



# AGENDA

**Meeting:** West London Economic Prosperity Board

**Date:** Tuesday, 21 March 2017

**Time:** 3.00pm – 5.00pm

**Venue:** Room 1, London Councils, 59½ Southwark Street, London, SE1 0AL

Agendas and minutes for the West London Prosperity Board are available on the London Borough of Barnet website via the following link:

<http://barnet.moderngov.co.uk/mgCommitteeDetails.aspx?ID=765>

## Members

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

## Substitute Members

Councillor Theo Dennison, LB Hounslow  
Councillor Roxanne Mashari, LB Brent  
Councillor Daniel Thomas, LB Barnet  
Councillor Keith Ferry, LB Harrow  
LB Hammersmith & Fulham – Vacancy  
LB Ealing – Vacancy

1. **Minutes of the Previous Meeting** (Pages 5 - 10)
2. **Apologies for Absence**
3. **Declarations of Interest**
4. **Public Participation**

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**5. Heathrow Airport Planning Matters** (Pages 11 - 20)

*The Board will receive a presentation from Emma Gilthorpe, Director of Heathrow Expansion, Heathrow Airport Limited.*

**6. Transport Infrastructure Priorities**

**6a. Orbital Transport Insight Findings** (Pages 21 - 46)

*The Board are requested to consider the findings from analysis commissioned by Growth Directors into the economic constraints associated with inadequate transport infrastructure in West London.*

**6b: Orbital Rail in West London** (Pages 47 - 70)

*The Board are requested to consider one particular orbital rail scheme as potential shared priorities based on the analysis and agree next steps.*

**7. Business Rates Retention** (Pages 71 - 82)

*The Board are requested to consider recommendations from chief officers relating to business rates retention and possible next steps.*

**8. Adult Community Learning** (83 - 104)

*The Board are requested to consider the findings and agree next steps for the Adult and Community Learning Task and Finish Group.*

**9. Inward Investment in West London** (Pages 105 - 122)

*The Board are requested to consider a proposal from Growth Directors aimed at supporting increased inward investment and jobs creation into West London are low or zero cost to West London Alliance boroughs.*

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**10. Forward Work Programme, Board Chairmanship and Future Meeting Dates** (Pages 123 – 130)

*The Board are requested to:*

1. *Consider and agree the Forward Work Programme;*
2. *Note the transfer of Chairmanship and support arrangements to LB Brent from May 2017; and*
3. *Consider future meeting dates and venue(s)*

**11. Functions and Procedure Rules (*for information only*)** (Pages 131 – 142)

*The Board are requested to note the Functions and Procedure Rules of the West London Economic Prosperity Board as adopted by all participating boroughs.*

**12. Any other item(s) the Chairman decides are urgent**

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## **Decisions of the West London Economic Prosperity Board**

6 December 2016

Members Present:-

**AGENDA ITEM 1**

Councillor Richard Cornelius (Chairman)  
Councillor Muhammed Butt (LB Brent) (Vice-Chairman)

Councillor Julian Bell (LB Ealing)      Councillor Sachin Shah (LB Harrow)  
Councillor Steve Curran (LB Hounslow)      Councillor Michael Cartwright (LB Hammersmith & Fulham) (In place of Councillor Stephen Cowan)

Also in attendance

Councillor Sabia Hussain, Slough Borough Council  
Councillor Sohail Munawar, Slough Borough Council

Apologies for Absence

Councillor Stephen Cowan, LB Hammersmith & Fulham

### **1. MINUTES OF THE PREVIOUS MEETING**

**RESOLVED** that the minutes of the meeting held on 21 September 2016 be approved as a correct record.

### **2. APOLOGIES FOR ABSENCE**

An apology for absence had been received from Councillor Stephen Cowan (LB Hammersmith & Fulham) who had been substituted for by Councillor Michael Cartwright (LB Hammersmith & Fulham).

Apologies for absence had also been received from Carolyn Downs (LB Brent) and Mary Harpley (LB Hounslow).

### **3. DECLARATIONS OF INTEREST**

None.

### **4. UPDATE ON ACTIONS FROM THE PREVIOUS MEETING**

Dan Gascoyne (West London Alliance Director) advised the Committee the actions arising from the meeting held on 21 September 2016 not covered elsewhere on the agenda were in the process of being implemented.

## 5. HEATHROW AIRPORT

Paul Najsarek (Chief Executive LB Ealing) presented a report which sought views from the Board on possible areas for coordinating activity with Heathrow such as job creation, apprenticeships, infrastructure, inward investment and supply chain development.

The Board noted the recent government decision to proceed with airport expansion at Heathrow. It was agreed that the West London boroughs should seek to capitalise on employment, skills and business opportunities.

The Board were advised that all Heathrow employees had an appraisal target to undertake community work. It was noted that many of the West London boroughs would have residents that worked at Heathrow and it was suggested that consideration should be given to requesting that employees undertake community work in the boroughs in which they live.

The Board noted that LB Hounslow met regularly with Heathrow and were working through a number of issues and commitments along with neighbouring local authorities outside of the M25.

In relation to infrastructure, the Board suggested that Heathrow expansion should take into account:

- Skills and Employment opportunities for West Londoners;
- Improving the supporting surface access including: road infrastructure; considering a HS2 spur to Heathrow; developing a direct rail connection from London Waterloo to Heathrow (southern rail access) and the Piccadilly line upgrade; and
- Promoting public transport and sustainable access for workers (e.g. creating an ultra-low emissions zone around the airport or developing a 'mini-Holland' in Southall)

The Board requested that officers to engage with Heathrow Airport Ltd. across all aspects of the Growth, Employment and Skills Programme to ensure that people and businesses in West London are able to fully benefit from opportunities associated with the airport, both directly and through its wider economic footprint.

### **RESOLVED that the West London Economic Prosperity Board:**

- 1. Engage with Heathrow Airport Limited and the Department for Transport to negate any negative impacts from Heathrow expansion on residents of the West London boroughs**
- 2. Request that officers identify future skills requirements, opportunities for businesses and explore links to London Devolution proposals in the context of Heathrow expansion**
- 3. Engage with Heathrow and Government on the transport and infrastructure proposals as set out in the preamble above.**

## 6. HOUSING SUPPLY

Pat Hayes (LB Ealing) introduced a report which outlined the key issues relating to increasing the delivery of housing supply in West London and proposed steps to take forward the housing elements of the West London Vision for Growth Action Plan which was approved by the West London Economic Prosperity Board on 8 June 2016.

The Board proposed that officers in West London boroughs lobby the NHS to request that surplus land is retained for affordable rented accommodation for key workers.

It was noted that:

- Individual boroughs may oppose the use of Metropolitan Open Land; and
- Government support would be required in relation to municipal rented housing issues.

**RESOLVED that the West London Economic Prosperity Board:**

1. **Endorse the view that a key step towards increasing housing supply is to accelerate the delivery of new housing.**
2. **Agree that in order to increase and accelerate the delivery of new housing supply, Growth Directors should be authorised to:**
  - a) **Establish a Joint Housing Supply Task Force: to be overseen by the Growth Directors Board and coordinated by West London Alliance (WLA) officers, consisting of boroughs, public sector asset managers, registered providers (RPs) and developers, chaired by a third party**
    - **The aim of the Task Force will be to build on previous work that has identified barriers to housing supply, to propose strategies and solutions to accelerate the delivery of new housing supply in West London, and build partnerships that can realise this ambitions.**
    - **Output: to produce a jointly agreed West London proposal for accelerating the delivery of housing supply**
  - b) **Establish a West London Skills Hub: In order to support and accelerate the delivery of Local Authorities' own new build programmes, the WLA will scope, define and, if appropriate, establish, a sub-regional skills hub for professional support on for example, site assembly, viability issues, etc. This would dovetail with any work at a pan-London level, rather than duplicating it.**
  - b) **Consider Out of London Property Purchase options: to look at bulk purchase options for larger (50+ unit) schemes. Work needs to be done to consider financial models, and to specify individual borough requirements, prior to commissioning the procurement of**

potential schemes. It is recommended that WLA will work with potential suppliers to develop a business case and a feasibility study around bulk purchase options, with a view to procuring the first scheme by the end of 2017/18.

- d) **Commission a Strategic Housing Market Assessment (SHMA):** to publish a West London SHMA by end 2017, aligned with wider work on planning being led by the new West London Chief Planning Officers group. This will provide an evidence base for housing supply and identify the nature of the new build requirement and related infrastructure across the West London sub region, alongside the development of more locally specific SHMAs at borough level.
  - e) **Submit a bid to the One Public Estate (OPE) Programme:** to scope and develop a WLA bid to One Public Estate, for resources to:
    - Engage with the North West and North Central Health Sustainability and Transformation Plan (STP) processes, and identify opportunities to develop housing on NHS land, at borough and sub-regional levels.
    - Coordinate the identification and mapping of development opportunities on brownfield sites in West London, and review derelict sites, in coordination with the London Land Commission (LLC).
    - Progress LLC project to ensure that all publicly owned sites in west London are mapped.
    - Establish a single point of contact that public sector land holders can engage with at sub-regional level, to bring forward sites in partnership with boroughs, and ensure that boroughs get first refusal on such sites, and that they are developed as far as possible, in line with local and regional housing requirements. This post would complement any strategic work done at a pan-London level, and there would be a delineation of responsibilities.
  - f) **Work with Pan-London projects:** London Councils is working to initiate a pan-London Collaborative investment vehicle for new supply. Ensure that sub regional working dovetails with and complements this, filling gaps where necessary.
3. **Agree that West London Alliance and participating boroughs develop a Code of Cooperation on out-of-borough housing purchases.**

## **7. WEST LONDON SKILLS UPDATE**

Cath Shaw (LB Barnet) presented a report which updated the Board on the outcome of the West London Post-16 Education and Training Area Review.

**RESOLVED that the West London Economic Prosperity Board:**

- 1. Note the conclusion of the West London Post-16 Education and Training Area Review as set out in the public and exempt reports.**
- 2. Agree the draft Terms of Reference for Skills and Employment Board (as set out in Annex 1 to the report of officers) and nominate Councillor Steve Curran (LB Hounslow) as Chairman.**
- 3. Confirm that the Board's priority, in discussions with the Greater London Authority (GLA) and Central Government on skills devolution, is control over how the majority of devolved funding is spent in the sub-region, rather than devolution of funding.**
- 4. Agree that Councillor Sachin Shah (LB Harrow) be requested to write to the FE Commissioner to express the Board's disappointment at the outcome of the Area Review process.**

**8. WEST LONDON ECONOMIC PROSPERITY BOARD FORWARD PLAN**

**RESOLVED that the Board approve the Forward Work Programme.**

**9. ANY OTHER ITEMS THE CHAIRMAN DECIDES ARE URGENT – BUSINESS RATES DEVOLUTION**

The Chairman moved that the Board consider a joint approach to the devolution of business rates.

**RESOLVED that the West London Economic Prosperity Board instruct the West London Alliance Director to work with Growth Directors and Finance Directors from the West London Boroughs to develop detailed proposals for devolved business rates, with a scoping paper to come to the next meeting of the Board.**

**10. MOTION TO EXCLUDE THE PRESS AND PUBLIC**

RESOLVED that, in accordance with paragraph 3 of Section 100A(4) of the Local Government Act 1972 and due to the report containing information given to the Board by a government department on terms which forbid its disclosure, the press and public be excluded from the meeting.

**11. WORK AND HEALTH / TRANSFORMATION CHALLENGE AWARDS (EXEMPT)**

Paul Najsarek (LB Ealing) presented a report which updated the Board on the DWP Work and Health Programme. It was noted that the Government had agreed to devolve financial control to London.

**RESOLVED that the West London Economic Prosperity Board:**

- 1. Agree that the Ealing Chief Executive will continue to lead negotiations with the Department for Work and Pensions (DWP) and London Government on behalf of the West London Alliance (WLA), supported by the WLA Programme Office, including the need to pursue co-financing status.**
- 2. Note that the Growth Directors Board will act in an advisory capacity to West London Economic Prosperity Board (WLEPB) on the Work and Health Programme.**
- 3. Confirm the view that in the event that in order to sign-up to devolution there is a need to underwrite costs associated with transfer of financial control and risk of European Social Fund (ESF) clawback member boroughs should commit to underwrite a proportionate share of any costs, subject to agreement through their own governance processes.**
- 4. Re-confirm the June WLEPB decision to delegate negotiations on the Memorandum of Understanding (MoU) with DWP and the service specification to Ealing Council Chief Executive.**
- 5. Note the consultation on Employment and Health.**
- 6. Note the Progress relating to the other Transformation Challenge Award (TCA) Programmes.**

**12. ANY OTHER EXEMPT ITEM(S) THE CHAIRMAN DECIDES ARE URGENT**

None.

