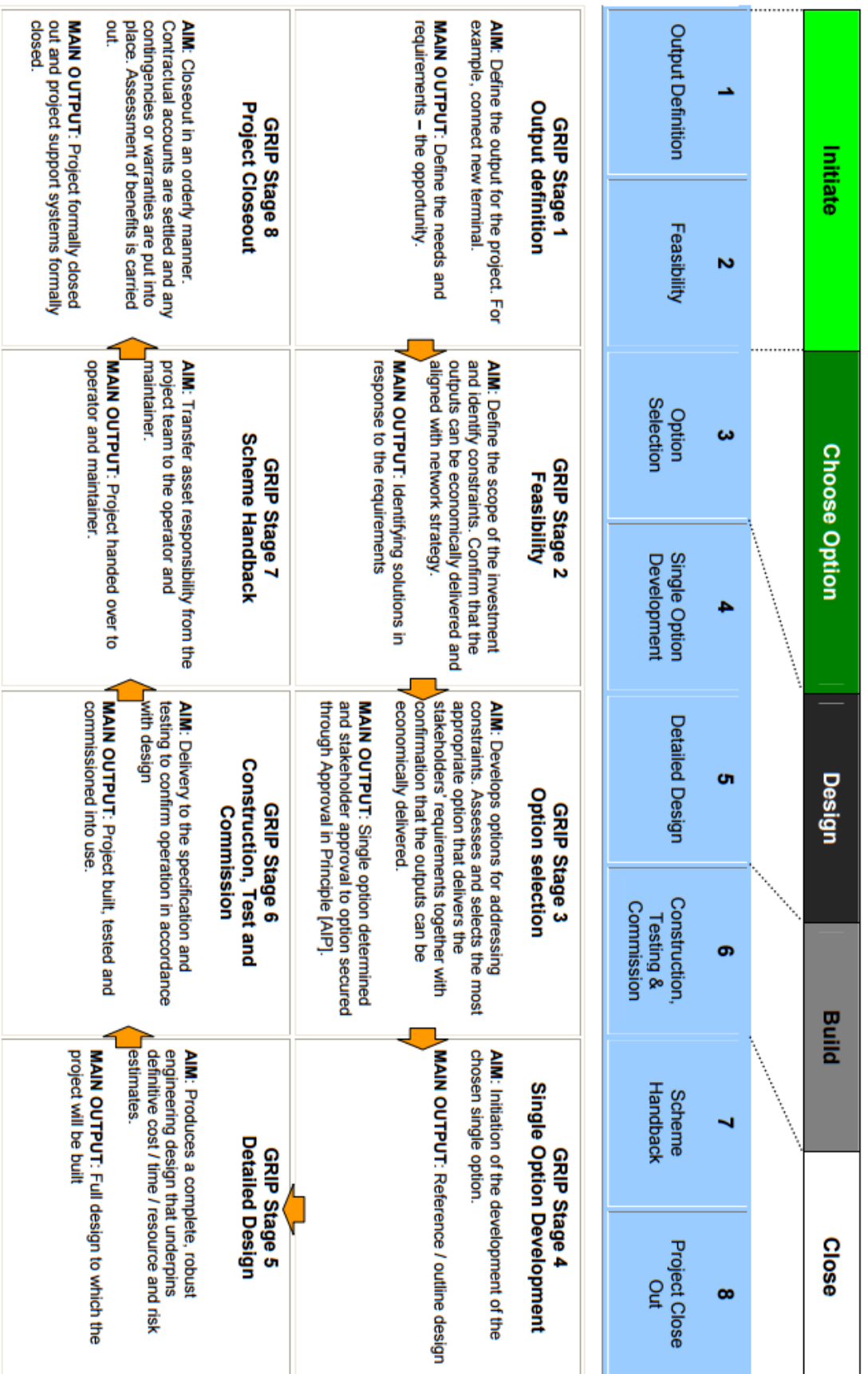
6.7 Consultation and Engagement

This work does not currently affect the public. All West London boroughs, plus the GLA, TfL and the Old Oak and Park Royal Development Corporation, as well as the business community have all been involved in the development of the proposals to date. Should the work progress to being an actual project full community engagement and consultation plan will be developed alongside the EIA. Individual elements of the programme will be consulted on as appropriate.

7. Background Papers

None

Guide to Rail Investment Process (GRIP)



APPENDIX 1:

APPENDIX 2: KEY FACTS ABOUT THE LINE (as of October 2017)

- The route is technically feasible and runs for around 11 miles starting at either Brent Cross or Cricklewood before merging with existing mainline services at Acton Central and running to Hounslow. The Barnet–Acton Central stretch of line is approximately 4 miles long.
- Possible sites for new stations and stabling identified at: Brent Cross/ Cricklewood, Neasden, Harlesden, and Old Oak Common Lane. Existing stations used from Acton Central-Hounslow
- Eight trains per hour in each direction
- High Value for Money scheme with a “Benefit-Cost Ratio” (BCR) to the wider economy and society of 2.2:1.
- TfL have modelled peak three-hour demand at 3,000 passengers anti-clockwise and 2,500 passengers clockwise in 2031. This suggests that the level of **passenger demand may be able to sustain a regular service** along the line.
- Annual operating cost c.£15m per year. Early passenger demand modelling suggests potential for this to be largely self-funding. c.£265m build cost (excluding optimism bias).
- It would improve orbital travel times around West London. For example a **journey from Barnet to Park Royal (enabling a change on to CrossRail or HS2 services) would take approximately 12.5 minutes**. A trip from **Acton to Cricklewood/Brent Cross would take approximately 16.5 minutes**. A journey along the whole line from Barnet to Hounslow would take approximately 39 minutes (times the same for reverse journeys).
- It would connect town centres and regeneration areas, including the **45,000 new homes and 86,000 new jobs** that will be created at Old Oak Common, Wembley and Brent Cross, putting a greater number of jobs and homes within easy reach of one another and supporting intensification in growth areas.
- It would **remove a significant number of cars from the road, reducing congestion and improving journey times**, particularly along the A406, as the population of the capital approaches 10 million over the next 20 years.
- It would **allow passengers in outer London to access new services on Crossrail and High Speed Two** via an interchange with the Dudding Hill Line at Park Royal.
- It would help to **reduce passenger demand for central London Stations** such as Kings Cross and Paddington for orbital journeys that currently require travellers to go into central London before then travelling back out to reach their destination.

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	West London Economic Prosperity Board 21 February 2018
Title	New London Plan – draft consultation response
Report of	Lucy Taylor, LB Ealing
Status	Public
Urgent	No
Enclosures	APPENDIX 1: Draft response to the London Plan consultation
Officer Contact Details	Luke Ward, Head of Growth, Employment and Skills, West London Alliance, wardlu@ealing.gov.uk

Summary

In December 2017 leaders requested that a joint response to the Greater London Authority’s consultation on the draft London Plan be developed. Chief planning officers have subsequently undertaken work on such a response that focuses on those areas where boroughs have shared interests and a joint position. This response sits alongside and fully supports the joint response the Committee submitted in October 2017 to the Mayor’s Transport Strategy. It is also in addition to any individual borough-level response that WLA boroughs wish to submit.

Recommendations

The Board is asked to:

- 1) APPROVE subject to the incorporation of comments, the draft consultation response contained within appendix 1 of this report, which has been developed by chief planning officers and growth directors.**
- 2) IDENTIFY any points not already contained within appendix one for inclusion within the final response.**

1. WHY THIS REPORT IS NEEDED

- 1.1 The Board has requested that a joint West London response to the Mayor’s London Plan be prepared. This report therefore provides leaders with an opportunity to comment on this draft response (Appendix 1) ahead of it being finalised and submitted before the consultation deadline on 2 March 2017.

- 1.2 Following discussion and comment by the Board the draft response, which contains eight “key asks” will be further refined before being submitted by West London growth directors as the final response on behalf of the Prosperity Board.

2. REASONS FOR RECOMMENDATIONS

The wide range of planning issues the London Plan covers, including housing, transport and jobs amongst others are a high priority for people and businesses in West London. This London Plan consultation provides a valuable opportunity to work together and to influence the London-wide approach (and associated resources and powers) to these areas, and to enable officers across the sub-region to improve their coordination in order to drive efficiencies and to provide a better service for local people and businesses.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

It would be possible to not submit a response however this would likely result in shared priorities having less coverage in the final London Plan with reduced resources and influence flowing to West London boroughs as a result.

4. POST DECISION IMPLEMENTATION

Following discussion by the Board comments will be incorporated into the draft response, which will then be reviewed by West London Growth Directors and submitted ahead of the deadline.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

This report relates directly to the delivery of the West London Vision for Growth, which has been agreed by the members of the West London Alliance. Specifically, it focuses on delivering the emphasis in the Vision for Growth on developing housing and improving transport infrastructure and connectivity, as well as on improving the overall effectiveness and efficiency of the planning system.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

None directly associated with this report. However, some areas of activity referred to in the response e.g. in relation to the creation of new housing or the West London Orbital Line will have resource implications that will be addressed on a case-by-case basis in the future e.g. by securing external funding from London and central government.

5.3 Social Value

This consultation response is intended to improve the experiences of people and businesses from all backgrounds across West London including by making it easier for them to get around easily and with the minimum toll on their pocket.

5.4 Legal and Constitutional References

5.4.1 This work falls within the following sections of the WLEPB's Functions and Procedure Rules:

- Representing the participating local authorities in discussions and negotiations with regional bodies, national bodies and central government on matters relating to economic prosperity for the benefit of the local government areas of the participating authorities.
- Representing the participating authorities in connection with the Greater London Authority, London Councils and the London Enterprise Panel, for the benefit of the local government areas of the participating authorities, in matters relating to the economic prosperity agenda.
- Representing the participating local authorities in discussions and negotiations in relation to pan-London matters relating to economic prosperity.

5.4.2 The Joint Committee's role and purpose on behalf of the Participating Boroughs relates to ensuring appropriate, effective and formal governance is in place for the purposes of delivering the West London Vision for Growth and advancing Participating Boroughs' aspirations for greater economic prosperity in West London, including promoting "the Economic Prosperity Agenda", in partnership with employers, representatives from regional and central government, and education and skills providers.

5.4.3 The purpose of the Joint Committee will be collaboration and mutual cooperation and the fact that some functions will be discharged jointly by way of the Joint Committee does not prohibit any of the Participating Boroughs from promoting economic wellbeing in their own areas independently from the Joint Committee. The Joint Committee is not a self-standing legal entity but is part of its constituent authorities. Any legal commitment entered into pursuant of a decision of the Joint Committee must be made by all of the Participating Boroughs.

5.5 **Risk Management**

There is a risk that by not engaging with the full range of levers that have an impact on the overall economic success of an area, including this London Plan consultation response, that the sub-region will not achieve the level of economic outcomes in terms of jobs, investment, or housing that might otherwise be the case over the medium and long term.

5.6 **Equalities and Diversity**

This consultation response supports the delivery of the wider West London Vision for Growth, recognising the need to ensure that people from all backgrounds and income levels are able to benefit from growth and able to get around London easily.

5.7 **Consultation and Engagement**

West London chief executives, chief planning officers and growth directors have all guided and informed the content of the draft response in Appendix 1. Following discussion by the Prosperity Board it will be further reviewed by growth directors before being submitted.

6. BACKGROUND PAPERS

None

DRAFT LONDON PLAN CONSULTATION

RESPONSE OF THE WEST LONDON ALLIANCE GROUP OF LOCAL AUTHORITIES

21 February 2018

1. WHO HAS BEEN INVOLVED IN THIS RESPONSE

This consultation response has been prepared by the West London Alliance (WLA), a partnership of seven London councils - Barnet, Brent, Ealing, Hammersmith and Fulham, Harrow, Hillingdon and Hounslow. This is amongst the largest joint working areas of local authorities in the United Kingdom.