The meeting finished at 2.13pm (having commenced at 1.20pm)



# West London Economic Prosperity Board

AGENDA ITEM 5

21 March 2017

<b>Title</b>	<b>Heathrow Airport Planning Matters</b>
<b>Report of</b>	Paul Najsarek, Chief Executive (LB Ealing)
<b>Wards</b>	N/A
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Enclosures</b>	Appendix 1: National Policy Statement Consultation Document Appendix 2: Summary of Consultation Questions
<b>Officer Contact Details</b>	Luke Ward, Head of Growth, Employment and Skills, West London Alliance, E: <a href="mailto:wardlu@ealing.gov.uk">wardlu@ealing.gov.uk</a> , T: 07738 802929

## Summary

At its meeting on 6 December 2016 the Board requested that officers engage with Heathrow Airports Ltd. (HAL) to ensure that the economy in West London is able to benefit from opportunities associated with the airport, both directly and through its wider economic footprint.

The Board will receive a presentation from Emma Gilthorpe, Director of Expansion at Heathrow Airports Ltd.

## Recommendations

**The Board is asked to:**

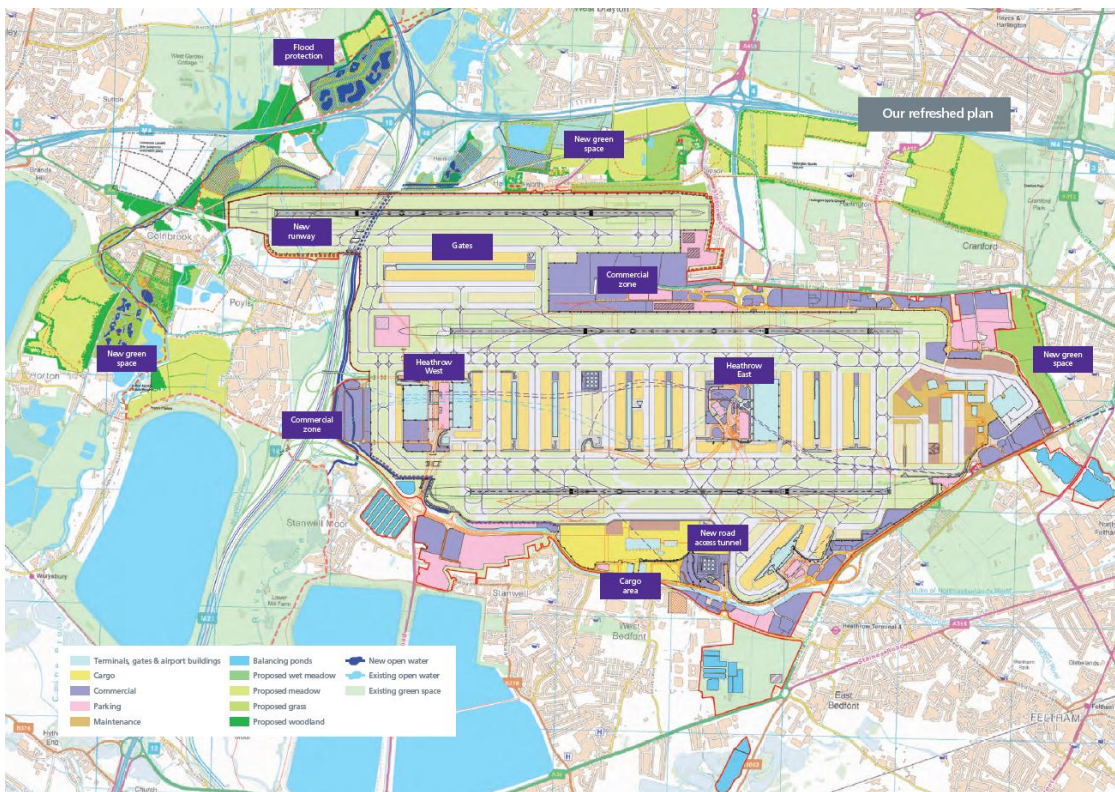
- 1. Note the presentation by Emma Gilthorpe, Director of Expansion at Heathrow Airport Ltd. (HAL) and to identify any areas of particular interest or concern that officers will use to focus future work in relation to Heathrow Airport.**
- 2. Instruct officers to develop a response to the current NPS consultation (closing 25 May) as well as future consultations relating to Heathrow expansion.**

3. Agree that the below thematic areas relating to Heathrow that are currently of shared interest:
- a. Skills and employment opportunities
  - b. Business Rates apportionment
  - c. Transport connectivity
  - d. Minimising air and noise pollution

1. BACKGROUND – HEATHROW PLANNING PROCSS

- 1.1 On 25 October 2016 the Government announced its preference for the creation of a third runway at Heathrow Airport.
- 1.2 The report of the Airport Commission (July 2015) found that expansion at Heathrow would drive an increase in employment both in and around the airport, generating an additional 77,000 jobs (direct and indirect) and 5,000 apprenticeships over the next 14 years. The number of flights would rise from 480,000 per year at the moment to up to 740,000 per year. Residents with homes subject to compulsory purchase will receive 125% of the full market value for their homes, plus stamp duty, legal fees and moving costs.

Figure 1: Government’s preferred option:





## 2. THE PLANNING PROCESS AND TIMELINE

2.1 There are two parallel processes at this point:

- 1) **National Policy Statement (NPS)**, led by DfT and published in draft on 2 February 2017: <https://www.gov.uk/government/speeches/airport-capacity-and-airspace-policy>
- 2) **Development Consent Order (DCO)**, led by the Heathrow Airport Ltd.

***NPS:** National Policy Statements (NPSs) set out the Government's planning policy for various types of nationally significant infrastructure. NPSs for some types of infrastructure (such as roads and power stations) are already in place, but there is not yet an NPS for new airport capacity and so one needs to be created.*

2.2 A [draft NPS for airports](#) was published for consultation by Government on 2 February 2017. The consultation runs for 16 weeks and will close on 25 May 2017. The key requirements of the Draft NPS on Heathrow Airport Ltd. Are set out in Appendix One of this report.

2.3 The Secretary of State has stated that he expects to lay a final Airports National Policy Statement before Parliament for debate and an expected vote in the House of Commons by winter 2017-18. Once in place, the final NPS will provide the planning policy that will apply to a third runway at Heathrow and set out key requirements that will need to be met.

***DCO:** The Planning Act 2008 requires Heathrow to submit an application for what is known as a Development Consent Order (DCO), which it will develop alongside the NPS.*

2.4 The Planning Act 2008 sets out the process that Heathrow Airport Ltd. must go through to make the DCO application, and for the examination and determination of the application after it is submitted. This will include two extensive public consultations:

1. **Consultation One:** Expected in Summer 2017 setting out the overall approach to development
2. **Consultation Two:** Expected in Summer 2018 putting forward HAL's preferred scheme.

2.5 The final DCO is expected to be submitted to Government in Summer 2019 and will take approximately 12 months to be decided on (Summer 2020). The decision on whether to grant the DCO will be made by the Secretary of State following an examination by the Planning Inspectorate.

2.6 Heathrow Airport has stated that the new runway could be completed by 2025. This assumes no significant delays, which seems unlikely. Ministers had previously been more cautious in their timetable, suggesting 2029 as a more realistic completion date.

### **3. BOROUGH CURRENT POSITIONS AND SUGGESTED APPROACH**

- 3.1 Clearly individual boroughs will have differing positions on Heathrow, however there will be a number of areas of shared interest relating to sub-regional agendas such as skills and employment, transport infrastructure and Business Rates apportionment that a collective approach to may deliver a better outcome for all West London boroughs.
- 3.2 A key planning issue (and risk) for HAL, and one that will be a critical factor for them in securing permission to commence construction from Government, will be **air quality**. Leaders and Chief Executives will want to recognise this in any coordinated or bilateral negotiations with the Airport in the future.
- 3.3 One opportunity that needs to be considered now is whether West London boroughs want to take a coordinated thematic approach to Heathrow engagement, for instance via a "*Performance Planning Agreement*" (PPA) to respond to the consultation on areas of shared interest, and alongside any bi-lateral discussions that they wish to pursue independently.
- 3.4 This could happen at the WLA level or in coordination with the Heathrow Strategic Planning Group (HSPG – see below). Either way coordination will result in greater bargaining power and weight in any negotiations with HAL, and a greater level of access to and influence with Government.

#### **Heathrow Strategic Planning Group**

- 3.5 Alongside sub-regional activity relating to Heathrow, the local authorities around Heathrow (including non-London local authorities), led by LB Hounslow, have established a "Heathrow Strategic Planning Group".
- 3.6 The SPG is working on identifying key areas of shared interest, with a view to developing a PPA.
- 3.7 The SPG have invited WLEPB member boroughs to join it in support of alignment across local government on Heathrow matters.

### **4. WHY THIS REPORT IS NEEDED**

- 4.1 Heathrow Airport represents a major piece of infrastructure in the West London economic landscape and so it can appropriately be considered by this Board as a part of its work to encourage growth in the West London economy.

### **5. REASONS FOR RECOMMENDATIONS**

- 5.1 To ensure that people and businesses across all boroughs represented on the WLA are able to benefit from the economic opportunities associated with Heathrow Airport including jobs, investment, supply chain and housing.

## **6. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 6.1 It would be possible not to engage with HAL but this would create a risk of reduced economic benefits accruing to West London boroughs.

## **7. POST DECISION IMPLEMENTATION**

- 7.1 Officers will proceed to implementing the recommendations set out on page one of this report.

## **8. IMPLICATIONS OF DECISION**

### **8.1 Corporate Priorities and Performance**

- 8.1.1 The West London Vision for Growth Action Plan identifies infrastructure, inward investment, and jobs and skills as shared sub-regional priorities. These are all highly relevant to any activity relating to Heathrow Airport.

### **8.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 8.2.1 To date WLA work associated with the Heathrow Expansion issue has been undertaken within existing resources. No existing resources from Boroughs are sought at this point.

### **8.3 Social Value**

- 8.3.1 N/A

### **8.4 Legal and Constitutional References**

- 8.4.1 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.

### **8.5 Risk Management**

- 8.5.1 There is a risk that not engaging with Heathrow Airport planning matters will

result in a lower level of growth across west London than would otherwise be the case. Engagement now will ensure that WLA boroughs are able to use their collective voice to benefit from growth opportunities associated with Heathrow Airport.

## **8.6 Equalities and Diversity**

8.6.1 N/A for this item but this will be kept open to review in all future discussions relating to Heathrow Airport.

## **8.7 Consultation and Engagement**

8.7.1 N/A no decisions affecting businesses or the public are being made under this item.

## **5.8 Insight**

5.8.1 N/A

## **9. BACKGROUND PAPERS**

9.1 None

## **Appendix 1: Proposed requirements set out in the draft NPS**

For a scheme to be compliant with the Airports National Policy Statement, the Secretary of State would expect Heathrow Airport Ltd to:

- demonstrate it has worked constructively with airlines on domestic connectivity – the government expects Heathrow to add 6 more domestic routes across the UK by 2030, bringing the total to 14, strengthening existing links to nations and regions, and also developing new connections
- provide compensation to communities who are affected by the expansion including noise insulation for homes and schools, improvements to public facilities and other measures - this includes establishing a community compensation fund and a community engagement board
- honour its commitment of payments for those people whose homes need to be compulsorily purchased to make way for the new runway or for those who take up the voluntary scheme of 25% above the full market value of their home and cover all costs including stamp duty, reasonable moving costs and legal fees
- put in place a number of measures to mitigate the impacts of noise, including legally binding noise targets and periods of predictable respite - the government also expects a
- ban of 6 and a half hours on scheduled night flights
- set specific mode share targets to get more than half of airport users onto public transport, aimed at meeting its pledge of no more airport-related road traffic with expansion compared to today
- implement a package of industry-leading measures to limit carbon and air quality impacts both during construction and operation
- demonstrate that the scheme can be delivered in compliance with legal requirements on air quality

The full detail of the draft NPS can be found at:

<https://www.gov.uk/government/speeches/airport-capacity-and-airspace-policy>

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## **Appendix 2: NPS Consultation Questions**

Question 1: The Government believes there is the need for additional airport capacity in the South East of England by 2030. Please tell us your views.

Question 2: Please give us your views on how best to address the issue of airport capacity in the South East of England by 2030. This could be through the Heathrow Northwest Runway scheme (the Government's preferred scheme), the Gatwick Second Runway scheme, the Heathrow Extended Northern Runway scheme, or any other scheme. Assessment principles

Question 3: The Secretary of State will use a range of assessment principles when considering any application for a Northwest Runway at Heathrow Airport. Please tell us your views. Impacts and requirements

Question 4: The Government has set out its approach to surface access for a Heathrow Northwest Runway scheme. Please tell us your views.