2. OVERALL VIEWS ON THE LONDON PLAN

The WLA welcomes the opportunity to comment on the draft London Plan and to work with the Mayor and his Team to shape its content as it moves towards adoption in 2019. Particularly welcome is the new emphasis on “good” growth that benefits people living, working in and visiting London, whatever their background. Welcome too is the recognition within the draft Plan of the nature, breadth and scale of the strategic challenges that London faces, and the scale of the response required to meet them across organisational and sectoral boundaries.

We note and welcome the reference within the draft Plan of the “West London Orbital” railway line that connects a number of regeneration areas including Brent Cross, OPDC and the Great West Corridor, and which has potential to unlock in the region of 20,000 new homes across the sub-region. The line makes use of spare capacity along existing, underused freight and passenger tracks along its entire length. We would like the London Plan to give this scheme the same weight it already has in the Mayor’s Transport Strategy (Proposal 83), allowing us to work with you, TfL, Network Rail and government to bring this exciting, affordable and deliverable scheme to fruition in the next few years.

In addition to the above however, West London boroughs share a number of issues and concerns with significant elements of the Plan in its current form, and with which we would welcome constructive engagement with the GLA on prior to its finalisation. Chief amongst these issues is the high level that borough housing targets have been set at, and the associated methodology that has been used to set them, which we believe from our recently commissioned West London Strategic Housing Market Assessment has resulted in a significant and systematic under-estimate of the average household size across the capital.

We note that, whilst the priorities identified in the draft Plan are to be commended, there is a very notable gap between the worthy aspirations that these priorities represent and the

resources available to local government to deliver them. This “resourcing gap” must be addressed as a matter of urgency if we are to avoid the risk of over promising and under-delivering for Londoners. This could be done via further devolution of national and London budgets to local areas, further roll out of Business Rates devolution, closer joint working with the GLA on how MCIL is allocated and spent, a more unified approach to maximizing and making best use of Section 106, and joint lobbying with central government for additional funding and powers.

Finally, for many years the “sub-regional boundaries” used by the GLA and TfL to plan their work have been inconsistent with the way that local authorities in West London actually work. Specifically, we consider that the London Borough of Barnet should be considered by the GLA as a part of the “Western” sub-region used by the GLA and TfL. This small change would cost nothing to implement and is currently an active barrier to more effective and efficient joint working between boroughs with an established track record of doing so.

KEY ASK 1: We would welcome constructive, collegiate dialogue with the Mayoral team in relation to these issues and with those that follow, and look forward to continuing to work with the GLA to improve lives and outcomes for people and businesses in West London.

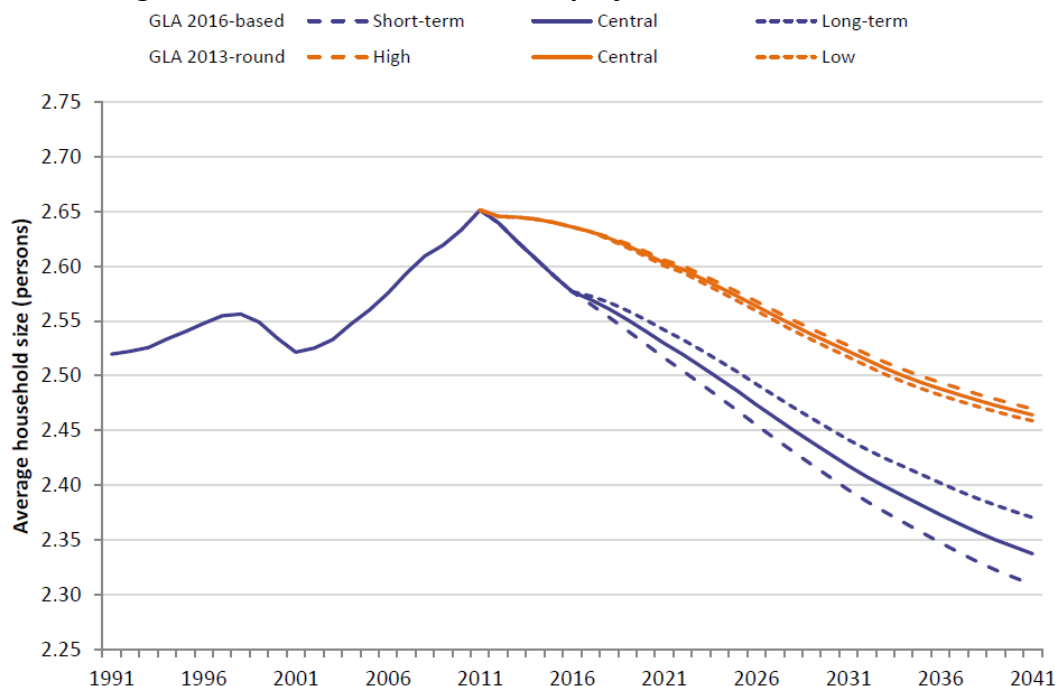
KEY ASK 2: We would like the sub-regional boundaries used by the GLA and TfL to reflect the area of the West London Alliance group of councils. This would cost nothing for the GLA to implement and would greatly facilitate improved joint working across borough boundaries and with the GLA to deliver the best possible outcomes for residents and businesses in West London. Not doing this will needlessly waste resources and hinder future planning and place making in West London.

3. HOUSING

Delivering the housing that a growing population needs is rightly the top priority in the London Plan. It repeatedly emerges as the highest concern for Londoners in surveys, and increasingly businesses too are identifying it as a constraint on future success as they struggle to convince new talent to relocate to the capital as a result of the high cost of living.

West London councils share the view that, whilst a step change in the rate of housing supply is required, the **housing targets** described in the London Plan are not supported by a robust or defensible methodology. Specifically, the joint West London SHMA we have recently commissioned together suggests that the average household size predicted in the draft London Plan in the coming years is too low, and does not adequately reflect changing patterns of living and evolving definitions of what a household is. This under-estimation of average household size means that housing targets set in the Plan are systematically higher than needed, and of the wrong sort, as required by London’s current and future population.

Figure 1: Average household size estimates and projections are underestimated



KEY ASK 3: We would welcome a constructive dialogue with the GLA Housing Team to review housing need methodology that has been used to set borough housing targets, particularly in relation to household size and composition projections, so that we can arrive at mutually agreed housing targets that meet the evidence-based needs of Londoners. Furthermore, the GLA should indicate that it is willing to keep borough housing targets under review as new population projections become available in the coming months, for instance from the ONS.

The draft London Plan puts emphasis on the role of **small sites** being used to deliver a significant proportion of the supply targets in boroughs. Small sites will of course have a role in delivering the homes Londoners need, however the level of emphasis put on these sites to deliver homes at the scale required is unrealistic. For example some boroughs in West London who already have permissive planning codes relating to small sites, in line with those proposed in the draft London Plan, will be required to increase delivery tenfold. This is simply unrealistic and may set the system up to fail to deliver the targets, reducing the credibility of the entire system.

KEY ASK 4: The focus on small sites in the draft London Plan should be rebalanced with options for boosting supply in other types of site given a higher level of emphasis than is currently the case. West London boroughs would welcome further dialogue with the GLA to get the balance between small sites and larger sites right, particularly in light of the relaxing of the density matrix.

The relaxation of the **density matrix** is supported by West London boroughs and is welcome, particularly the emphasis in policy D6 on taking a design-led approach that makes the best possible advantage of new infrastructure link. This move will allow boroughs to take a more flexible, strategic approach to place making, delivering a step change in supply in some areas where this is appropriate for the local context, and also allow new communities to be developed around the new infrastructure hubs and connection such as the West London Orbital line) that will become increasingly important as Londoner's increasingly move away from the private car and towards public transport, cycling and walking.

Continued car use in the lower density suburbs of Outer London remains a reality, irrespective of public transport service and reliability improvements. We therefore advocate more flexibility to support more local evidence based approaches to car parking, which are less restrictive than the London Plan for residential development (see ask 7 below).

Innovation led by both the market and by public services will become increasingly important in the future in order to meet housing need. West London boroughs are concerned however that some of these models, particularly those based around "**collective renting**" models, are potentially restrictive and exploitative to individuals, and whilst they may have some role to play, their place in the future London housing mix, and their implications on community cohesion and place making, should be carefully considered by the Mayor.

4. ECONOMY

We agree with the focus in the draft London Plan on safeguarding and growing the supply of **low cost work space** for small and growing business, and entrepreneurs and are currently undertaking much work to encourage this through the forging of new partnerships with innovative social enterprises, such as Wimbletech, who are making available under-used public buildings to micro-businesses, and the adoption of Article 4 directions. Policy E2 should give particular consideration to the provision of low cost workspace near to local and district centres. This will contribute to a mixed economy and support the daytime economy.

As with other areas we remain concerned with the adverse impact that **office to residential permitted development rights (PDR)** are having on the availability of office space, particularly in Outer London. We note that residential developments created by PDRs are generally done outside of the planning system and are of highly variable quality. By definition they do not form part of wider planned place making or community building activity and so are not contributing to the wider role of planning authorities to create vibrant, successful and sustainable communities.

We welcome the direction of travel set out in the draft plan (E7) to enable greater flexibility in the way **strategic industrial land (SIL)** is configured, to allow greater intensification and the creation of high quality, mixed use communities that do not result in a net loss of employment space. Such a move is essential if boroughs across London are to be enabled to

think creatively about the best way to strike the right balance between employment space and living space, and to deliver new homes and communities at the scale needed.

KEY ASK 5: We would welcome a constructive dialogue with the GLA’s Planning and Regeneration about a number of strategic opportunities to intensify SIL that both safeguards existing employment floor space and allows high quality new communities to be created, through a coordinated local planning approach.

5. INFRASTRUCTURE

We support policy T9 that the Mayor will make use of **Mayoral Community Infrastructure Levy (MCIL)** resources to secure funding towards major strategic infrastructure. In line with policy T9 WLA boroughs have jointly developed shared strategic infrastructure priorities, particularly the “**West London Orbital**” line that is included in the draft London Plan (p.47) and the Mayor’s Transport Strategy.

The line runs from West Hampstead and Hendon at one end and Hounslow at the other, and would connect the major regeneration areas of Brent Cross, Wembley, and Park Royal whilst supporting the unlocking of significant potential new housing intensification and regeneration opportunities around Neasden, the Golden Mile and potentially also Staples Corner. It would allow for housing intensification in places like Gladstone Park. The line would provide orbital travellers, who are currently required to make orbital journeys using the heavily congested and polluted the A406 North Circular Road, with a significantly faster and more convenient alternative that improves their transport experience. This scheme makes use of existing underused twin-track freight lines and passenger lines along its entire length.

West London boroughs have jointly commissioned a feasibility study with the support of TfL into the operation of the line. The key points can be summarised as:

- The scheme is **technically feasible** including in relation to Acton Wells Junction and Bollo Lane level crossings, although further detailed work is now needed through the formal GRIP stages.
- Forecasts derived from TfL’s modelling suite indicate **significant levels of passenger demand** for the scheme and benefits for passengers across the public transport network.
- **BCR of 2.2:1** according to DfT methodology.
- Analysis by boroughs has identified potential to unlock approximately **22,000 new homes** along the length of the line, including in the vicinity of a number of new stations. This would yield in the region of £200m of Community Infrastructure Levy.

- With WLO there will be **significant time savings for public transport users** and a competitive alternative to car use. The level of competitiveness would depend on when the car journey is being made, e.g. peak periods or off-peak.
- Stronger **integration of the OPDC area the communities that surround it**, helping to weave it into the wider London economy. The West London Orbital Line would allow orbital travellers to change to Crossrail and HS2 lines without needing to first travel in to London.
- **Strong strategic fit with the priorities set out in both the draft MTS and emerging London Plan** including 1) improving the transport experience, 2) New homes and new jobs, and 3) Healthy streets and healthy people. The Scheme is also consistent with the Mayor's focus on "Good Growth" as set out in the emerging London plan.
- The scheme **makes better use of under-utilised orbital freight lines**, sweating assets and maximising value from London's existing transport infrastructure and minimising any disruption to residents and businesses associated with major new schemes.

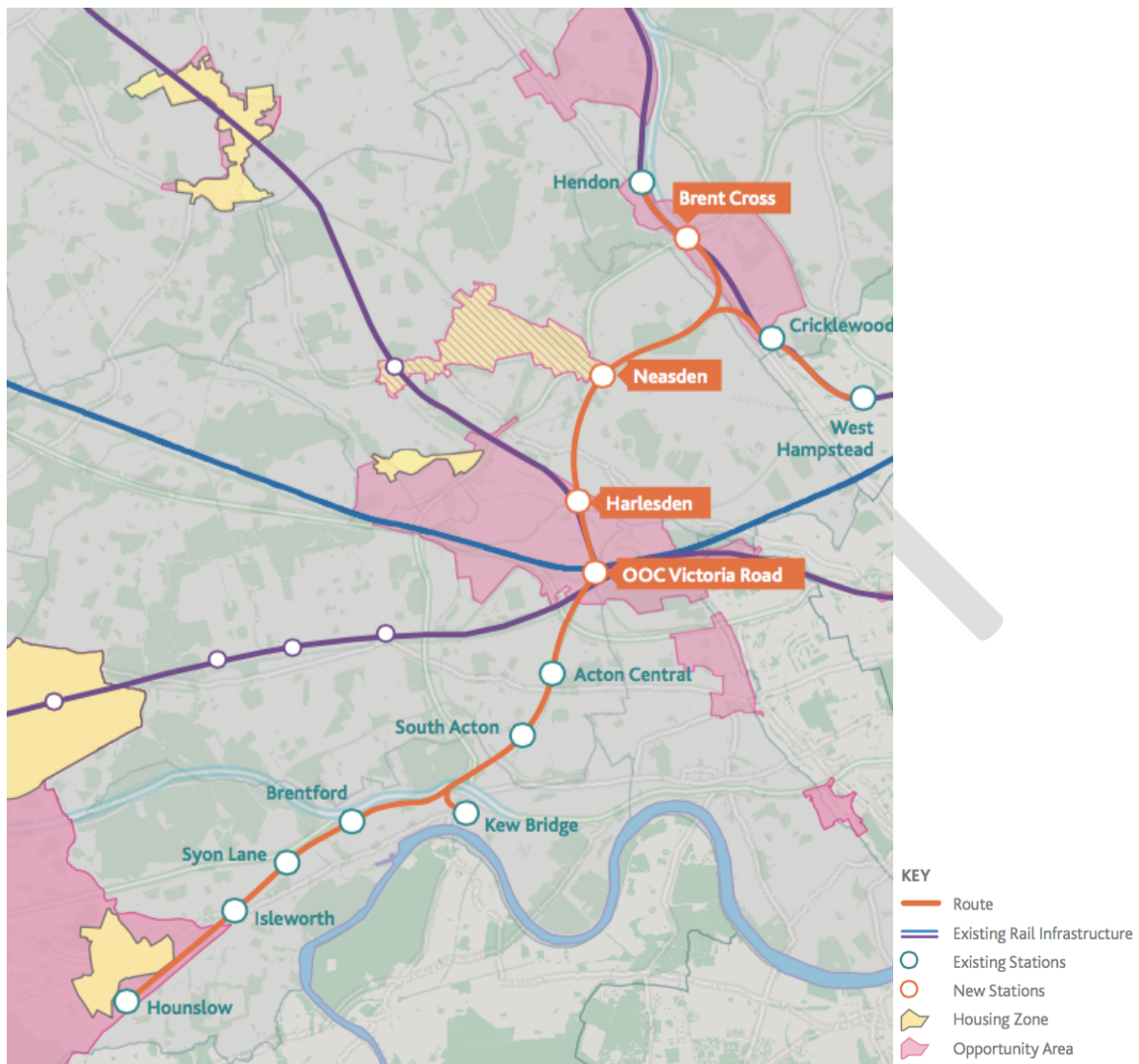
In addition, the West London Economic Prosperity Board (WLEPB), a formally constituted cross-party committee consisting of the leaders of six West London boroughs has made this scheme a standing item on its agenda and have given it formal cross-party political support. Through the Committee the West London boroughs have also agreed to incorporate the scheme in their Local Plans so that it now forms part of their integrated long-term strategic planning in the future, as suggested by the Deputy Mayor for Transport.

As well as its technical deliverability, housing supply/regeneration benefits and good strategic fit the line has the potential to offer London an opportunity to test innovative new approaches to suburban-metro rail such as making use of Battery-powered rolling stock rather than polluting diesel units. It supports the principle of "*good growth*" by making better use of what are currently notably under-used freight lines that happen to connect some of the most significant housing and employment growth areas in London including Brent Cross, Wembley, Park Royal, and the Golden Mile in Hounslow, significantly reducing journey times between these areas as shown in figure 2 below.

We note that suburban metropolitan rail schemes such as this will become increasingly essential in the years ahead if the Mayor is to meet the target of 80% of all journeys being by foot, bike or public transport by 2041, against the context of the population approaching 10m by the 2040s and the majority of population growth expected to occur in precisely the sorts of outer-London areas that the West London orbital connects. Schemes with strong cross-party support such as this are also more likely to prove successful.

Analysis by borough planning departments of the land that the line would pass through has identified capacity for approximately 22,000 new housing units and approximately £200m of CIL. We believe that, given the positive feasibility case, high value-for-money case, passenger demand numbers and strategic fit of the line there will be viable options for securing additional funding from a range of sources including government and the private sector.

Figure 2: Route of the West London Orbital Line



Further, more detailed GRIP stages are now needed to explore the detailed specification of the line, and well as to develop a more focused funding package for its construction and subsequent operation building on the analysis described above.

KEY ASK 6: We invite the Mayor, through TfL, to make this scheme a part of the story of transport in London through the London Plan and mayor’s Transport Strategy, and to continue to work with West London boroughs to bring this line to completion by the 2020’s.

The London Plan contains overly constraining policies relating to parking space. West London boroughs recognise the challenges associated with parking, however we consider that the best way to meet this challenge is to allow boroughs to tailor their local approaches and policies in relation to parking to the local circumstances and conditions, which they are best placed to do.

KEY ASK 7: We ask that the Mayor recognise that boroughs are best placed to develop and implement parking strategies that reflect local circumstances, and that boroughs are enabled through the final London Plan to take more tailored and locally appropriate approaches to parking.

The draft London Plan sets out a range of policies to ensure that new developments avoid or minimise environmental impacts where possible and incorporate climate change adaptation measures. The more ambitious approach to managing air quality impacts of new development is welcome, although further details are required about how this will work in practice. The attempt at reconciling the existing Plan's conflicts between the air quality and carbon reduction policies is also welcomed, but further work is required to ensure that the key Policies of S11 on air quality, S12 on minimising greenhouse gas emissions and S13 on energy infrastructure are consistent with each other and provide clear direction on how energy strategies for major developments need to be designed to reduce greenhouse gas emissions without impacting on local air quality.

There are two areas where policies in the current London Plan have less emphasis than the previous version – contaminated land and sustainable design and construction. These policies are important if we are to mitigate contamination on development sites and to ensure major developments achieve the highest possible levels of sustainability in their design, construction and operation. It would be useful if these issues were to be included.

6. SKILLS, EMPLOYMENT AND PRODUCTIVITY

The WLA supports the intention in the draft London Plan, through policy E11, to develop an **effective and responsive skills system** through the Skills for Londoners Programme. In particular we welcome the intent to work across borough boundaries to coordinate activity, share data, and to develop a more consistent approach to making use of S105 funding to deliver a skills system that London and Londoners need.

The WLA has been working with the GLA and Skills for Londoners for some time, and have recently approved the West London Skills, Employment and Productivity Strategy that aligns fully with the London approach and priorities.

We also welcome the intention in the draft London Plan to work across boroughs to share data with a view to developing a more joined up approach to S106, particularly at the sub regional level.

KEY ASK 8: West London boroughs would welcome ongoing engagement with Skills for Londoners, particularly in relation to the development of a more uniform approach to making use of Section 106 monies from the construction sector.

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West London Economic Prosperity Board	
21 February 2018	
Title	West London Skills, Employment & Productivity Strategy
Report of	Dan Gascoyne
Wards	All
Status	Public
Urgent	No
Enclosures	APPENDIX 1: West London Skills, Employment & Productivity Strategy APPENDIX 2: Skills Strategy draft action plan
Officer Contact Details	Dan Gascoyne (West London Alliance – Director) T: 07545 412433 E: gascoyned@ealing.gov.uk
Summary	
This paper provides an opportunity to comment on a draft West London Skills Strategy and further information on shaping the development of the London Skills Strategy.	

Recommendations
<p>The Board is asked:</p> <ol style="list-style-type: none"> 1. To note the final Skills, Employment and Productivity strategy, in anticipation of the expected devolution of London Adult Education Budget (AEB) from 2019/20. 2. To make any comments on the draft action plan as necessary to help inform the work of the West London Skills and Employment Board.

1. WHY THIS REPORT IS NEEDED

- 1.1 WLA boroughs, working with London Councils and the three other London sub-regions have helped to shape the draft London skills and adult education strategy, working with the Greater London Authority (GLA) to convene consultation events and submitting responses to the strategy.
- 1.2 Governance arrangements have been agreed for the devolved AEB with GLA. Councillor Curran, as Lead member for skills and Chair of the West London Skills and Employment Board has been nominated to the London Adult Education Programme Board (AEPB) giving the opportunity to influence on decisions that will be made by the Mayor.

- 1.3 All sub-regions are developing sub-regional skills strategies/priorities and most have established a sub-regional Skills and Employment Board. These are needed to inform the GLA's skills work at a pan-London level and ensure there is sub-regional representation on the the AEPB.
- 1.4 In West London the Skills and Employment Board was established in April 2017 and the final Skills Strategy is attached to this paper, together with a draft action plan developed by the West London Skills and Employment Board in conjunction with representatives from all WLA boroughs and other partners.
- 1.5 The GLA will publish a Skills and Employment Framework (the AEB commissioning framework) alongside the final London skills strategy in May 2018
- 1.6 Approximately £120m of ESF funding is likely to be matched to the AEB in London
- 1.7 The West London Skills and Employment Strategy identifies the key priorities for west London as:
 - A truly joined-up system
 - Supporting inclusion
 - Working with employers from all sectors
 - Getting the basics right

Under each priority, a series of objectives and activities are outlined that have informed the development of the draft action plan.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The West London Economic Prosperity Board is asked to formally note the strategy and draft action plan in order for WLA boroughs to demonstrate clear priorities for west London as part of the wider London skills system.
- 2.2 These shared priorities will be used to help inform engagement with the GLA (and AEPB) and the London Skills and Employment Framework, including priorities for funding AEB and ESF and the approach to commissioning.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

Failing to agree a shared set of priorities and action plan for the skills system in west London would dramatically reduce our collective ability to influence commissioning decisions being taken about this at London level.

4. POST DECISION IMPLEMENTATION

Further development and refinement of the action plan to be led by the West London Skills and Employment Board.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

This paper directly supports the West London Vision for Growth action plan objectives on productivity and skills.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

Resources have been committed from all WLA boroughs to support the recommendations from the ACL review paper in March 2017, any additional resources required for the development of the draft West London Skills Strategy will be met from within existing budgets or through external sources of funding.

5.3 Social Value

This activity will support the objective in the West London Vision for Growth to support low-paid people in work and those without work to find it.