Question 5: The draft Airports National Policy Statement sets out a package of supporting measures to mitigate negative impacts of a Heathrow Northwest Runway scheme. Please tell us your views. Are there any other supporting measures that should be set out? In particular, please tell us your views on:

5.1. Air quality supporting measures

5.2. Noise supporting measures

5.3. Carbon emissions supporting measures

5.4. Compensation for local communities

Question 6: The Government has set out a number of planning requirements that a Heathrow Northwest Runway scheme must meet in order to operate. Please tell us your views. Are there any other requirements the Government should set out?


Question 7: The Appraisal of Sustainability sets out the Government's assessment of the Heathrow Northwest Runway scheme, and considers alternatives. Please tell us your views. General questions

Question 8: Do you have any additional comments on the draft Airports National Policy Statement or other supporting documents?

Question 9: The Government has a public sector equality duty to ensure protected groups have the opportunity to respond to consultations. Please tell us your views on how this consultation has achieved this.

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	<b>West London Economic Prosperity Board</b>  <b>21 March 2017</b>
<b>Title</b>	<b>Orbital Transport Insight Findings</b>
<b>Report of</b>	Amar Dave (LB Brent)
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Enclosures</b>	Appendix A: West London Transport Infrastructure Constraints: Evidence Base
<b>Officer Contact Details</b>	Luke Ward, Head of Growth, Employment and Skills, West London Alliance, E: <a href="mailto:wardlu@ealing.gov.uk">wardlu@ealing.gov.uk</a> , T: 07738 802929

## Summary

Leaders have previously identified orbital transport infrastructure as an area of shared interest subject to more detailed analysis.

West London Growth Directors have as a result commissioned consultants Regeneris and JMP/SYSTRA to undertake some technical analysis to identify the current and future demand for improved orbital transport (both road and rail), the economic costs of inadequate orbital infrastructure, and to highlight the specific sorts of scheme that would most effectively boost growth and reduce the costs of congestion in the future.

This item will involve a presentation from the consultants setting out the key findings of their work and suggested areas of focus for West London boroughs.

## Recommendations

**The Board is asked to:**

- 1) Note the presentation commissioned by growth directors setting out the main findings from the orbital infrastructure analysis undertaken on behalf of the Board.**
- 2) Comment on the main findings set out in the presentation and identify any areas of particular interest for future attention.**
- 3) Note that this item has informed the content of the following agenda item on orbital rail transport around West London**

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 At its meeting on 21 September 2016 the WLEPB requested further analysis to inform its work in relation to orbital transport in West London.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 Long term projections of the London population and economy show that inadequate transport infrastructure is likely to become an increasing constraint on economic growth. The recommendations in this report will support an evidence-based and joined up West London strategic response that will address this constraint and ensure the economic competitiveness of West London boroughs in the future.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 n/a

## **4. POST DECISION IMPLEMENTATION**

- 4.1 Comments by the WLEPB will be incorporated into the report by consultants prior to its finalisation.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

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

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

- 5.2.1 Work to date has been funded from existing resources. No additional resources are sought at this point. Decisions about funding of further work in the future will be made on a case by case basis.

### **5.3 Social Value**

- 5.3.1 n/a

### **5.4 Legal and Constitutional References**

- 5.4.1 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. The purpose of the Joint Committee will be collaboration and mutual co-operation 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.

## **5.5 Risk Management**

5.5.1 This report will support the WLEPB to make decisions based on the best possible evidence about how people move around west London both now and in the future.

## **5.6 Equalities and Diversity**

5.6.1 This study applies to people from all backgrounds across West London. In due course it is hoped that it will inform projects which will have a positive equalities impact.

## **5.7 Consultation and Engagement**

5.7.1 N/a

## **5.8 Insight**

5.8.1 The presentation accompanying this cover report sets out the findings of the orbital transport infrastructure analysis commissioned by Growth Directors.

## **6. BACKGROUND PAPERS**

6.1 None

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# West London transport Infrastructure Constraints: Evidence Base

Jon Bunney, Systra



# Presentation Structure

1. Project Scope
2. Stakeholder Consultees
3. Policy Context
4. Key Trends and Projections
5. Growth Area Connectivity
6. Demand for Orbital Transport
7. Impact of Committed Investment
8. Key Sub-regional Transport Constraints
9. Developing Possible Schemes

## Overall study aims

*Quantify the current and future costs to the economy associated with inadequate transport infrastructure focusing on road and rail, and identify those specific sub-regional transport infrastructure schemes that are most likely to yield the greatest return on investment and economic benefit to the WLA sub-region as a whole*

## Our approach

1. Collation of available data sources from existing literature, previous transport studies, transport model outputs, and other survey data
2. Consultations with stakeholders
3. Identification of Transport Infrastructure Constraints and their associated cost to the sub-regional economy
4. Identification, appraisal and prioritisation of schemes

## Stakeholders

- Mark Frost, LB Hounslow:
- Alan Tilly, LB Hillingdon
- Bob Casteljin, LB Hillingdon
- Hanif Islam, LB Harrow
- Chris Cole, LB Ealing
- Rachel Best, LB Brent
- Nick Boyle, LB H&F
- Nick Lynch, LB Barnet
- Paul Callender, LB Barnet
- Paul Bowker, LB Barnet
- Clare Woodcock, OPDC
  
- Anthony McNamara, WestTrans
- Theo Panayi, Heathrow Airport
  
- Georgina Barretta, TfL Area Lead
- Stefan Trinder, TfL Modelling & Appraisal
- Mark Honey, TfL Modelling & Appraisal
- Nick Blades, TfL (Hangar Lane)
- Shamal Ratnayaka, TfL (Heathrow Surface Access)
- Christopher Mills, TfL Transport Planning Manager (Heathrow Surface Access)
  
- Chief Planning Officers Group, West London Growth Directors Board



- Economic Policies – key issues

- London Plan identifies eleven Opportunity Areas within West London

- Cricklewood / Brent Cross (10,000 Homes, 20,000 Jobs)
- Collindale / Burnt Oak (12,500 Homes, 2,000 Jobs)
- Harrow & Wealdstone (2,800 Homes, 3,000 Jobs)
- Wembley (11,500 Homes, 11,000 Jobs)
- Park Royal (1,500 Homes, 10,000 Jobs)
- Old Oak Common (24,000 Homes, 55,000 Jobs)
- Kensal Canalside (3,500 Homes, 2,000 Jobs)
- White City (6,000 Homes, 10,000 Jobs)
- Earls Court (7,500 Homes, 9,500 Jobs)
- Southall (6,000 Homes, 3,000 Jobs)
- Heathrow (6,500 Homes, 12,000 Jobs)



- Two further areas (one designated an Intensification Area, the other a Strategic Outer London Development Centre) have both residential and employment growth targets

- The Golden Mile (LB Hounslow) (1,580 Homes, 10,000 Jobs)
- Mill Hill East Intensification Area (2,000 Homes, 500 Jobs)
- New Southgate (unconfirmed)



- In addition there are separate Housing Zones:

- Alperton (3,200 Homes)
- Hayes (2,500 Homes)
- Hounslow (3,500 Homes)
- Feltham (3,500 Homes)



- Transport Policies – key issues

- The Borough Local Implementation Plans present a consistent message on the:



- Challenge of congestion across the strategic highway network



- Specific issue of orbital connectivity

- West London Sub-regional Transport Plan identifies the:



- Continued dominance of car as a primary share of trips originating in the sub-region



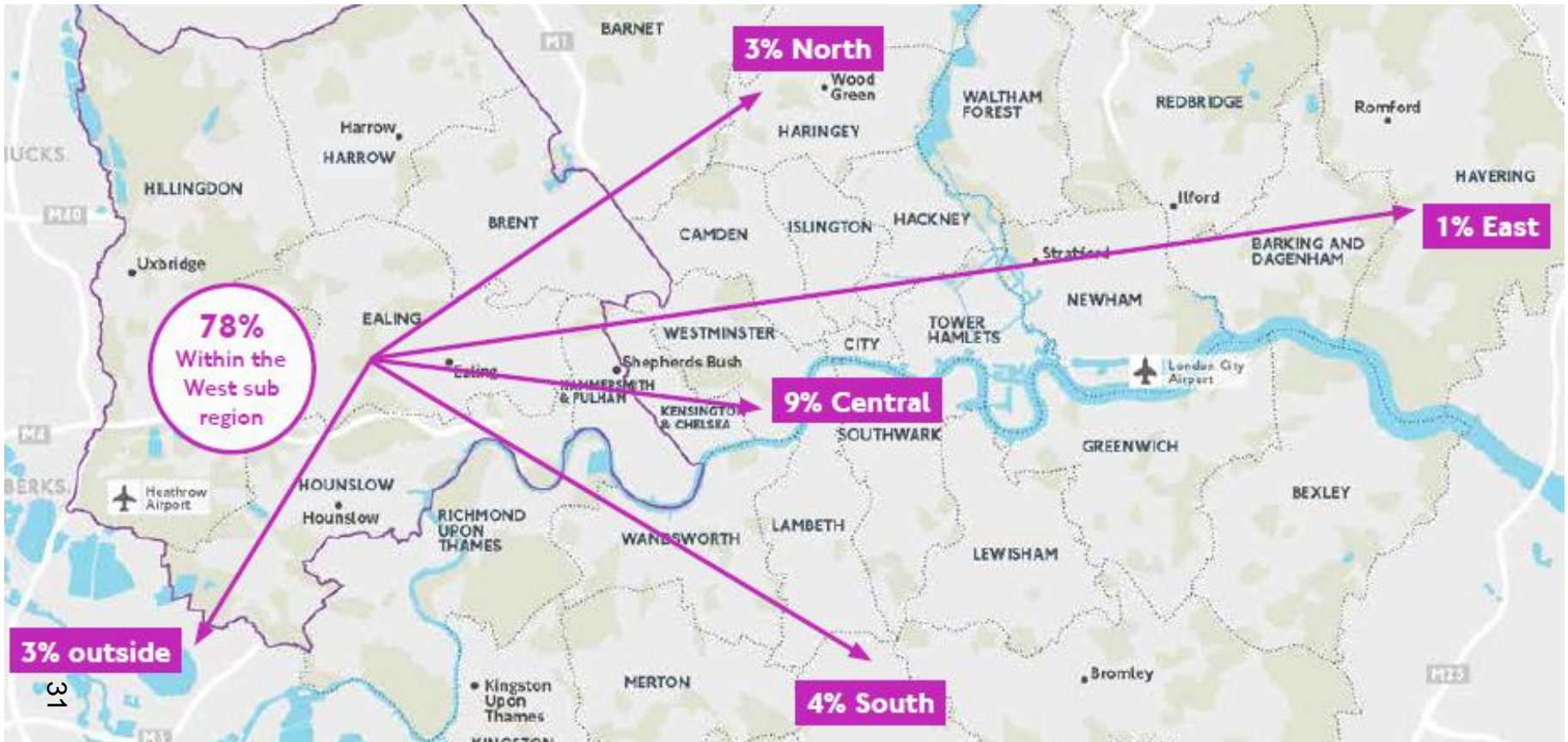
- Role of Crossrail, and subsequently HS2, in enhancing rail capacity and the requirement to maximise the subsequent opportunities that arise



- Challenge of delivering sustainable access to London's airports, particularly Heathrow