5.4 Legal and Constitutional References

The skills commissioning work falls within the following functions of the West London Economic Prosperity Board as set out in the Board's Functions and Procedure Rules:

- Representing the participating local authorities in discussions and negotiations with regional bodies, national bodies and central government on matters relating to economic prosperity for the benefit of the local government areas of the participating authorities.
- Representing the participating authorities in connection with the Greater London Authority, London Councils and the London Enterprise Panel, for the benefit of the local government areas of the participating authorities, in matters relating to the economic prosperity agenda
- Representing the participating local authorities in discussions and negotiations in relation to pan-London matters relating to economic prosperity.
- Agreeing and approving any additional governance structures as

related to the Joint Committee, or any sub-committees formed by the Joint Committee.

5.5 Risk Management

WLA officials are working closely with the GLA to ensure governance and supporting mechanisms developed at regional and sub-regional level to support delivery of the devolved skills budget work well together and maximise leverage of the sub regions.

5.6 Equalities and Diversity

A locally-led skills commissioning process provides the opportunity to review the best available evidence and work with all partners in the public and private sectors locally to ensure the needs of all residents and businesses are given full consideration in skills delivery in West London. The strategy will seek to be inclusive and address specific priorities of the sub-region including and specific issues identified for particular groups accessing skills training. Full equality impact assessments will be undertaken as the strategy develops.

5.7 Consultation and Engagement

The Post-16 Area Review process has provided a forum for consultation and engagement with local colleges on future skills provision and our proposed approach for skills commissioning. WLA borough officials have also been in consultation with the Greater London Authority and representatives from other subregions to ensure structures developed here align with those being developed in other sub-regions and at the London level, including Skills for Londoners activity. It will continue to be important to engage with other skills providers, learners and employers as the skills strategy is further developed, in line with the recommendations in this report. The action plan contained within Appendix 2 of this report has been developed following consultation with a wide range of partners, including:

- Further education
- Higher education
- NHS
- GLA
- Business sectors including the hospitality and care sectors
- London Councils

6. BACKGROUND PAPERS

None

Unlocking everyone's potential
to share the benefits of growth

SKILLS, EMPLOYMENT AND
PRODUCTIVITY STRATEGY
2018 – 2023



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FOREWORD



Cllr Steve Curran, Chair of the West London Skills and Employment Board and Leader of Hounslow Council



Paula Stannet, Vice-Chair of the West London Skills and Employment Board and Chief People Officer, Heathrow Airport Ltd.

West London is thriving, with one of the highest levels of productivity per worker of any part of the UK, a highly strategic location between Heathrow Airport and the City of London, and a large base of over 100,000 businesses of all sizes.

The sub-region is home to a range of major international enterprises including Glaxo-SmithKline, Diageo, L'Oréal and British Airways to name but a few. West London is home to the UK's largest business park and industrial estate, Park Royal.

Yet 15% of our residents have low or no skills and 31% of 19 year olds leave full time education without a level 3 qualification. Intergenerational poverty in some areas remains entrenched and employers report a range of skills shortages that have potential to hinder West London's their future growth prospects.

There is much we can do, then, to ensure that people from all backgrounds are able to benefit from the proceeds of growth, and that we deliver at scale the skills that businesses and the wider economy need to continue succeeding in the years ahead.

By working across a broad partnership that brings together local government, Health Service providers, schools, colleges, universities, large businesses and

Small and Medium Enterprises (SME's), as well as the Greater London Authority (GLA), department of Work and Pensions (DWP) and Job centre Plus (JCP), we will ensure that we target our collective efforts at those groups and industries that need it most. By working together we are able to do this on a scale and pace not achievable by any one organisation acting alone.

Our approach focuses on four priorities that have been developed following an extensive process of evidence gathering, engagement and research:

- 1. A truly joined-up system**
- 2. Supporting inclusion**
- 3. Working with employers from all sectors**
- 4. Getting the basics right**

Responsiveness is key, locally and globally. We will keep this Strategy under constant review so that it can adapt to changes in worldwide circumstances, and innovate in response to new policy developments, opportunities and opportunities from Government and elsewhere as they arise.

1. OUR VISION FOR LONDON'S 21ST CENTURY WORKFORCE



We will create the conditions for a skills and employment system that delivers greater economic growth, with opportunities for all local people and employers.

It will become easier for employers in West London to find employees with the right skills and people from all backgrounds will have a greater choice of appropriate, meaningful work that pays well and allows them to progress.

We will do this by ensuring that the West London skills system, including local government, schools, further education and universities, businesses including SME's and other training & skills providers have a shared understanding about provision that is responsive, inclusive and efficient. Courses will be designed to deliver maximum productivity, accessible to all and shaped and delivered in coordination with employers.

OUR VISION FOR GROWTH



2. THE WEST LONDON ECONOMY: OPPORTUNITIES AND CHALLENGES



OPPORTUNITIES

West London's labour market comprises a working age population of 1.5 million people, which is projected to grow by 8% in the coming years to 1.62 million by 2025. Half a dozen industrial sectors account for about 60% of all employment in west London and all are forecast to experience growth going forward. These sectors are:

- Wholesale and Retail
- Transportation, Logistics and Storage
- Administrative and Support Services
- Human Health and Social Work Activities
- Professional, Scientific and Technical Activities
- Construction and Engineering

Employment in Transportation and Storage shows particularly high levels of concentration in West London with more than twice the national average partly due to the strategic presence of Park Royal and Heathrow Airport.

Information, Communication and creative industries are also particularly significant in West London with high growth prospects in the future. This is important. Creative industries are amongst the most likely to avoid large-scale automation in the coming years.

Furthermore, creative and intellectually-based industries such as software and professional services tend to have higher income levels and therefore the potential to continue to be key drivers of wealth creation and income growth.

Nearly half of west London employment is dominated by a small number of (higher volume) occupations. These include ;

- Elementary Administration and Service Occupations
- Business and Public Service Associate Professionals
- Administrative Occupations
- Corporate Managers and Directors
- Sales Occupations.

Together with Caring Personal Service Occupations these jobs are expected to experience significant growth between 2015 and 2022 and will account for about 44% of annual job openings by then.

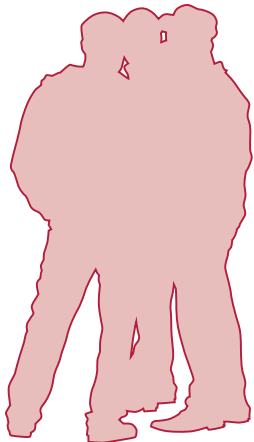
CHALLENGES

We also recognise that, as with many other areas, there are a range of strategic challenges that have been identified nationally and internationally that will impact disproportionately on a number of the sectors and occupations outlined above.

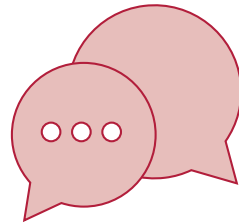
This strategy will help us to respond to these challenges in a flexible way as they develop:

- Technological change and automation challenging a growing range of higher-value roles in the years ahead.
- London's increasingly "hourglass-shaped" labour market makes it difficult for individuals to progress in a chosen career.
- Real wages failing to keep pace with rises in the cost of living result in poorer living standards.

- Huge variations in the rates of employment being achieved for people with learning disabilities or physical or mental ill health
- A structural undersupply of basic employability skills (English, mathematics, digital, languages) leading too many people to experience unemployment or underemployment unnecessarily.
- An end to free movement of EU citizens is likely to make it harder for employers to recruit lower skilled employees and some specialist knowledge workers.
- The current activity of 16-18 year NEETs is underreported as 50% current activity is unknown well above the England average of 9.0% (Source: Middlesex University)



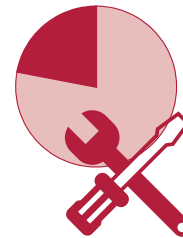
350,000
young people in
West London have
no qualifications or
qualifications below
NVQ Level 2



88,000
West London
residents could
not speak English
well or at all



18% of West
London employees
have only basic
qualifications
(or none at all)



22% of West London
employers report a skills
shortage vacancy or skills gap,
higher than for London as a whole

3. OUR PRIORITIES AND APPROACH



This strategy focuses on four priority areas that will support individuals from all backgrounds to engage with the labour market, progress and thrive.

Alongside our priorities, we have also agreed a set of joint principles setting out how we will work with the Mayor and the rest of London Government to establish a coherent, locally relevant and deliverable skills strategy for London. This strategy will form the basis of that relationship.

The priorities are shaped by the best available evidence about the shape of the West London labour market, how it is changing over time, and draw on recommendations from the Area Review of post-16 skills provision, published in February 2017, and discussions with the West London Skills and Employment Board.

West London's four priorities are to create a skills system which is:

- **A truly joined-up system**
- **Supporting inclusion**
- **Working with employers from all sectors**
- **Getting the basics right**

This strategy provides the basis for west London's commissioning intentions for adult skills, has been developed in alignment with the Mayor's Skills for Londoners strategy and will provide sub-regional skills priorities, based on a robust and up-to-date evidence base, that will inform and underpin the Skills Funding Statement for the Adult Education Budget from 2018.

This Strategy aligns with and fully supports the West London Adult and Community Learning Strategy as part of our holistic approach to supporting people of all ages to succeed in work.

We will work with City Hall and London's other sub regional partnerships to hold providers to account, recognising that learners and employees travel across administrative boundaries. This strategy will focus on responding practically to the future changes in the economy at the scale and pace required.

4. DELIVERING AN IMPROVED SKILLS SYSTEM

Our focus for action in this Strategy is divided into the four priorities developed following an extensive process of engagement and academic research during 2017, and building on the recommendations from the post-16 Area Review in 2016.





PRIORITY 1: A TRULY JOINED-UP SYSTEM

We will work together with all partners to shape our approach to developing a skilled and competitive workforce across the whole economy, rebalancing provision towards vocational pathways and ensuring we are reflecting not just skills the economy currently needs, but accounting for longer term trends such as technological change, automation and an ageing workforce.

This strategy cannot sit in a silo, and external factors such as access to affordable housing and high travel costs will affect an individual's access to learning and employment opportunities too. We will align our approaches to these through this strategy and our wider vision for growth and wellbeing in west London.

Outcomes

- Local people are attracted to a more balanced mix of academic, vocational and hybrid pathways better meeting the diverse demands for talent across the west London economy
- The west London education, training and skills provider system – as well as employers' in-house provision – understands and is agile in its response to emerging trends
- Lifelong learning and progression in work is accessible to all
- The skills system, including funding, is increasingly responsive to local needs
- Our partnership to improve west London's skills system is visible to all key stakeholders and allows them all to continue to participate in this strategy's development and implementation.

PRIORITY 1: A TRULY JOINED-UP SYSTEM

OBJECTIVE 1.1

Supporting parity of esteem between academic and vocational and hybrid pathways

WHY?

Many jobs either do not require a degree or need higher-level vocational skills or a hybrid approach. These skills need urgent investment to avoid a constraint on growth

ACTIVITIES

- Careers Education Information, Advice and Guidance (CEIAG) e.g. graduate-level pathways that do not require degrees.
- Schools promoting vocational pathways outcomes and adopting relevant T-levels
- Work-based learning and work-related learning delivered to all young people, to inform their CEIAG and subject choices

OBJECTIVE 1.2

Understanding sector trends and connecting them to commissioning and delivery priorities

WHY?

Because the “offer” of the whole system will need to reflect both the key current sectors and those likely to grow or contract most strongly in the future

ACTIVITIES

- Labour market and economic insight connected to sector strategic planning and ACL, FE and HE syllabus content to reflect delivery priorities.
- Engagement with employers, research institutions and local authorities to explore and emerging trends and major employment opportunity areas

OBJECTIVE 1.3

Responding to the challenges and opportunities of technological change

WHY?

Many occupations across all skills levels will become obsolete due to automation in the coming years. The skills system needs to respond to this

ACTIVITIES

- Incorporating digital and advanced manufacturing into course provision
- Employer engagement in course content to ensure cutting-edge provision e.g. advanced construction and web design

OBJECTIVE 1.4

Reduce barriers to participation in lifelong learning and progression in work

WHY?

Ongoing learning, development and training is essential in a modern economy

ACTIVITIES

- Ensuring that all cohorts and age groups have access to high quality and relevant adult and community learning
- Employers champion and resource training and development of their staff

OBJECTIVE 1.5

Local influence over the skills system

WHY?

Decisions about how best to meet local skills and employment needs are best taken locally

ACTIVITIES

- The West London Skills and Employment Board will continue to lobby for further devolution of the skills system in London, including e.g. 16-18 provision, unspent apprenticeship levy, vocational capital investment etc



PRIORITY 2: SUPPORTING INCLUSION

It's essential that all learning is inclusive and adapts to meet the needs of every individual. The greatest returns on investment in skills for both workers and employers come at the lower-skills end of the spectrum, where things like basic literacy, numeracy and customer service or English language skills can have a big impact on an individual's earning prospects and life chances whilst also boosting productivity and competitiveness in the wider economy.

Outcomes

- We will promote inclusion for all and make sure that we support those furthest from the labour market including priority groups e.g. those leaving care, young offenders and people with learning disabilities, mental ill health or where English is not their first language.
- We will reduce the level of 16-18 year olds Not in Education Employment or Training (NEET) and increase the proportion of 19 year olds with level 2 and 3.
- Provide sufficient access to an effective and high quality SEND curriculum, offering a range of outcomes-focused and person-centred programmes for those with special education needs and disabilities (SEND), and enabling effective preparation for adulthood: employment, community inclusion, independent living and good health.

PRIORITY 2: SUPPORTING INCLUSION

OBJECTIVE 2.1

English Language (ESOL) training delivered at sufficient scale to meet demand

WHY?

Language barriers are one of the top reasons preventing many West Londoners entering the labour market and progressing in work

ACTIVITIES

- Determine level of ESOL undersupply in the market
- Joint commissioning of ESOL at West London level to increase volume and reduce learner cost / entitlement to deliver a step change in availability of high quality ESOL courses

OBJECTIVE 2.2

Improve access to supported Internships, Inclusive Apprenticeships and other interventions for those with special educational needs

WHY?

To enable all individuals to progress and engage in a full working life, improving their economic and health prospects and reducing dependency on other public services

ACTIVITIES

- Continued roll out and expansion of supported employment programmes, e.g. with the health and care sector incorporating digital and advanced manufacturing (as stated in 1.3)

OBJECTIVE 2.3

Targeting interventions at those groups of people furthest from the labour market

WHY?

It is important that people from all groups and areas can find quality, meaningful work, and that this is based in the best quality evidence about "what works"

ACTIVITIES

- Scaling-up WLA & borough-led employment and skills programmes showing positive evaluation outcomes
- Engaging employers and providers in our employment programmes for priority groups, including the West London Work & Health Programmes using a range of engagement and outreach approaches.

OBJECTIVE 2.4

Supporting vulnerable groups into employment

WHY?

Disability employment group has barely moved in over an decade and now stands at 26.5% across London

ACTIVITIES

- Devolution of the Work and Health programme will allow London boroughs to work more flexibly with employment support providers, and coordinate a wider range of services around the individual.
- Advancement of the Inclusion offer in West London



PRIORITY 3: WORKING WITH EMPLOYERS FROM ALL SECTORS

This priority reflects the ever more holistic approach to skills development that we will increasingly need to take, moving away from the traditional model where schools, colleges and universities are the main providers of pre-employment, skills development towards one where large businesses and SME's work in close partnership with local education & training providers from primary school right the way through to upskilling in the workplace or employers becoming training providers. This will ensure the positive impact of businesses' investment in skills, including the Adult Skills Budget and Apprenticeship levy, is maximised.

Outcomes

- We will ensure a high quality, high volume offer, across the sub-region, in sectors characterised by high employer demand, in particular:
 - > Construction, engineering, manufacturing, IT
 - > Health and social care, teaching, nursing, medical and dental care support
 - > Business management, administration, marketing and sales
- We will increase access to higher level skills (L4+) through specialisation by colleges (in collaboration with employers) including in
 - > Business – management, administration, sales and marketing
 - > High tech. transportation, storage and distribution
 - > High tech. food manufacture
 - > Broadcasting and associated industries
- We will increase the take-up of apprenticeships.

PRIORITY 3: WORKING WITH EMPLOYERS FROM ALL SECTORS

OBJECTIVE 3.1

Increasing the number of high quality apprenticeships across West London

WHY?

The Levy is an opportunity for all large employers to work together to invest in the vocational skills the economy needs

ACTIVITIES

- Coordinated programmes of engagement with levy-paying organisations across west London to ensure levy funding is not being lost from the system
- Establishing employer hubs to better match supply and demand for apprenticeships in priority sectors
 - Greater volume of apprenticeship completions with meaningful work secured afterwards.

OBJECTIVE 3.2

Working with different sectors to better match their training offer with their business needs

WHY?

The skills system must be responsive to the needs of west London employers to ensure the sub-region remains competitive in its areas of comparative advantage

ACTIVITIES

- West London schools, colleges and universities tailoring and coordinating their provision to reflect the skills needs of the sub-region and key sectors
- Specialisation by providers in higher-level skills e.g. high-tech and other sector subject areas

OBJECTIVE 3.3

Ensure T-Levels provide high quality pathways to productivity in west London

WHY?

T-levels provide a radical reform to improve vocational and technical ensuring that the 14-19 curriculum offer supports positive destinations at the ages of 16, 17 and 18

ACTIVITIES

- Scaling-up WLA & borough-led employment and skills programmes showing positive evaluation outcomes
 - Engaging employers and providers in our employment programmes for priority groups, including the West London Work & Health Programmes using a range of engagement and outreach approaches.

OBJECTIVE 3.4

Supporting modern working practices

WHY?

Employers across all sectors in west London supporting flexible working that allows them to succeed and for employees to thrive

ACTIVITIES

- Ensure that programmes delivering essential/ employability skills to young people, from primary to HE, reflect modern working practice and utilise best practice learning resources
 - Ensure adoption of new technology allowing flexible working practices
 - Support for part-time and job sharing work that enable a balance between family and work life.
 - Scaling effective modern management practices to ensure businesses can maximise their productivity

OBJECTIVE 3.5

Influencing supply chains and large scale developments

WHY?

Shaping supply chains to be a responsive employer offering the London Living Wage and modern working practices

ACTIVITIES

- Leveraging supply chains to deliver at scale



PRIORITY 4: GETTING THE BASICS RIGHT

This priority is about ensuring we are focused on enabling those individuals and groups who are further from the labour market, or who are excluded from it altogether, to find employment and to boost their earning power. It is also about both the private and public sector jointly making a long-term commitment to education and training as part of their business model.

Outcomes

- We will develop a locally accessible offer of foundation skills for all West London residents covering Entrepreneurialism; Resilience; English, Maths and Digital Literacy; STEM and Employability skills
- We will improve Information, Advice and Guidance, relating to future employment opportunities, for adults, parents and young people

PRIORITY 4: GETTING THE BASICS RIGHT

OBJECTIVE 4.1

Career Education, Information, Advice and Guidance (CEIAG) delivered at scale

WHY?

To ensure every child has an excellent introduction to work and appropriate aspirations and ambitions

ACTIVITIES

- Schools and employers coordinating CEIAG activity to help all students and adult workers from all backgrounds to make informed career and work choices, building towards achieving the “Gatsby Benchmarks” afterwards.

OBJECTIVE 4.2

Embedding English, Maths and digital skills across the school, FE and adult learning curricula

WHY?

To put in place the fundamental building blocks the workforce needs to succeed and to drive economic growth

ACTIVITIES

- Greater focus on basic and intermediate digital literacy across all courses, including adult learning
- Numeracy and Literacy skills featured across all course provision

OBJECTIVE 4.3

Improve low and no skilled adults’ educational attainment, enhancing resilience and independence, social, economic, physical and emotional wellbeing

WHY?

To ensure all adults have pathways open to them to learn and to develop, building on the west London strategy and principles for Adult Community Learning ACL to help all people progress into employment

ACTIVITIES

- Alignment of ACL services with our wider approach to skills and employment alongside schools, advice and guidance, FE, HE and the employer community
- Ensure Adult Community Learning provision is able to stay rooted in local communities and responsive to local needs

OBJECTIVE 4.4

Basic and more advanced Employability Skills development built into the curricula of all providers

WHY?

Schools, FE, HE and other providers need to demonstrate the importance of core employability skills across all subjects

ACTIVITIES

- Employability skills embedded as part of all curricula, linked to appropriate & high quality employer-led work experience & IAG alongside academic content
- Explore the establishment of a West London Employability Skills Framework as recommended in the 2017 Taylor Review



5. MEASURING SUCCESS

We will know we are delivering this strategy through a rigorous focus on monitoring performance against a range of hard indicators, combined with engagement with the business community and employers to assess the extent to which skills shortages are being addressed and people from all backgrounds are able to access the labour market.

We will establish outcome agreements to reflect the role of all partners in delivering our priorities for the skills system and monitor our progress against key outcomes including those highlighted in section 4. These will allow us to monitor progress in areas such as:

- Unemployment rate
- Employment rate for key cohorts further from the labour market
- Employer-reported skills gaps
- Level of take up of ESOL
- Changing net disposable income levels, especially among the lower paid
- Reduction in benefits and support costs for those entitled and in receipt
- Qualifications & progression



6. GOVERNANCE



It is important that everything we do happens within a clear governance framework that allows decisions to be made quickly and effectively, to allow resources to be corralled, and to strengthen the voice of West London in London and nationally.

Led by the West London Skills and Employment Board with the ongoing engagement of skills and employment commissioners, colleges, universities, businesses, and adult and community learning services, accountable to the West London Economic Prosperity Board joint committee, we will work in partnership with the Mayor and GLA to ensure:

- **Effective governance and accountability structures** to ensure appropriate use of public funds and capability to act if strategic objectives are not met.
- **Employer and Skills Sector engagement** to bring invaluable insight into the interpretation of and response to local labour market intelligence.
- **Data and analytical capability** – this includes some purchased data and capacity to interpret it as well as local qualitative and quantitative knowledge of regeneration-led demand and learner demand. Demand will be matched against supply to understand gaps.
- **Capacity to coordinate and commission** - WLA provides the secretariat capability to support the West London Skills and Employment Board, coordinate input from stakeholders and monitor delivery to support commissioning decisions.

Progress delivering this overall strategy will be reported on an annual basis.