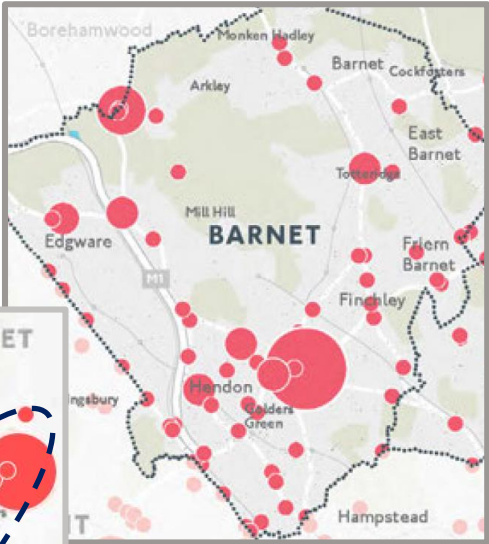
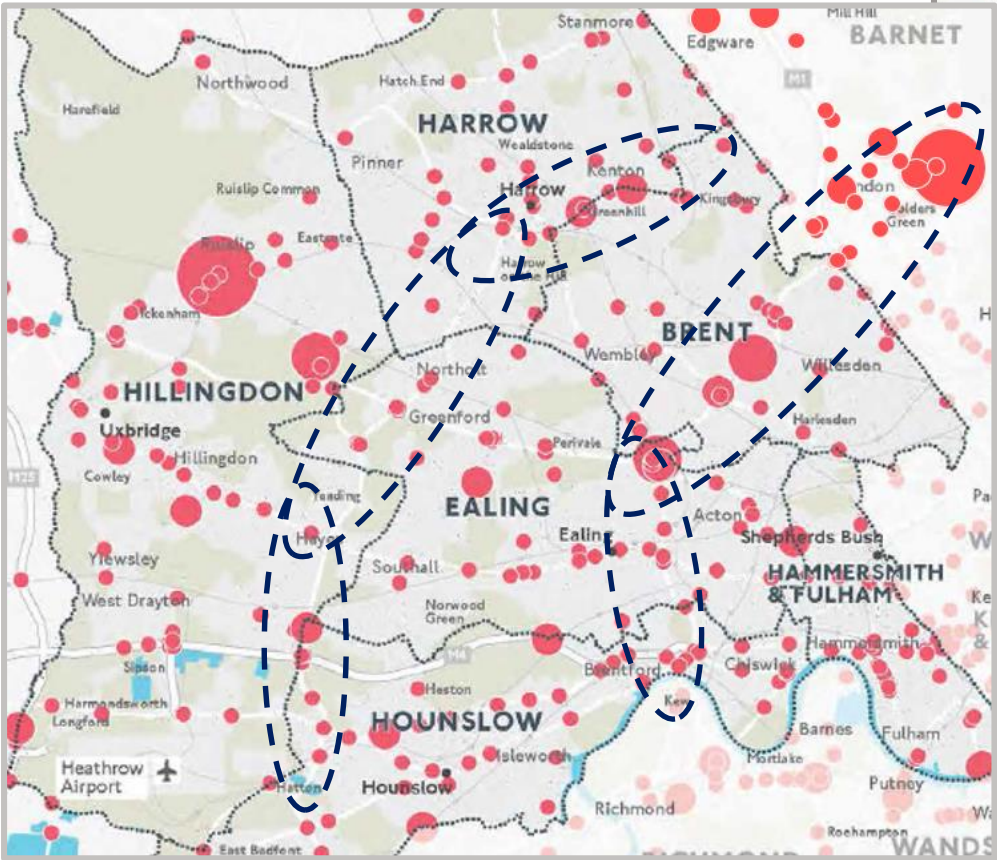
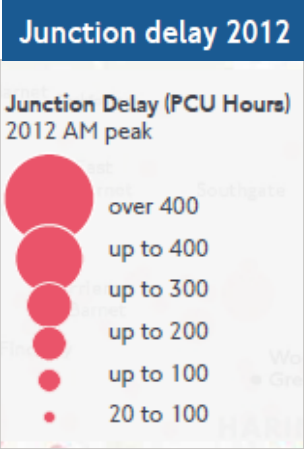
# Key Trends and Projections

- 78% of trips originating in the sub-region have a destination in the sub-region
- 63% of the sub-regions residents work within West London
- Internal sub-regional accessibility and movement clearly an important issue



# Key Trends and Projections

- There are a range of localities that currently experience significant highway delay that affects orbital travel

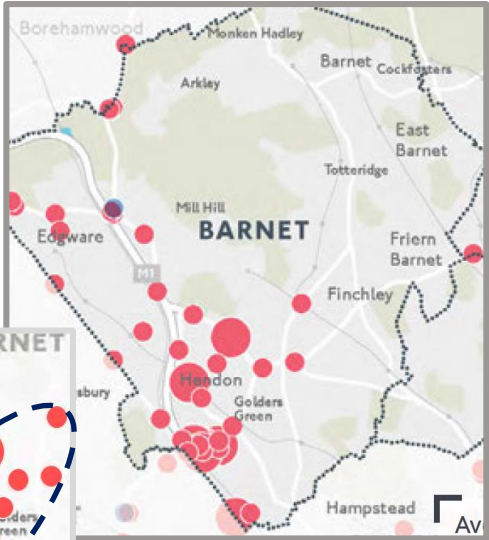
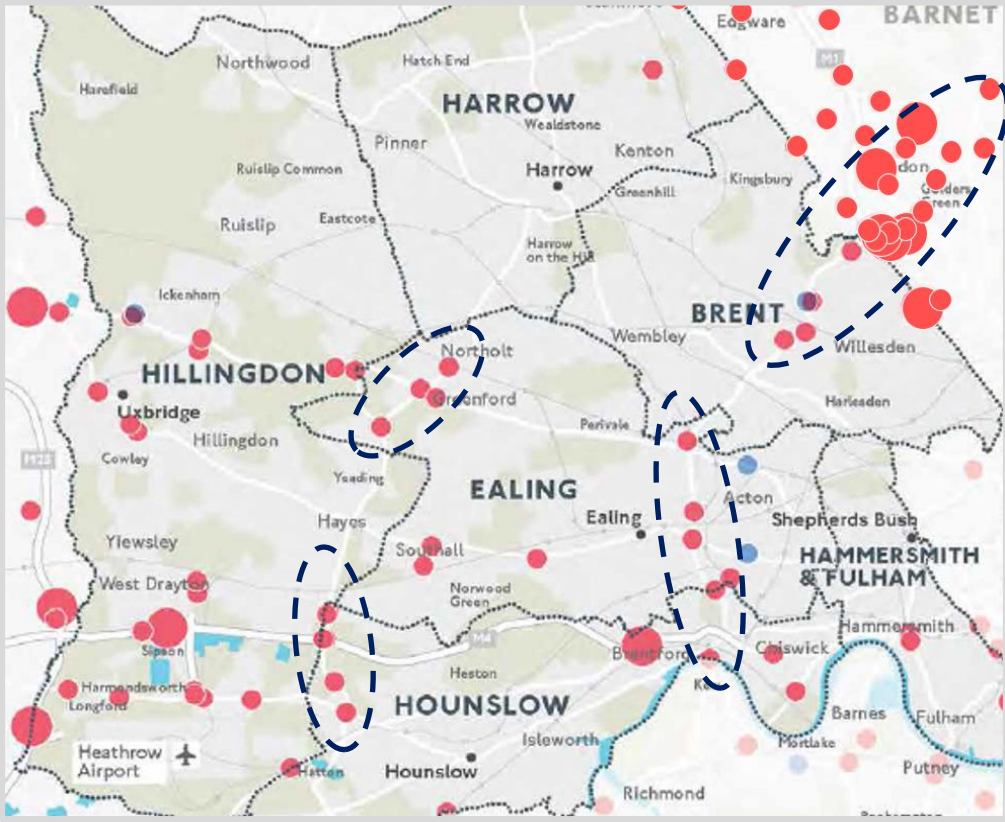
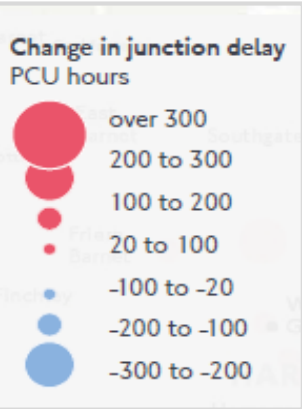




# Key Trends and Projections

- Some of these localities are also projected to experience further deterioration in journey time delays to 2031

**Change in junction delay 2011 – 2031 (AM peak)**

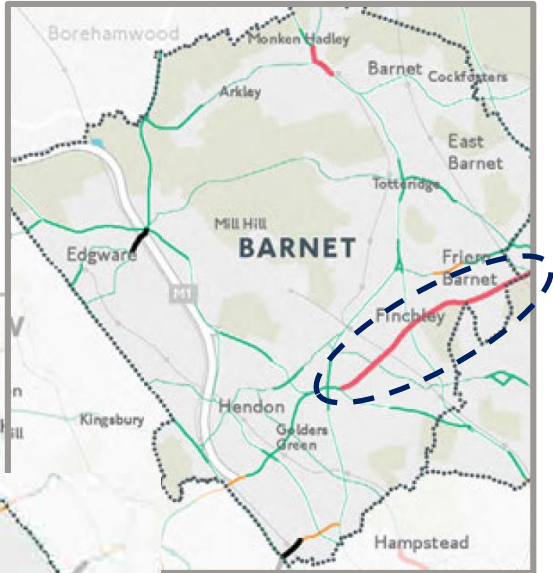
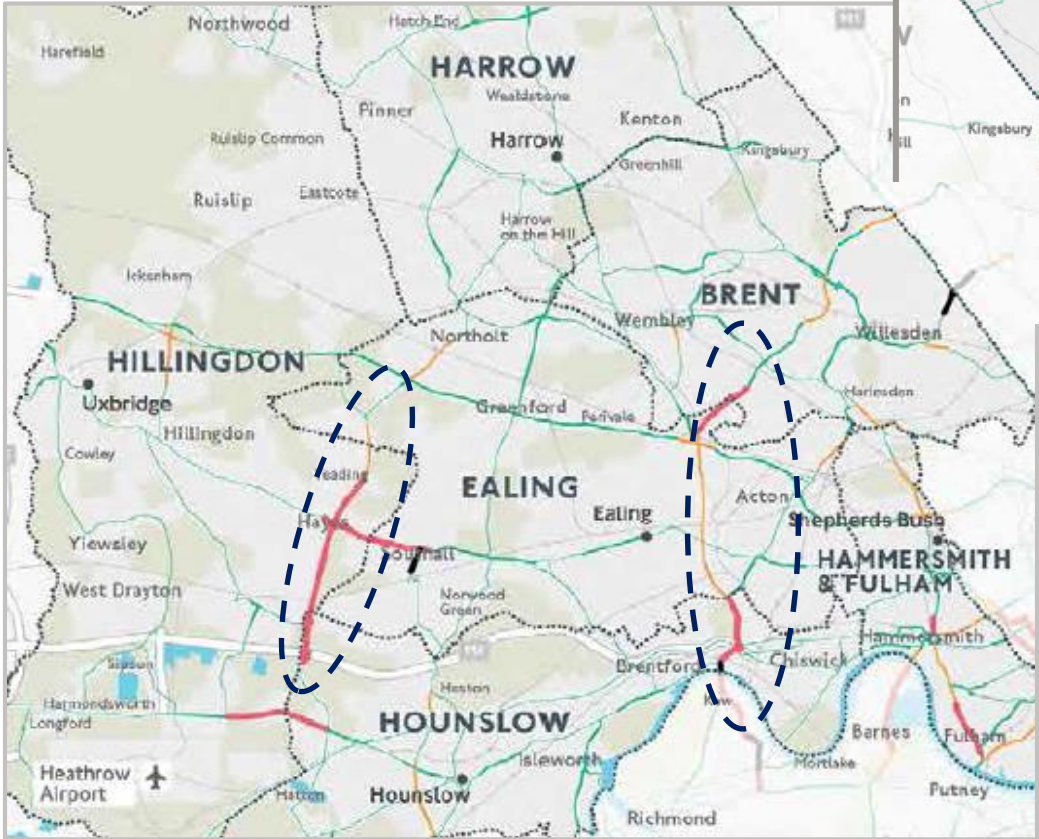
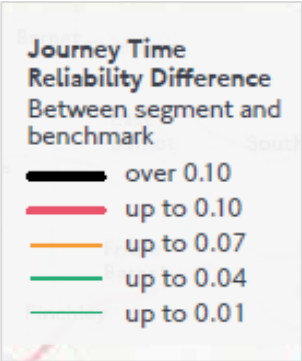


Average car speed expected to decrease by 3% by 2031

# Key Trends and Projections

- Furthermore, some of these localities also experience significant issues in terms of journey time reliability affecting orbital travel

## Highway journey time reliability 2013



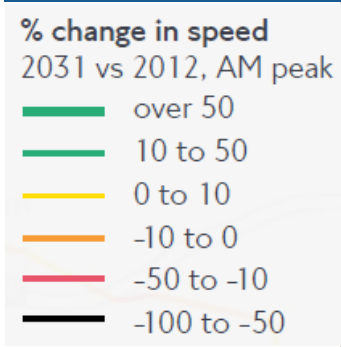


# Key Trends and Projections

- Buses currently provide important orbital public transport connectivity but are forecast to be subject to significant additional delays by 2031