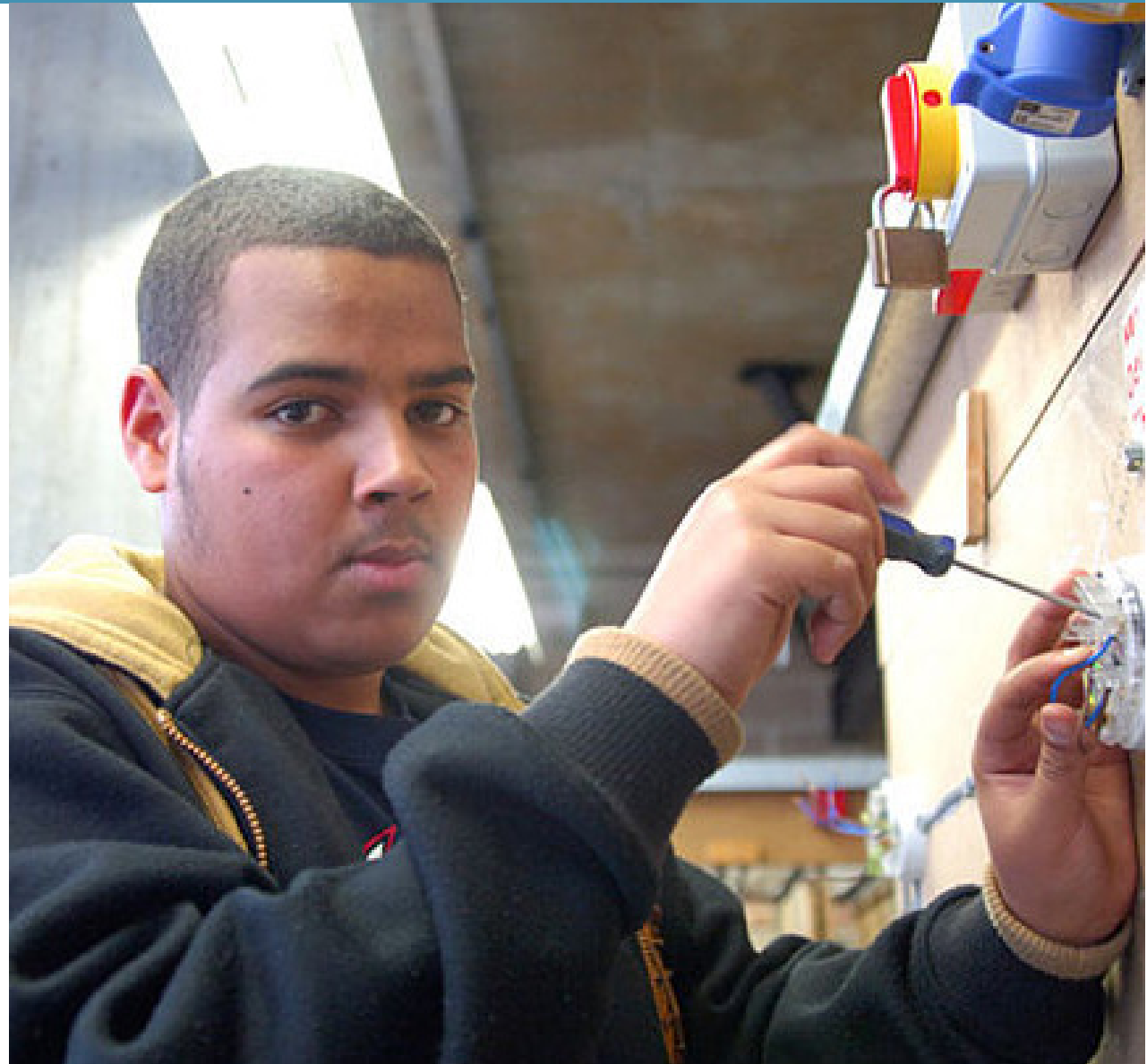
7. HOW WE WILL DELIVER THIS PLAN

This is a five year strategy, and there is much to be done.

An annual mobilisation and delivery plan will be produced setting out how we will work across all sectors of the economy to deliver the best employment outcomes and greatest productivity gains for people in West London.

This plan will include a risks and issues matrix that will be actively monitored and updated, allowing us to maximise our impact whilst minimising the risks.

Throughout the life of the strategy there will be an emphasis on deep and ongoing alignment with both the pan-London skills system, and the Government's approach to boosting growth and productivity through the UK Industrial Strategy.





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Skills Employment and Productivity Delivery Plan

Skills Employment Productivity Group (SEPG) met on Monday 22nd January 2018 and agreed the following themes as the key priority to be delivered at scale collaboratively across West London. Success Measure to be determined at March SEPG meeting

- ❖ Supporting parity of esteem between vocational and academic education
- ❖ Information Advice and Guidance for Adults and Young People
- ❖ ESOL provision and entitlement
- ❖ Devolution of unspent Apprenticeship Levy to be reallocated for skills
- ❖ Creation of West London Employment Skills Framework – Taylor Review
- ❖ Understanding the value and skill requirements of S106 agreement's and large scale developments across West London
- ❖ Creation of West London Skills Kite Mark – a set of defined common principles to work towards and invest in
- ❖ TCA projects – Skills Escalator - In work progression , Work Health Programme and Supported Employment Programmes supporting vulnerable groups into employment

Skills Employment and Productivity Delivery Plan

Priority 1: A Truly Joined Up System					
Strategy Objective	Activity	Lead Sponsor *	Collaboration	Success measure	Funding options
1.1 1.3 3.2	1.Supporting parity of esteem between vocational and academic education 2. West London Schools colleges and universities tailoring and coordinating their provision to reflect the skills needs of the sub-region and key sectors	College lead to be agreed	University ACL Heads Group London Enterprise Adviser Network		1.1 AEB 1.2 EFSA and Grant Funding
Priority 2: Supporting Inclusion					
Strategy Objective	Activity	Lead Sponsor	Collaboration	Success measure	Funding options
2.1 1.4	1.Determine level of ESOL undersupply in the market 2. Joint commissioning of ESOL at West London level to increase volume and reduce learner cost 3. Lobbying for ESOL to be an entitlement	ACL Heads Group	Colleges and Training Providers		1.1 Devolved AEB 1.2 Community Learning Funding/Family Learning
2.2 2.4	1. Continued roll out and expansion of supported employment programmes, e.g. with Health Care sector	HEENWL	WLA and SEN Board		1.1 HEENWL 1.2 Borough contributions 1.3 DfE funding 1.4 STP

	2. WLA to continue as a DfE Pacesetter	WLA	Colleges & Training Providers		
2.4 2.2 2.3 4.3	1.Supporting vulnerable groups into employment 2. Rollout of West London Work Health Programme 3. Scaling up of WLA & borough led employment and skills programmes showing positive evaluation	Kim Archer (WLA) London Borough Hounslow	Barnet Brent Ealing Hammersmith & Fulham Harrow Hounslow Hillingdon		1.1 DWP funding matched with ESF 1.2 AEB – Skills Statement
Priority 3: Working with Employers from all Sectors					
Strategy Objective	Activity	Lead Sponsor	Collaboration	Success measure	Funding options
3.5 1.5 3.1 3.3	1.1. Job Fairs/job Brokerage pan London for construction 1.2 Understanding of S106 contributions across London 1.3. Mapping of Developments across WL 1.4. Common set of principles working with developers.	Brent	Barnet Ealing Hammersmith & Fulham Harrow Hounslow Hillingdon London Councils - London Plan		1.1 S106 1.2 Devolution of unspent Apprenticeship Levy
Priority 4: Getting the Basics Right					
Strategy Objective	Activity	Lead Sponsor	Collaboration	Success measure	Funding options
4.1 1.1 1.4	1.Information Advice and Guidance for Adults and Young People coordinated	London Enterprise Adviser Network	Barnet Brent Ealing Hammersmith & Fulham		1.1 Co-location of LEAN staff at WLA or borough level

	<p>across West London and delivered at scale</p> <p>2. Schools and employers coordinating CEIAG activity to support all students and adults from all backgrounds to make informed career and work choices</p> <p>3. Monitoring Gatsby Benchmarks</p>		<p>Harrow</p> <p>Hounslow</p> <p>Hillingdon</p>		<p>1.2 Careers Strategy - Career Hub Funding</p> <p>1.3 National Careers Service</p>
<p>4.4</p> <p>1.1</p> <p>1.2</p> <p>1.4</p>	<p>1.1 Employability skills embedded as part of all curricula high quality employer – led work experience</p> <p>1.2 Explore WL Employability Skills Framework</p>	<p>Middlesex University</p>	<p>Pilot phase</p> <p>WLA</p> <p>RSA</p> <p>Middlesex University</p>		<p>1.1 Middlesex University & RSA</p>

- Lead Sponsor – identifies as the organisation, championing the work stream and priority

West London Economic Prosperity Board	
21 February 2018	
Title	West London Economic Prosperity Board - Chair's Annual Review
Report of	CLlr Muhammed Butt, Leader, London Borough of Brent
Wards	All
Status	Public
Urgent	No
Enclosures	Appendix 1: Chairman's Review
Officer Contact Details	Luke Ward, Head of Growth, Employment and Skills, West London Alliance, Email: wardlu@ealing.gov.uk, Telephone: 07738 802 929

Summary
This report provides an opportunity for the Prosperity Board to review its progress and achievements to date against each of the themes set out in the West London Vision for Growth Action Plan, and to comment on the coming year's work. If approved the content of this review will be incorporated into the Board's Forward Plan and published.

Recommendations
<p>The Board are asked:</p> <ol style="list-style-type: none"> 1. To note the Chairman's annual report for 2017, in anticipation of the annual rotation of Chairmanship from LB Brent. 2. To make any comments on the annual review as necessary to help inform the future work programme of the Board.

1. WHY THIS REPORT IS NEEDED

1.1 According to the Prosperity Board's Functions and Procedure Rules, the chairmanship of the Prosperity Board rotates on an annual basis. With the Chairmanship about to rotate from LB Brent to LB Ealing, this is a good opportunity for leaders to reflect on the achievements made over the last 12 months, and to highlight any areas of interest that may merit additional focus in the year ahead.

2. REASONS FOR RECOMMENDATIONS

n/a

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

n/a

4. POST DECISION IMPLEMENTATION

Any areas of interest for future work identified by the Prosperity Board will be incorporated into its Forward Plan. Decisions will be brought back to the Board on a case-by case basis as required or requested.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

This report relates directly to the delivery of the West London Vision for Growth, which has been agreed by the members of the West London Alliance.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

None directly associated with this report. However, where a specific requirement for additional resource is identified to fund a particular activity or project contained within the annual report or wider Vision for Growth action plan then this requirement will be brought back to a future Board for consideration on a case-by-case basis.

5.3 Social Value

This Chairman's Review supports the delivery of the objectives set out in the Vision for Growth, including the objective to support low-paid people in work and those without work to find it.

5.4 Legal and Constitutional References

The Board has its own functions and procedure rules as set out in the Constitutions of the relevant local authorities. These include representing the participating local authorities in discussions and negotiations with regional and national bodies and central government on matters relating to economic prosperity for the benefit of the local government areas of the participating authorities, and representing the participating local authorities in discussion and negotiations in relation to pan-London matters relating to economic prosperity.

5.5 Risk Management

There is a risk that by not engaging with the full range of levers that have an

impact on the overall economic success of an area the sub-region will not achieve the level of economic outcomes in terms of jobs, investment, or housing that might otherwise be the case over the medium and long term.

5.6 Equalities and Diversity

The Vision for Growth recognises the need to ensure that people from all backgrounds are able to benefit from growth. Individual programmes within the Vision will have equality impact assessments undertaken on a case by case basis

5.7 Consultation and Engagement

West London Growth Directors discussed the content of the Chairman's Review when they met on 1 February 2018 to ensure focus on the highest priority areas and alignment between borough-level work and sub-regional activity in relation to economic growth.

6 BACKGROUND PAPERS

None.

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West London Economic Prosperity Board

Chair's Annual Review 2017



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1. Foreword

2. Growth Employment and Skills

a. Achievements in 2017

b. Areas of focus for 2018

c. Case studies

3. Committee Scorecard

Chairman's Foreword

“It’s been a year of progress for local government in West London, building on our recognition – across borough boundaries – that there are areas that we excel in when we work together with a shared purpose to serve our residents, businesses and visitors with a single voice.

The Prosperity Board has shown that we have been proactively looking for opportunities and been quick to respond to opportunities that have come our way, for instance working with London government, particularly TfL, to unlock the West London Orbital rail scheme. In September I and my fellow leaders inspected the length of this exciting new route with the Deputy Mayor for Transport, Val Shawcross, and I sensed a real feeling of shared purpose to make this scheme a reality.

Over the last year we have launched a major new Work and Health programme, making use of devolved government resources to help more than 10,000 people in to work. We’ve established London’s first Skills and Employment Board, bringing together for the first time colleges, universities, businesses and the NHS to help ensure people from every community and background are able to find work, and business can find the best possible employees from the local community.

I know that under the leadership of the incoming chairman the Prosperity Board will go from strength to strength in the year ahead, building on our successes to date. Perhaps some areas of focus will include making the most of devolved business rates in a way that supports growth, responding to the rising challenge – and opportunity – of automation in sectors like hospitality and logistics, and bringing new investment into the sub-region.”

CLlr Muhammed Butt
Leader of Brent Council

Board's achievements at a glance

In 2017 the Board has:

- worked successfully with London's deputy mayors to advise and **influence the Mayor's emerging policies** and strategies for London, for instance, on transport, housing and the London Plan
- demonstrated the feasibility of **West London orbital rail**, won the political backing and begun the work for programmatic, financial and technical support to deliver over the next 5 years.
- commissioned the Shaw Trust to successfully deliver West London's £26m **work & health programme** contract package over three years
- commissioned Twining Enterprises to deliver West London's **mental health & employment** trailblazer, piloting IPS therapies to help 1,000 people who might otherwise struggle with work
- developed the overarching West London Vision for Growth, with a range of public and private partners to launch a **skills, employment & productivity strategy** and delivery plan for 2018
- procured a joint **strategic housing market assessment** for seven planning authorities, to get a consistent understand of the opportunities for more affordable homes in West London
- helped over 214 people in just the first five months of running the **rough sleeping prevention** project, assessing risk and stepping in before people find themselves on the streets

2017 in Numbers

GROWTH, EMPLOYMENT & SKILLS	£1.25bn Total economic benefits of West London orbital rail scheme	13,000 people to benefit from the West London work & health programme	120 people on West London supported internships	£200,000 cashable efficiency savings from boroughs jointly commissioning local plan evidence	£450 increase in people's monthly incomes from skills escalator	2.2 to 1 Benefit-to-cost ratio from West London orbital rail scheme. This represents high value for money
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The Economic Prosperity Board

The **Economic Prosperity Board** was established in late 2015 with representation from six of the WLA boroughs and with an open door for Hillingdon to join. As the name suggests, the Board is dedicated to collaboration on all things to do with economic development, growth, housing supply, employment and skills. Chairship of the committee rotates annually, with Cllr Muhammed Butt, leader of Brent Council in 2017 acting as Chair to February 2018.

This document is intended to highlight some of the notable achievements of the Board under the current Chairman, and to suggest some areas that leaders may wish to focus on in the year ahead.

GROWTH, EMPLOYMENT & SKILLS

During 2017, the Board has focussed on the key activities needed to deliver the Vision for Growth action plan that was agreed in late 2016 and is summarised in the diagram, below.

It would be simplistic to say we had moved everything from ‘planning to delivery’ across the breadth of the programme, but through effective partnership-working, we have made definite progress towards our intended real-world impacts.

Our approach to delivering a class-leading and now widely-recognised economic development programme, cutting across borough boundaries, is focussed on pragmatism: identifying and delivering on areas where we can build a consensus and where boroughs are willing to speak with a single voice to external agencies such as Government departments, the GLA, Transport for London, the LGA and London Councils.

Through this approach, West London boroughs have already had considerable influence on both the London and national stages and secured significant resources to make things happen and to get the best possible results for local residents and businesses. The programme has also directly led the delivery of cashable savings to boroughs that can now be reinvested back in to front line services for instance by working together to jointly commission a range of local planning activities.

We acknowledge that the growth, employment & skills programme in and of itself, cannot do everything “in-house” to get such ambitious results, but that by bringing together a breadth of partners of from business, civic society and London and national government, we can influence and focus resources more efficiently and holistically on shared priorities for clear West London benefits.

Our Four Priorities



Our key achievements in 2017:

In 2016, we set out what we wanted to achieve. Here's how we got on in 2017. We wanted to:

- **influence the content of the London Plan, particularly in relation to transport infrastructure, housing, and employment and we would coordinate our activity to agree shared transport infrastructure priorities**

West London has had a significant influence at the London level. For example, in terms of transport infrastructure, significant progress has been made towards bringing the West London orbital rail service closer to reality, notably with inclusion of our proposals in the draft Mayor's Transport Strategy in the summer. Val Shawcross, Deputy Mayor for Transport, joined a cross-party group of West London politicians in September to explore the proposed orbital route for the new line and better understand the considerable potential to reduce congestion, shorten journey times and unlock housing and regeneration along the line from Barnet to Hounslow.

Similarly, the West London economic prosperity board was delighted to welcome Jules Pipe, Deputy Mayor for Regeneration, Planning & Skills to their September meeting, giving West London leaders the chance to discuss and influence the London Plan draft ahead of its publication for consultation. At the same meeting, leaders were pleased to receive the draft West London skills, employment & productivity strategy, which has since informed the development of the GLA's Skills for Londoners strategy through joint consultation in November.



West London leaders and Val Shawcross, Deputy Mayor for Transport, meet in Brentford to discuss the Mayor's Transport Strategy and West London orbital rail, September 2017

We have engaged with over one hundred freight operators and businesses to develop a West London freight plan, which includes an action plan for the delivery of future projects, These include digitalising highway data for open access, looking at opportunities to consolidate freight in West London to free-up land without reducing subregional freight capacity.

And we have developed an inspection methodology and programme to ensure new developments deliver their transport conditions, as set out in their planning consents, for example high priorities like cycle parking and electric charging facilities. Over 300 new sites have been inspected for our boroughs

Establish a new sub-regional skills and employment commissioning function, including an employer-led “Skills Board” to oversee it and develop authoritative insights to support evidence-based decision making

The West London employment & skills board was convened for the first time in April 2017. Its first task was to gather and review evidence, including the recommendations from the FE Commissioner's area review of post-16 education & training, completed in 2016. The board's terms of reference were agreed by the economic prosperity board and membership includes representatives from agencies across the West London skills system, not least a number of employers, suppliers and local authorities. The work culminated in a shared consultation event with the GLA, hosted by Brompton Bicycles,

BELOW: West London and pan-London skills consultation event at Brompton Bicycles Greenford factory in November 2017 and the resulting West London skills, employment & productivity strategy for delivery in 2018 and beyond.



Evaluate the results from the Transformation Challenge Award early adopter projects, making the case for scaling-out and scaling-up wider service reform

The Skills Escalator TCA early adopter project, led by Harrow and Hounslow, was evaluated and showed good results. Helping people working for low wages and living in temporary or private rented accommodation, this project increased incomes through advice, guidance and training opportunities. The evaluation demonstrated a positive return on investment of 3.4:1 and should be the proof of concept needed for similar work in other boroughs.

The Working People, Working Places TCA early adopter project, led by Barnet and Brent, worked in Burnt Oak and on St Raphael's Estate. Recognising people often have several barriers to employment, multidisciplinary teams were organised and targeted at communities with high needs to provide joined up services. Evidence of success was used in co-designing the specifications for the new work & health programme.

Both projects benefited from DCLG transformation challenge award funding and ESF match-funding.

Implement the mental health & employment trailblazer to deliver improved outcomes for people facing barriers to accessing the labour market

Having successfully completed commissioning and procurement, we appointed Twining Enterprises in February 2017 to deliver the mental health & employment trailblazer, as part of a national randomised control trial, testing the individual placement support (IPS) model of employment support for people with common mental health issues.

Encouraged by the main trailblazer and building on the IPS model, we have worked with three WLA boroughs and Job Centre Plus on an additional programme helping

people leaving care. Integrating specialist employment support in local authority teams and linked to Job Centre Plus, the results have extremely good compared to other models and has made the case for funding a further 9 months.

Develop a visible and internationally recognised approach to inward investment that acts as West London’s “front door” to the world, delivered through an experienced external partner

We were pleased to appoint White Label Creative as the external partner for West London’s inward investment and trade function. Successful in the competitive process, they commenced operations in December 2017, developing an inward investment strategy, identity and brand to reflect West London as the premier place for business and investment and attract sponsorship from key business interests to promote West London’s distinctive functional economic area.

Commission the West London work & health programme to support people with complex needs into employment

We successfully negotiated for the Government’s work & health programme to be devolved to the London subregions, working closely with London government. This has resulted in £16m of Department of Work & Pensions funding secured for West London, with additional match-funding from the European Social Fund, bringing the total value of the contract package to £27m over five years. And following the successful summer procurement process, lead authority Ealing Council was pleased to confirm the appointment of the Shaw Trust in October 2017.

Work with health and other public services to make better use of public land through a coordinated approach to estates and property, to help increase housing supply

We have recently been awarded over £300k from the Cabinet Office and LGA-run One Public Estates programme. Our successful bid includes eight projects across four boroughs and comes to the largest OPE cash grant in the UK. The programme will bring together work on housing, infrastructure, health and wellbeing, providing opportunities to unlock significant new development sites on public land. With coordinated planning and creative urban design, sites may have clever, complementary and more efficient mixed uses for new homes, employment spaces and smarter, collocated or integrated public services. The boroughs involved are: Ealing, Hammersmith & Fulham, Harrow and Hounslow; and a DCLG announcement about a further funding award for supporting capital monies, is expected in January 2018.

Other achievements have included: West London boroughs engaging collectively to have a shared position on the retention of business rates and wider financial devolution, working with London Councils to submit a joint response to the Government's consultation in February 2017.

Working with a range of employers supporting the training of young people in much-needed roles and offering jobs to young people graduating through supported internships. One example is Project SEARCH at Imperial College Healthcare NHS Trust, now in its second year. With 80% of year one interns now in paid employment, representing a significantly higher rate compared to similar schemes.

Working with chief planning officers, we have started joint procurements for a suite of local plan evidence products. Taken together, these are expected to support local spatial planning decision-making with a consistent, up-to-date and timely local and subregional evidence-base. When completed, it should also generate efficiencies in the order of £300k. Products include strategic housing market assessments; strategic flood risk assessments; employment land availability assessments; and potentially a small sites-focussed strategic housing land availability assessment.

Some areas we have said we will focus on in 2018:

In summer 2017 the Prosperity Board received its annual report, which highlighted a number of areas for focus in the year ahead:

- manage the delivery of the work & health programme by Shaw Trust, benefitting more than 13,000 people over the next five years
- continue working with London and national government and Network Rail on delivering the ambitions for the West London orbital rail line. We hope to see the WLO featured in the final Mayor's Transport Strategy and the London Plan and to secure the resources required for the next phase of activity
- further influence the Skills for Londoners commissioning plans, to ensure a fair share of the £400m adult education budget (AEB) for London is invested in a way that delivers the best possible outcomes for residents; businesses, and the local economy in West London
- continue to engage with the significant opportunities for financial devolution, ensuring different tiers of government are aligned with an agreed set of priorities for delivery, including the work with London Councils and the GLA on devolution and retention of business rates
- develop options for road schemes within West London that will have economic benefits e.g. reducing congestion, for instance, the orbital A312 road system, serving the outer WLA boroughs
- deliver phase two of the nationally recognised supported internship programme