**Change in bus delay 2012 – 2031 (AM peak)**



# Growth Area Connectivity

- Strategic Inter-connections between Growth Areas and Town Centres by Road

 Growth Areas  
 Town Centres

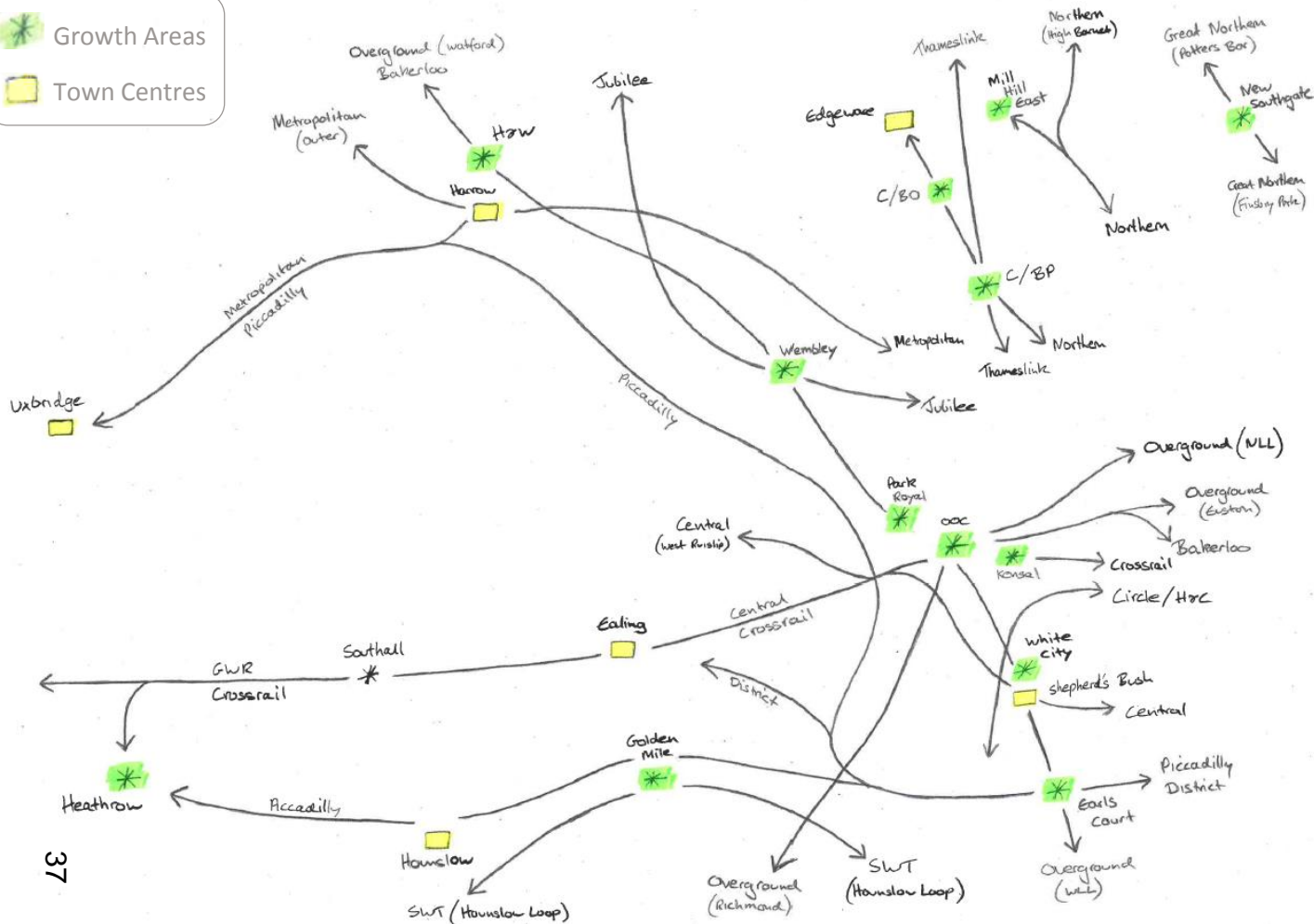
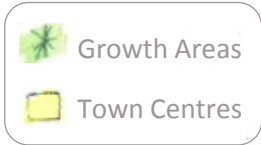


- Growth Areas**
- C/BO – Colindale / Burnt Oak
  - C/BC – Cricklewood / Brent Cross
  - H&W – Harrow & Wealdstone
  - OOC – Old Oak Common
  - Kensal – Kensal Canalside
  - New Southgate
  - Mill Hill East
  - Park Royal
  - White City
  - Earls Court
  - Wembley
  - Golden Mile
  - Southall
  - Heathrow



# Growth Area Connectivity

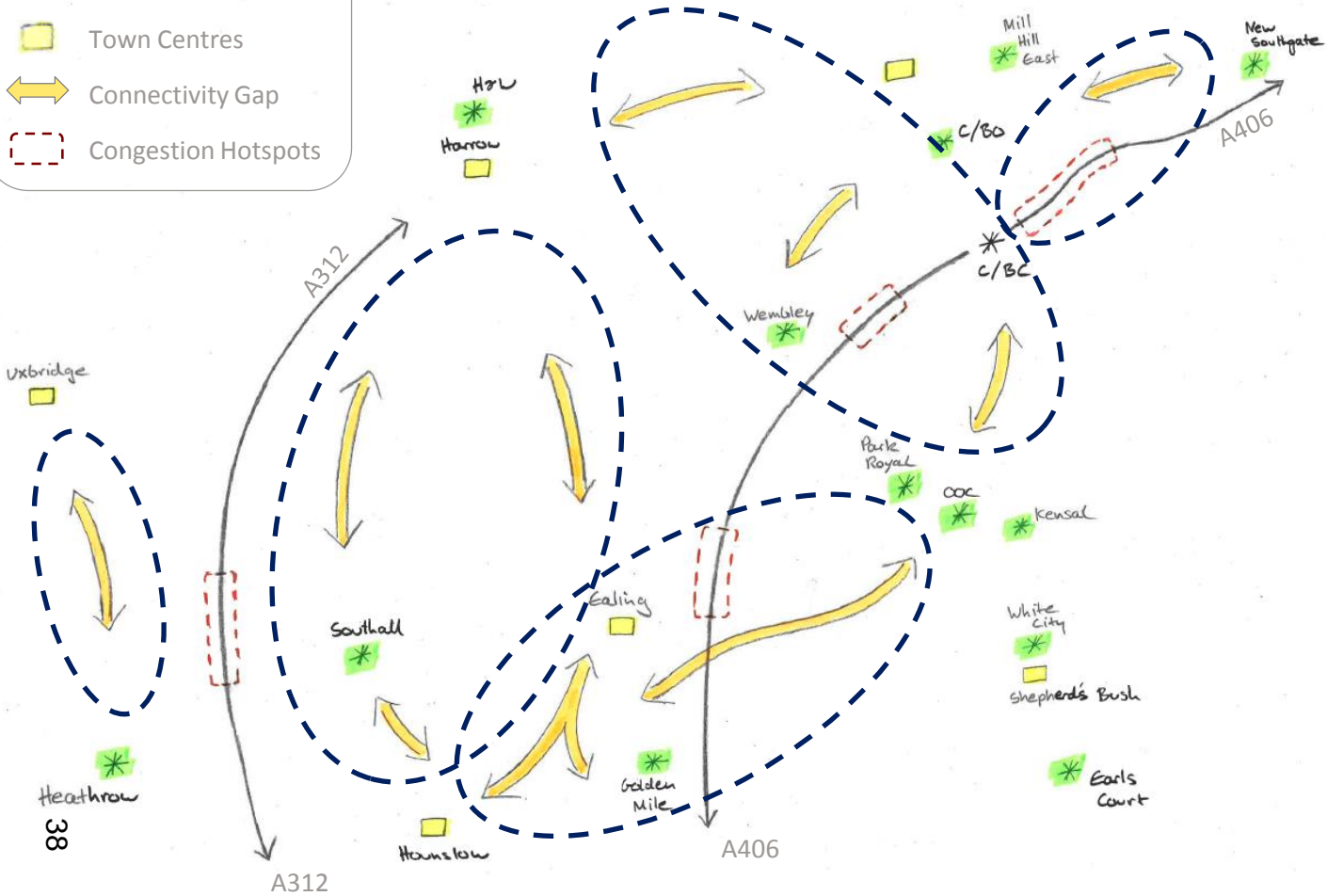
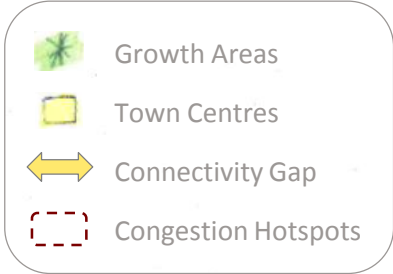
- Strategic Inter-connections between Growth Areas and Town Centres by Rail



- Growth Areas**
- C/BO – Colindale / Burnt Oak
  - C/BC – Cricklewood / Brent Cross
  - H&W – Harrow & Wealdstone
  - OOC – Old Oak Common
  - Kensal – Kensal Canalside
  - New Southgate
  - Mill Hill East
  - Park Royal
  - White City
  - Earls Court
  - Wembley
  - Golden Mile
  - Southall
  - Heathrow

# Growth Area Connectivity

- Connectivity Gaps and Congestion Hotspots between Growth Areas and Town Centres

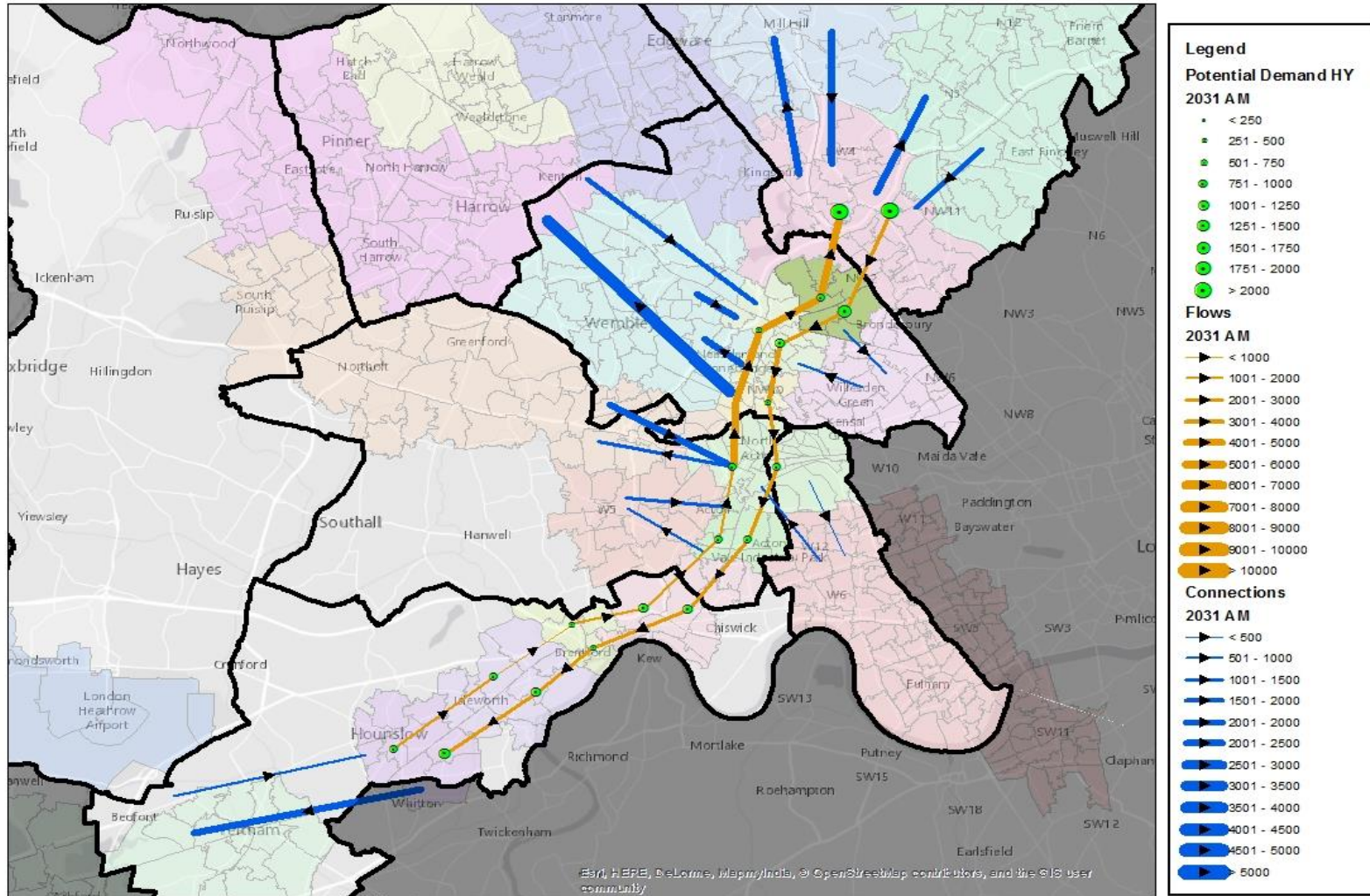


**Growth Areas**

- C/BO – Colindale / Burnt Oak
- C/BC – Cricklewood / Brent Cross
- H&W – Harrow & Wealdstone
- OOC – Old Oak Common
- Kensal – Kensal Canalside
- New Southgate
- Mill Hill East
- Park Royal
- White City
- Earls Court
- Wembley
- Golden Mile
- Southall
- Heathrow