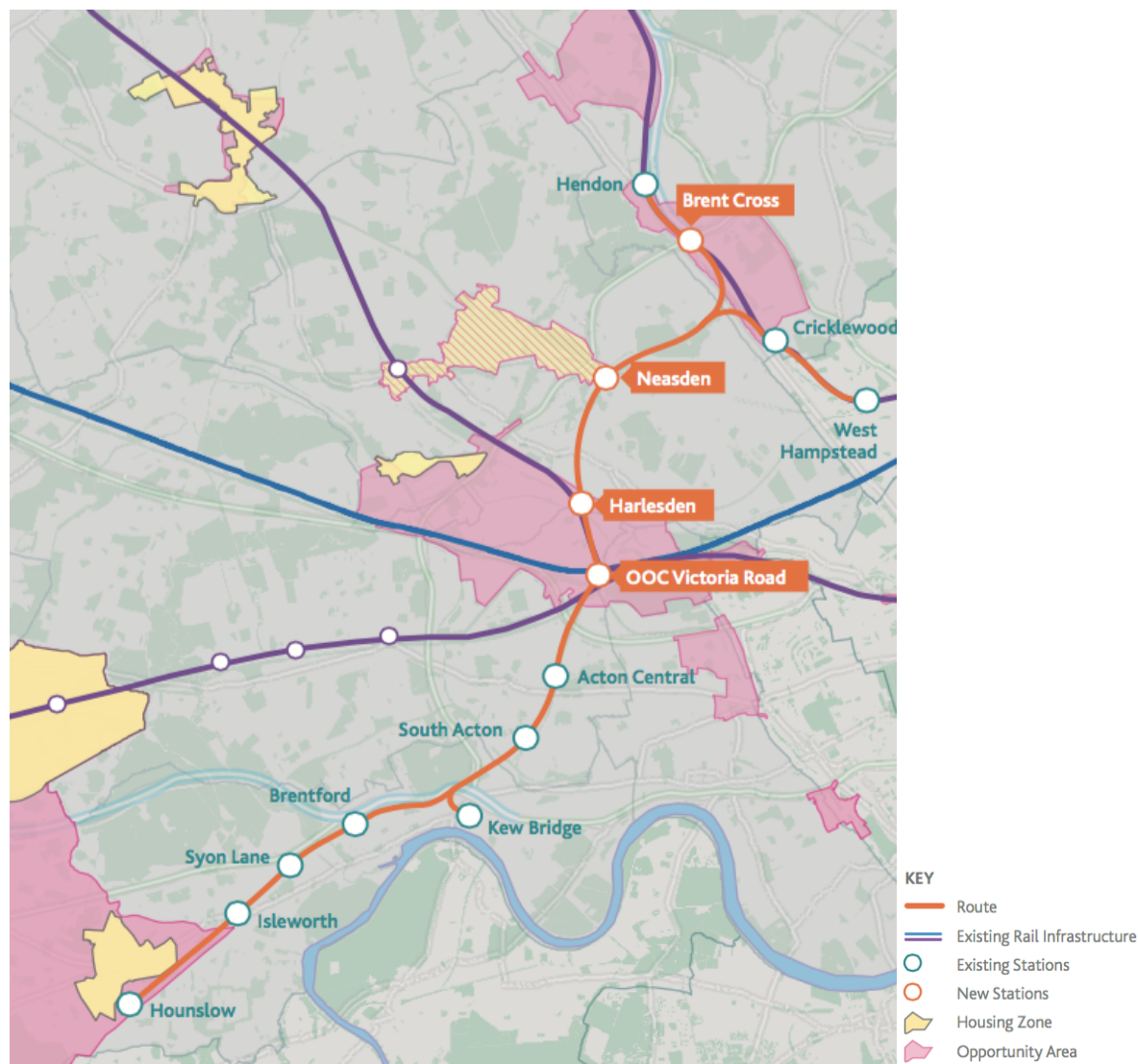
- Work with City Hall to ensure alignment of West London and pan-London priorities via the London Plan, Mayors Transport Strategy, and borough Local Plans.
- Deliver a completed Strategic Housing Market Assessment, Flood Risk Assessment and Gypsy and Traveller Needs Assessment for West London, and use these to influence decision making by London and national government, as well as deliver cashable savings for WLA boroughs.
- Support an innovative electric bike sharing scheme working with businesses and universities.
- Continue to develop links with the business community and networking organisations, including Chambers of Commerce, West London Business, SMEs, and big businesses to ensure the West London growth programme retains a strong focus on what matters most to the sub-regional economy.

CASE STUDY: delivering the orbital transport infrastructure West Londoners need

In early 2015 West London leaders identified orbital transport infrastructure as a shared priority for them. Work was subsequently undertaken with TfL and Network Rail into the feasibility of a “West London Orbital” line connecting over 100,000 jobs and 65,000 new homes across 15 miles of West London, as well as potentially unlocking brand new high-quality communities along its length.

The result of this work has been positive to date, demonstrating the influence groups of councils can have when they speak with a single voice, and has allowed discussions to continue with London government and TfL at a greater level of detail. The next steps on this project will be to formalise the project and move it to delivery phase in 2018.

The “West London Orbital” Railway



CASE STUDY: supported internships in West London

West London is at the forefront of successfully supporting young people with learning disabilities and autistic conditions into employment, investing in the development of new internships, as well as raising awareness and expectations of employment, through a series of communications and events aimed at young people, schools, colleges, parents and carers and the business community.

The WLA success rate in placing young people in employment has been high and supported internship places will grow from 62 places in 2015 to over 200 by 2019, with over 60% of interns progressing into paid employment.

The WLA is working with a range of employers supporting the training of young people in much-needed roles and offering jobs to graduates of the project. Employers are seeing the many benefits of working with interns and the positive impact for the business and its employees.

Project SEARCH at Imperial College Healthcare NHS Trust is now in its second year, with 80% of year one interns having gone into paid employment.



Maulika (pictured) is a ward hostess and has gone from being very shy to being confident enough to speak about her experience at hosted events. Maulika is friendly, hard working and organised and has a great rapport with the patients she serves on her ward. Her supported internship has helped staff understanding those with learning disabilities and has embraced NHS widening participation and inclusion initiatives.

Delivering the Plan – Committee Scorecard

Productivity, Skills and Employment

Activity	Progress	Narrative
Undertake Area Review of Further Education provision, based on best possible labour market forecasting	Complete	Area review completed. The review process has influenced the scope and composition of the West London Skills Commissioning Board
Finalise skills devolution deal	Ongoing	Ongoing. Sub-regions are coordinating activity to influence the content and priorities in Skills For Londoners. There have however been delays at the London-level
Complete the current employment pilots for Working People Working Places, the Skills Escalator, and the Mental Health Trailblazer	Nearing completion	All TCA pilots underway. Initial evaluation for Skills Escalator completed and being used to influence GLA strategy and borough approaches.
Lead design work and commissioning of the Work and Health programme to maximise opportunities for people in West London from all backgrounds to gain employment and secure housing.	On track	Service procured and due to launch 28 th February 2018. Shaw Trust (provider) attended the EPB in November 2017.
Support development of West London Apprenticeship Training Agency (led by West London colleges)	Under review	Not started. This will be reviewed by the Skills Commissioning Board in the coming year.

Infrastructure

Activity	Progress	Narrative
Model the current and future costs to the economy associated with inadequate orbital transport infrastructure and identify cost effective solutions	Complete	Competed in March 2017 by Regeneris and JMP-SYSTRA. Findings informed approach to orbital transport and Dudding Hill project.
Influence content of forthcoming Mayor's Transport Strategy the Sub-Regional Transport Plan	On track	Leaders have written to Deputy mayor for Transport in relation to orbital transport being included in the MTS. Meeting between her and leaders arranged for 26 July.

Boosting Housing Supply

Activity	Progress	Narrative
Engage with delivery of wider housing devolution in London and consider a West London development vehicle if required as part of the devolution	Under review	Ongoing dialogue with Pan-London work underway. It is currently too early to say how the West London approach should align with any Pan-London development vehicle.
Develop and initiate delivery of the One Public Estate Programme to create space for housing and employment	On track	Successful joint bid secured the largest cash award in the country to bring forward sites; re-scoping completed with partners in line with grant award and recruitment to OPE coordinator planned.
Work with the Old Oak Common and Park Royal Development Corporation (OPDC) to deliver significant levels of new housing.	On track	Discussions ongoing with OPDC in relation to master planning, strategic planning, transports, skills and housing.

A Competitive Economy

Activity	Progress	Narrative
Modelling past, present and projected Business Rate bases by borough across the sub-region to inform coordinated response to Business Rates devolution . Understand options for sub-regional pooling and redistribution of business rates. Align with existing national and London work on BR and wider fiscal devolution	Complete	WLA worked closely with London Councils to respond to the national consultation on BR Devolution in May 2017. Awaiting next steps from Government.
Review approaches to inward investment and agree scope of work.	On track	Provider selected, soft launch planned for late February 2018.

<p>Align existing West London Procurement Strategy with Vision for Growth, particularly in relation to supporting local businesses</p>	<p>Scoping phase</p>	<p>Initial discussions between the Growth Programme and West London Procurement Board. Programme to be developed in latter half of 2017.</p>
<p>Identify approaches to supporting economic and business growth through developing closer partnerships between universities and business.</p>	<p>Ongoing</p>	<p>This work is being incorporated into the inward Investment and Trade procurement.</p>
<p>Map available workspace by use class and project this into the future based on development pipelines. Assess this against anticipated future growth sectors and mitigate the impacts of permitted development. Align with GLA incubator space project</p>	<p>Scoping phase</p>	<p>Chief Planning Officers are jointly commissioning a West London Employment Land Study.</p>

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**West London Economic
Prosperity Board - Forward
Work Plan**

February 2018 – February 2019

Contact: Keith Fraser(Head of Democratic Services), Email: Fraserk@ealing.gov.uk, Tel: 0208 825 7497

Title of Report	Overview of decision	Report Of (<i>officer</i>)
21 February 2018		
External Speaker	To engage with the Deputy mayor for Housing and to identify areas to work together on the future.	James Murray, Deputy mayor for Housing
West London Orbital – progress report	Standing item to consider decisions, progress and next steps relating to orbital rail in West London	Amar Dave, LB Brent
London Plan Consultation	TO APPROVE subject to comments the West London response to the draft London Plan consultation, following the Deputy Mayor for Planning’s discussion with the Committee on September 2017.	Lucy Taylor, LB Ealing
West London Skills, Employment and Productivity Strategy	TO NOTE on the final strategy and action plan that has been developed in alignment with the pan-London Skills and Employment Strategy, in anticipation of the expected devolution of Adult Education budgets in Summer 2018.	Cllr Stephen Curran, LB Hounslow
Chair’s Annual review	TO NOTE the annual progress report of the committee and the Committee scorecard	Chairman
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chairman
21 June 2018		
External Speaker	TBC - Deputy Mayor for Business	Rajesh Agrawal, Deputy Mayor for Business
Orbital Rail	Standing item to consider decisions, progress and next steps relating to orbital rail in West London	TBC
Inwards Investment and business growth in West London boroughs	TO COMMENT ON AND AGREE the draft West London Inward Investment Strategy that has been developed	Katharine Glass, Director, White Label creative

Title of Report	Overview of decision	Report Of (<i>officer</i>)
Strategic Housing market Assessment, and joint local planning	TO NOTE the findings of the West London joint SHMA and progress delivering a range of joint local planning products	Lucy Taylor, LB Ealing
Business Rates Devolution opportunities and priorities	TO AGREE any areas of shared focus in relation to retained business rates and shared economic development priorities, as set out in the Vision for Growth	TBC
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chairman
19 September 2018		
External Speaker	TBC	External Speaker
Smart Cities and Automation	TO IDENTIFY priorities in relation to responding strategically and positively to automation and technological advancement in relation to skills, transport, communications and growth.	TBC
Orbital Rail	Standing item to consider decisions, progress and next steps relating to orbital rail in West London	Amar Dave, LB Brent
Housing Infrastructure Fund	TO AGREE a bid to the Government's Housing Infrastructure Fund	TBC
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chairman
20 November 2018		
External Speaker	TBC	External Speaker
Orbital Rail	Standing item to consider decisions, progress and next steps relating to orbital rail in West London	Amar Dave, LB Brent

Title of Report	Overview of decision	Report Of (<i>officer</i>)
UK Industrial Strategy review	TO CONSIDER a proposal for more closely aligning the Growth, Employment and Skills programme with the priorities as set out in the Government's Industrial Strategy	
Work & Health Programme progress report	TO CONSIDER a report updating on progress delivering the devolved West London Work and Health Programme	
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chairman
27 February 2019		
External Speaker	TBC	External Speaker
Orbital Rail	Standing item to consider decisions, progress and next steps relating to orbital rail in West London	Amar Dave, LB Brent
One Public Estate (OPE)	TO AGREE next steps progressing the West London OPE programme	
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chairman

Proposed