# Demand for Orbital Transport

- Projected future demand for orbital travel (A406 corridor, 2031) by road

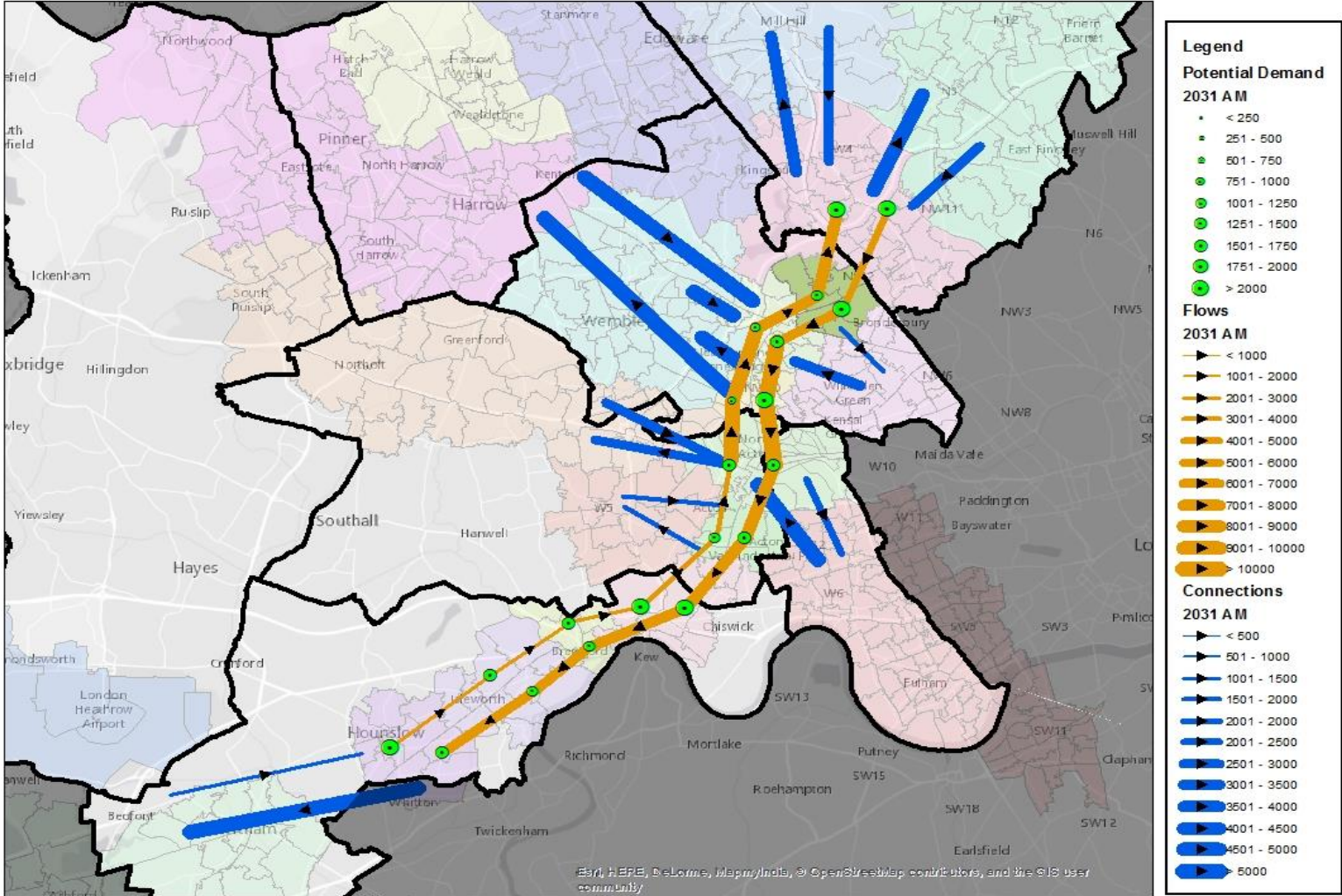


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# Demand for Orbital Transport

- Projected future demand for orbital travel (A406 corridor, 2031) by public transport



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# Committed TfL Investment

## TfL Business Plan: 2016/17 to 2021/22

### Rail and Underground

- Crossrail (trains and enabling work)
- Modernisation of the Circle, District, Hammersmith & City and Metropolitan lines
- Modernisation of the Central and Bakerloo (new trains and signalling)
- Jubilee line capacity enhancement

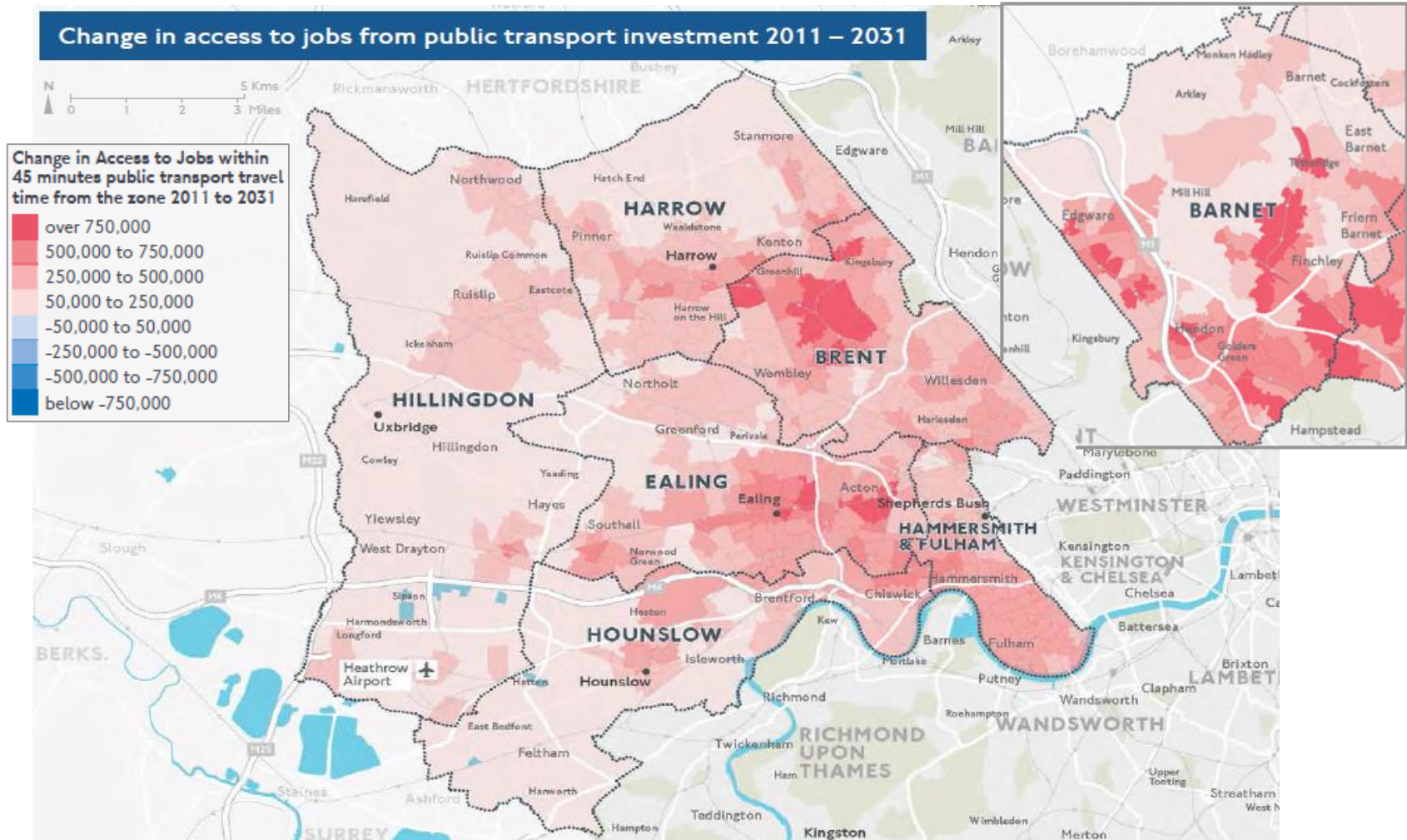
### Highways

- Healthy Streets - walking, cycling and public transport, more sustainable freight and servicing, plus initiatives to improve air quality
- Use new and improved strategic management, technology and communication to address problems on our roads
- Introduce bus priority measures in areas where emissions and service delays are greatest, and where bus use is highest
- Introduce an action plan to reduce freight's impact on safety and air quality

41 **Limited specific investment for West London Strategic Transport Network**

# Committed TfL Investment

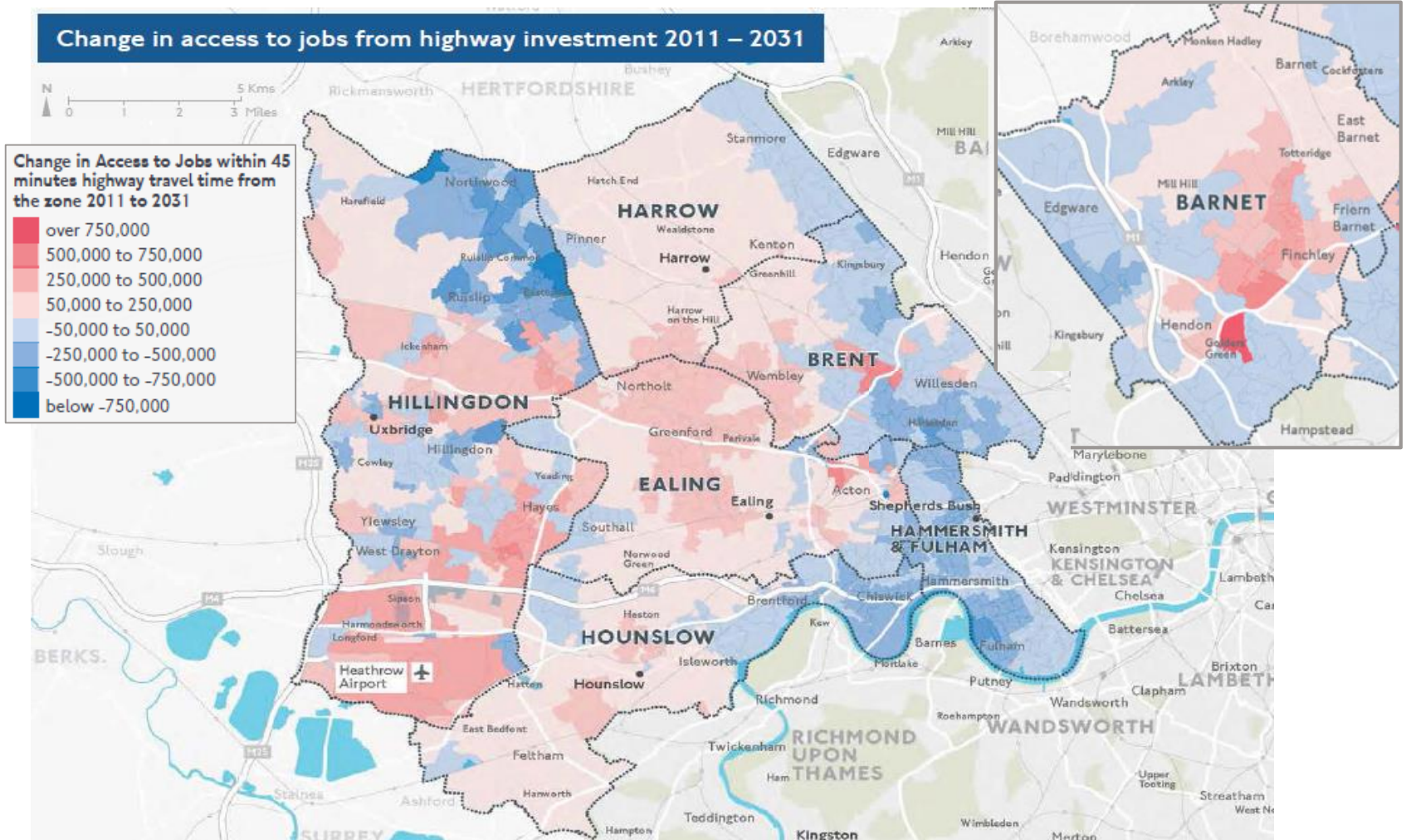
- Impact of TfL committed public transport investment: general improvements due to Crossrail and Tube upgrades; however, generally on radial accessibility only





# Committed TfL Investment

- Impact of TfL committed highway investment: increased congestion offsets limited highway investment for much of the sub-region



# Key Orbital Transport Constraints

Three categories of sub-regional orbital transport constraints have been identified

## 1. Highway Congestion

- The A406 and A312 have been identified as key orbital highway routes
- Both are subject to congestion during peak periods, not only in terms of absolute delays but also the unreliability of journey times (a key issue for business travel)
- Specific localities identified include:
  - A406 junctions with A1/A41/M1/A5
  - A406 around Brent Park
  - A406 Hangar Lane (A40)
  - A406 between A40 and A4020 (Uxbridge Road)
  - A312 between M4 and Hayes Road

## 2. Lack of Orbital Rail Connections

- Comparative analysis of public transport and road journey times demonstrates the impact that limited orbital rail provision has upon the ability to travel by public transport
- Whilst there are orbital bus services, these are projected to become subject to similar levels of congestion as other highway movements
- Specific corridors with an absence of orbital rail provision include:
  - A406 corridor, in particular from Barnet to Brent / Harrow / Hounslow
  - A312 corridor, connecting Harrow to Southall / Ealing / Hounslow




# Key Orbital Transport Constraints

## 3. Lack of Orbital Connectivity between Growth Areas

- Connections between the identified Growth Areas (e.g. OPDC and Heathrow), and with the major Town Centres, will be a key issue in facilitating economic growth across the sub-region
- Even allowing for the spatial distribution of the sites across the sub-region (with peripheral sites inevitably less inter-connected) there are a range of constraints between some Growth Areas
- Key issues include connections to and from:
  - the four Growth Areas within Barnet
  - Harrow & Wealdstone
  - Southall
- In addition, there are also limitations in the orbital connections to Heathrow from other Growth Areas and Town Centres across the sub-region

# Developing Schemes

Strategic Transport Network	Type of Enhancement	Details
Highway Network Enhancements	<ul style="list-style-type: none"> <li>Expand junction capacity</li> </ul>	<ul style="list-style-type: none"> <li>Signalisation</li> <li>Additional approach lanes/expanded junction</li> <li>Grade separation</li> </ul>
	<ul style="list-style-type: none"> <li>Expand link capacity</li> </ul>	<ul style="list-style-type: none"> <li>Lane capacity</li> </ul>
	<ul style="list-style-type: none"> <li>Provide new capacity</li> </ul>	<ul style="list-style-type: none"> <li>New highway links</li> </ul>
	<ul style="list-style-type: none"> <li>Intelligent transport systems</li> </ul>	<ul style="list-style-type: none"> <li>Managed highway corridors</li> </ul>
Bus Network Enhancements	<ul style="list-style-type: none"> <li>Increased service capacity</li> </ul>	<ul style="list-style-type: none"> <li>Higher frequency services</li> <li>Larger vehicles</li> </ul>
	<ul style="list-style-type: none"> <li>New service provision</li> </ul>	<ul style="list-style-type: none"> <li>New routes</li> </ul>
	<ul style="list-style-type: none"> <li>Bus priority measures</li> </ul>	<ul style="list-style-type: none"> <li>Priority at junctions (physical, technological)</li> <li>Bus lanes</li> </ul>
Rail Network Enhancements	<ul style="list-style-type: none"> <li>Increased service capacity</li> </ul>	<ul style="list-style-type: none"> <li>Higher frequency services / new service patterns / signal enhancements</li> <li>Longer trains / higher capacity trains</li> </ul>
	<ul style="list-style-type: none"> <li>New heavy rail links</li> </ul>	<ul style="list-style-type: none"> <li>Passenger services on freight routes</li> <li>Rail spurs / junctions</li> <li>Rail links</li> </ul>
	<ul style="list-style-type: none"> <li>Light transit schemes</li> </ul>	<ul style="list-style-type: none"> <li>Light rail / trams / bus-based transit</li> </ul>

	<p style="text-align: center;"><b>West London Economic Prosperity Board</b></p> <p style="text-align: center;"><b>21 March 2017</b></p>
<p style="text-align: center;"><b>Title</b></p>	<p style="text-align: center;"><b>Orbital Rail in West London</b></p>
<p style="text-align: center;"><b>Report of</b></p>	<p>Amar Dave (LB Brent)</p>
<p style="text-align: center;"><b>Status</b></p>	<p>Public</p>
<p style="text-align: center;"><b>Urgent</b></p>	<p>No</p>
<p style="text-align: center;"><b>Enclosures</b></p>	<p>Appendix 1: Specification for a feasibility study into Orbital Rail around West London</p>
<p style="text-align: center;"><b>Officer Contact Details</b></p>	<p>Luke Ward, Head of Growth, Employment and Skills, West London Alliance, wardlu@ealing.gov.uk</p>

<h2 style="margin: 0;">Summary</h2>
<p>Leaders have previously identified orbital transport infrastructure as an area of shared interest subject to more detailed analysis to identify which schemes would have the greatest economic benefit to West London boroughs, with a view to incorporating into Local Planning frameworks and the forthcoming Mayor’s Transport Strategy (MTS) and London Plan. Growth Directors have as a result commissioned consultants to undertake some technical modelling to identify the demand for improved orbital transport options (both road and rail) as well as the specific schemes would most effectively boost growth and reduce the economic cost of congestion in the future.</p> <p>One scheme that has emerged from this analysis is the Dudding Hill Rail Line, a freight line connecting Barnet to Hounslow via Wembley and the Old Oak Park Royal Development Corporation (OPDC) area. This scheme appears to be viable according to initial analysis undertaken by TfL and would also align closely with the emerging priorities in the London Plan and Mayor’s Transport Strategy, namely that it would:</p> <ul style="list-style-type: none"> <li>• connect areas of high jobs and housing growth;</li> <li>• improve orbital journey times;</li> <li>• reduce congestion on the road network; and</li> <li>• improve environmental quality.</li> </ul> <p>The next stage is to undertake a more detailed initial feasibility study in to the workings of the Dudding Hill Line and to agree that, subject to the findings of that study, the line is identified as a shared priority for West London boroughs. The feasibility study will need to be completed by June 2017 in order to inform the content of the MTS and London Plan.</p>

## Recommendations

The Board is requested to:

1. **Agree that the Dudding Hill rail line is identified as a shared priority for boroughs represented on the West London Economic Prosperity Board based on the information collated to date by officers and TfL, and the advice of West London Growth Directors. This would be open to review at a future date as further data becomes available.**
2. **Agree for officers to commission the next stage feasibility study, to be completed by June 2017, in order to inform the content of the forthcoming Mayor's Transport Strategy and London Plan, as well as borough local plans.**
3. **Agree to/engage with the Deputy Mayor for Transport and the Deputy Mayor for Planning and Regeneration, in order to incorporate Dudding Hill into the MTS and London Plan.**
4. **Instruct officers to develop a longer-term road map and project plan that will set out how the Line will be taken to completion by the mid-2020s.**

### 1. WHY THIS REPORT IS NEEDED

- 1.1 Leaders have previously identified orbital transport infrastructure as an area of shared interest subject to more detailed analysis to identify which schemes would have the greatest economic benefit to West London boroughs.
- 1.2 One scheme that has emerged from this analysis is the Dudding Hill Rail Line, a freight line connecting Barnet to Hounslow via Wembley and the OPDC area. Modelling by TfL shows a strong level of passenger demand for this line.
- 1.3 The next stage of this work is to undertake a more detailed feasibility study in to the workings of the Dudding Hill Line and to agree that, subject to the findings of that study, it is identified as a shared priority for West London boroughs. The feasibility study will need to be completed by June 2017 in order to inform the content of the Mayor's Transport Strategy and London Plan.

### 2. STRATEGIC NARRATIVE FOR IMPROVED ORBITAL TRANSPORT

- 2.1 The West London Vision for Growth contains a focus on transport infrastructure, with an emphasis on orbital connectivity. The historical focus on radial connections (e.g. transport into and out of central London) is becoming increasingly difficult to justify as Londoners increasingly will live and work in outer-London in the future, and as congestion becomes a more significant constraint on economic growth.
- 2.2 The West London Vision for Growth paints a cross-cutting narrative for economic growth that includes jobs, skills and employment, housing, inward investment and the tax system, as well as infrastructure - both transport and digital. The idea is that everything local government does at the sub-regional level supports economic growth, removes barriers to growth, and supports

individual businesses and residents from all backgrounds to succeed and thrive.

2.3 Each of these themes makes an important contribution to our overall story for growth. Each theme supports, and is supported by, the others.

2.4 Orbital transport schemes such as the Dudding Hill Line should therefore be understood as critical pieces of sub-regional and London-wide infrastructure that:

- **Connect regeneration areas and “growth zones”** across outer-London including Brent Cross, Wembley, the OPDC area and the Golden Mile in Hounslow. It also makes growth areas in Central London and Heathrow Airport more accessible to the growing number of West Londoners who do not have access to a car and rely on high quality, well connected public transport.
- **Improve journey times around West London**, for instance allowing travellers to get from Barnet to the OPDC area in only 15 minutes and to Brentford in Hounslow in only 25 minutes. It would also be expected to have a positive impact on journey times by car as it would reduce congestion on the roads.
- **Improve air and environmental quality** by reducing the number of cars on the road. This would likely be the case even if Diesel rolling stock were used but would need to be confirmed through more detailed feasibility work.
- **Reduce pressure on public transport and road infrastructure in central and inner London** by supporting more distributed growth in London, including outer London.

### 3. BACKGROUND

3.1 This report relates specifically to the rail component of orbital connectivity in West London, in particular the “Dudding Hill” freight rail line that has been identified by Regeneris. This Line has been identified as being of particular interest because:

- It connects all the main growth areas in West London – Brent Cross, Wembley, the OPDC area, and into the Hounslow schemes. It also provides much greater rail accessibility to Heathrow and central London via the forthcoming Old Oak Common HS2/ Crossrail and Great West Mainline interchange station that will be built at Old Oak.
- It is twin track along its whole length
- Modelling by TfL shows significant passenger demand, enough to make the scheme viable.
- It has historically been a passenger Line, although is now used largely for freight (12 trains per day plus very occasional charter trains)

3.2 Stations are being considered at:

- Brent Cross OR Cricklewood
- Neasden (possibly with a spur to Wembley)
- Harlsden

- Old Oak area (connecting to HS2)
- Acton Central
- Down to Hounslow (connecting to the separate Brentford-Southall line).

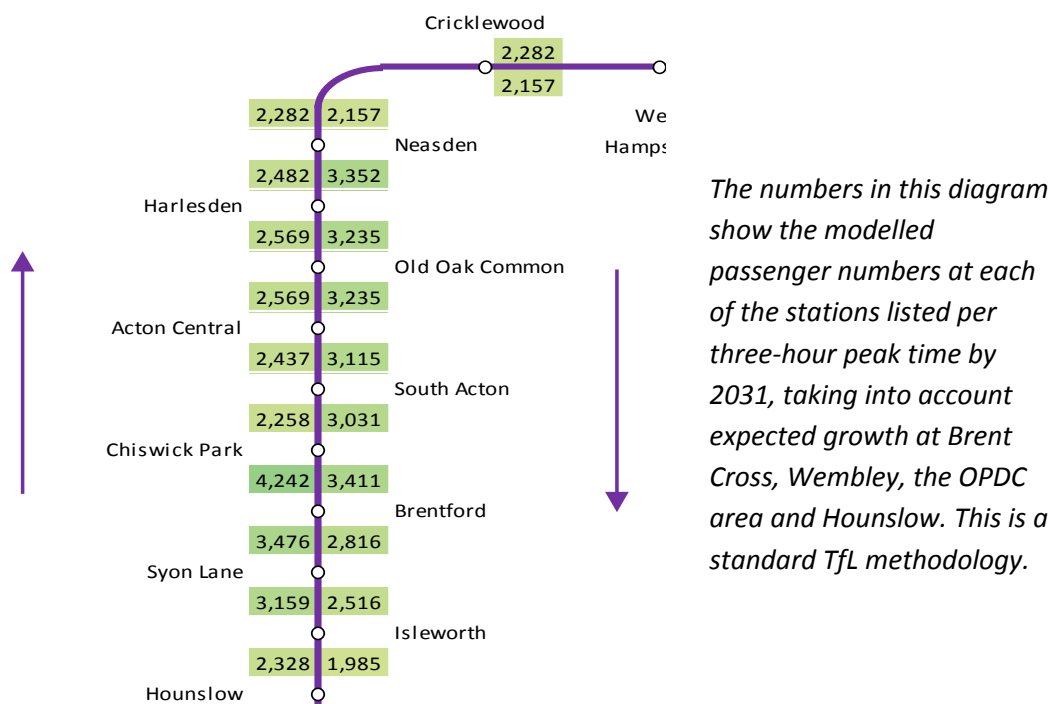
3.3 Previous modelling by TfL of passenger demand along the Dudding Hill Line shows c.2,000-3,000+ passengers each way by 2031 during peak hours, which would enable a 4 TPH service each way (one train every 15 minutes)

3.4 A Dudding Hill passenger service would also have a high degree of strategic fit with the emerging priorities that are expected to be contained within the forthcoming MTS e.g. connecting growth areas and town centres, removing cars from the road, and reducing travel times.

**Fig 1. Dudding Hill Line route (Source: TfL)**



**Fig2. Passenger demand modelling on the Dudding Hill Line 2031 (Source: TfL)**



3.5 The Dudding Hill line was referenced in the previous Mayor’s Infrastructure Plan 2050 as a “longer term aspiration” (by 2041). Given this, the work undertaken to date, and the current timing relating to the draft MTS, **a key objective for this work is to bring this timetable forward by 15-20 years and to integrate it into the wider story of regeneration and growth in West London** that includes the OPDC area, Brent Cross, The Golden Mile and Wembley, as well as Heathrow.

#### 4. CURRENT POSITIONS OF BOROUGHES

4.1 Transport officers from the four affected boroughs, OPDC and TfL met on 1 February and 28 February 2017 to understand the scheme and to develop a sensible, evidence-based set of recommendations for Leaders and Directors. **It was agreed by the group, based on the best information and data currently available, that further work to assess the feasibility of the scheme in more detail was appropriate. The group also endorsed the recommendations set out in this report.**

4.2 It is important to note that, alongside the overall story for West London associated with the Dudding Hill Line, individual boroughs and OPDC also have local requirements and objectives which can all be addressed through the next stage of analysis. These are set out below (in alphabetical order).

- **BARNET:** would like to take a view about whether the line should have a station at either the new Brent Cross Thameslink Station (and on to Hendon and national rail services) or at Cricklewood (and then into the London Overground via West Hampstead).

- **BRENT:** would like the option of a spur between Neasden Junction and Wembley Stadium to be considered, as this is a priority for the borough. Also need to understand where any depot would be located for the Dudding Hill rolling stock.
- **EALING:** Supportive in principle but no official position yet. The Borough has asked for the viability of a station at Harlsden to be incorporated into the scheme concept as well as an investigation to the impact of the level crossings at Acton Central and South Acton.
- **HAMMERSMITH AND FULHAM:** Supportive in principle but wants to understand how work on orbital connectivity can benefit residents and businesses in Hammersmith and Fulham.
- **HARROW:** Supportive in principle but also keen to understand how work on orbital connectivity can benefit Harrow businesses and residents.
- **HOUNSLOW:** Noted the need to ensure that any focus on Dudding Hill north of OPDC did not damage the viability of established work on rail priorities on the Hounslow side. Also wants to ensure that any work on the wider Dudding Hill line makes use of existing detailed studies commissioned in Hounslow previously.
- **OPDC:** OPDC is interested in the ability of this scheme to enhance rail accessibility to Old Oak and Park Royal. OPDC would like to better understand the detail of the proposal and how it can be achieved within the constraints of the changes already planned for the Old Oak and Park Royal area, including the delivery of homes and jobs, and the impact it would have on other potential future rail enhancements to Old Oak and Park Royal.
- **TfL:** Have been supportive of this work to date and offered in-kind support in the form of advice, guidance, and technical input as reasonably required by the WLA.
- LBs Harrow, H&F and Hillingdon are not directly affected by the Dudding Hill Line's route but have been invited to engage should they wish to do so.

4.3 Boroughs have also highlighted a number of **shared issues and questions** that can be addressed through the next phase of feasibility work, should leaders chose to proceed:

- The impact of a passenger service on Dudding Hill on **freight** movement on the line and displacement to the road network.
- The net **environmental impact** of running a 4 TPH Diesel service on the line, offset by the reduction in car usage.
- Timing and phasing of the service in relation to the wider network, particularly at **Acton Wells**.

## 5. OBJECTIVE OF THIS WORK

5.1 The objective of work on the Dudding Hill line in the short-medium term is to:

- Bring it forward from being an “aspirational long-term scheme” as set out in the GLA’s 2050 Infrastructure Plan to one that is delivered on the ground in the 2020s as part of a wider narrative relating to connecting strategic growth areas, Heathrow, and the wider country.



- Agree at the West London Level that Dudding Hill is (or isn't) a scheme of shared priority based on the information currently available and subject to future review.
- Deliver the more detailed feasibility study that is described in Appendix One of this report, in collaboration with TfL, by June 2017 before the end of the expected MTS consultation
- Secure agreement from the GLA and TfL via Deputy Mayors to incorporate Dudding Hill into the London Plan and MTS.

## **6. IMMEDIATE NEXT STEPS**

- 6.1 Should the WLEPB approve the recommendations set out within this paper then officers will proceed to commission the feasibility study set out in Appendix One, as well as engage with officers in the LGA and TfL, as well as DfT and DCLG to lobby to have the scheme included within the forthcoming Mayor's Transport Strategy and London Plan.
- 6.2 Officers within West London boroughs will also begin the process of embedding the scheme into local planning frameworks, including Local Plans.

## **7. REASONS FOR RECOMMENDATIONS**

- 7.1 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

## **8. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 8.1 It is understood that orbital rail schemes will always operate alongside road (bus and car) and other rail (Tube, national rail etc) transport options as part of a holistic and multi-faceted approach to supporting west Londoners to get around the sub-region. Leaders previously requested that a package of road schemes be developed to improve orbital connectivity. These road schemes are being developed alongside the Dudding Hill rail option and will be brought back to the WLEPB at a future date

## **9. POST DECISION IMPLEMENTATION**

- 9.1 Should this item be agreed by the WLEPB then Growth Directors, with support from West London transport planners, will commission the delivery of a more detailed feasibility study on the Dudding Hill Rail Line. The line will also be incorporated into the local planning frameworks of the boroughs affected by the line.
- 9.2 In addition, TfL and the GLA will be engaged with to secure the inclusion of the Dudding Hill rail line in to the forthcoming Mayor's Transport Strategy and the London Plan.
- 9.3 Furthermore, officers will develop a longer-term "road map" that will set out how the Dudding Hill line will be brought to reality by the 2020s. This road map will be incorporated into the medium and longer-term planning activity of individual West London Boroughs and of the WLA.

## **10 IMPLICATIONS OF DECISION**

### **10.1 Corporate Priorities and Performance**

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

### **10.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 10.2.1 This review has the potential for economic benefit to the whole WLA area. Recommendations b and d have a cost, the funding of which is below delegated limits and will be agreed by Growth Directors subject to members agreeing these recommendations.

### **10.3 Social Value**

- 10.3.1 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.

### **10.4 Legal and Constitutional References**

- 10.4.1 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.

10.4.2 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.

10.4.3 The purpose of the Joint Committee will be collaboration and mutual co-operation 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.

## **10.5 Risk Management**

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

## **10.6 Equalities and Diversity**

10.6.1 This work currently has no equality or diversity implications. If brought to fruition however the Dudding Hill 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 would be undertaken should this work progress to the stage of development that would require this.

## **10.7 Consultation and Engagement**

10.7.1 This work does not currently affect the public. All West London boroughs, plus the GLA, TfL and the Old Oak Command and Park Royal Development Corporation, as well as the business community have all been heavily involved in the development of the proposals to date. The public and businesses will be consulted as appropriate as this work progresses.

## **10.8 Insight**

10.8.1 The proposals set out in this report build upon the findings of the "West London Infrastructure Constraints" project that was commissioned by Growth

Directors in November 2016. It also builds on extensive work undertaken by individual boroughs into orbital and rail connectivity solutions.

### Passenger service for the Dudding Hill line: brief for feasibility study

#### Introduction

The West London Alliance is currently investigating ways of accommodating the additional demand resulting from the growth of population and employment in the area and across London as a whole.

One such option is to restore services utilising the Dudding Hill Line. This is an existing railway line in north-west London running from Acton to Cricklewood. The line itself has had no scheduled passenger service for over a century, no stations, no electrification, and a 30 miles per hour (48 km/h) speed limit with semaphore signalling, and is lightly used by freight and very occasional passenger charter trains. It is roughly 4 miles (6.4 km) long. On the face of it, this looks to meet a strategic need.

#### Purpose of the brief

The West London Alliance wishes to procure consultants in order to carry out a feasibility study into the case for running a new passenger service between Barnet, Brent, Ealing and Hounslow serving locations such as Cricklewood, Neasden, Harlesden, Acton Central, Old Oak Common, Brentford and Hounslow.

The aim of the proposed feasibility study is to investigate the practicalities and timings of this, as well as identifying the strength of the strategic, economic, commercial and financial case for such a new service.

Consultants should take as given the following which will be made available:

1. West London Transport Infrastructure Constraints: Evidence (February 2017, Regeneris Consulting Ltd.). The analysis in Section 5 of this report indicates material demand for movements along the equivalent A406 corridor. A significant proportion of these trips are currently undertaken by bus. It provides evidence of highway delays (e.g. Figure 3.12) as well as predicted future overcrowding (shown in Figure 3.21). The report helps demonstrate the strategic narrative for better orbital public transport connections, particularly between growth areas. The annex to this brief also shows mapped data on the proposed service mapped against changes in population, the index of multiple deprivation and London Plan opportunity areas to illustrate the available analysis with which a strategic case can potentially be shown
2. The initial feasibility study for LB Hounslow into a passenger link between Hounslow and Willesden which is available here:  
<https://hounslow.box.com/s/f42tpb1dvegwvvsy6qqdtyrnxtfssiei>
3. Subsequent analysis of the feasibility of timetabling more trains across Acton Wells Junction on the North London line and along the Hounslow Loop by both Network

## Rail and WSP | PB

4. Lionel Road proposed railway station: Transport Business Case – Technical Report for London Borough of Hounslow
5. Latest plans for development of Old Oak Common and Park Royal including potential transport interventions.
6. Various other ad hoc pieces of work undertaken for *Infrastructure Plan 2050* ([https://www.london.gov.uk/sites/default/files/Transport%20Supporting%20Paper 3.pdf](https://www.london.gov.uk/sites/default/files/Transport%20Supporting%20Paper%203.pdf)), etc.

Background information and specific requirements are provided in the following sections.

## Strategic optioneering

The task is to test at a high-level whether the Dudding Hill line is the indeed the best possible way to support growth in this part of London. The consultants are asked to construct and consider a long-list of potential options to meet the transport challenges from west London's growth. Each option should be prioritised semi-qualitatively using criteria such as capital cost, operating cost, wider economic impacts, level of demand, transport benefits, likely value for money, fit with strategy, revenue impact, likelihood of third party funding, practical feasibility and programme impacts, although this list is open to discussion. This long-list of alternative options could include:

- make better use of existing heavy rail infrastructure, such as the Dudding Hill line
- examining other possible heavy rail alignments
- possible light rail, tram-train or tram options
- new Underground railway
- bus rapid transit
- road schemes
- any others that the consultant believes are reasonable or which a literature search uncovers

## Appraisal of the preferred high-level scheme

The West London Alliance believes that a passenger service using the Dudding Hill and Kew curve line between West Hampstead, Cricklewood, Old Oak Common, Brentford and Hounslow would score well in the optioneering analysis above. If this proves to be the case, there are a number of sub-options for such a proposed service which we wish to test. The scope could consist of:

- A 3 or 4-car diesel operated service at a frequency of 4 even interval trains per hour all day, every day with the following calling points:
  - Hounslow (existing station and platforms)
  - Isleworth (existing station and platforms)
  - Syon Lane (existing station and platforms)
  - Brentford (existing station and platforms)
  - Lionel Road (potential new station and platforms to meet all usual standards)
  - South Acton (existing station and platforms)
  - Acton Central (existing station and platforms)
  - Old Oak Common Victoria Road (potential new station and platforms to meet all usual standards with out of station (on-street) interchange with other proposed Old Oak Common stations as proposed in TfL consultations <https://consultations.tfl.gov.uk/london-overground/old-oak-common/> )
  - Harlesden (potential new station and platforms with out of station (on-street) interchange with Bakerloo line and London Overground station)
  - Neasden (potential new station and platforms with out of station interchange

with Jubilee line station)

- Cricklewood (new platforms on Hendon lines adjacent to existing station)
- West Hampstead (new platform(s) on Hendon lines adjacent to existing station)

Transport for London (TfL) estimate the following approximate journey times for the service which imply a fleet size of seven to eight, including a spare unit for maintenance. The consultant is asked to review this analysis.

Station		cumulative distance (miles)	cumulative time (mins)
West Hampstead	D	11.68	0
Cricklewood	A		2
Cricklewood	D	10.48	2.5
Neasden	A		4.5
Neasden	D	8.86	5
Harlesden	A		7.5
Harlesden	D	7.5	8
Old Oak Common Victoria Road	A		15
Old Oak Common Victoria Road	D	6.71	15.5
Acton Central	A		18.5
Acton Central	D	5.5	19
South Acton	A		22
South Acton	D	4.81	22.5
Brentford	A		25.5
Brentford	D	2.85	26
Syon Lane	A		29
Syon Lane	D	2.08	29.5
Isleworth	A		36.5
Isleworth	D	1.38	37
Hounslow	A	0	39
Reversal		n/a	At least 4 minutes





This 11.68 mile route is shown in the map above.

Infrastructure requirements for such a passenger service could include:

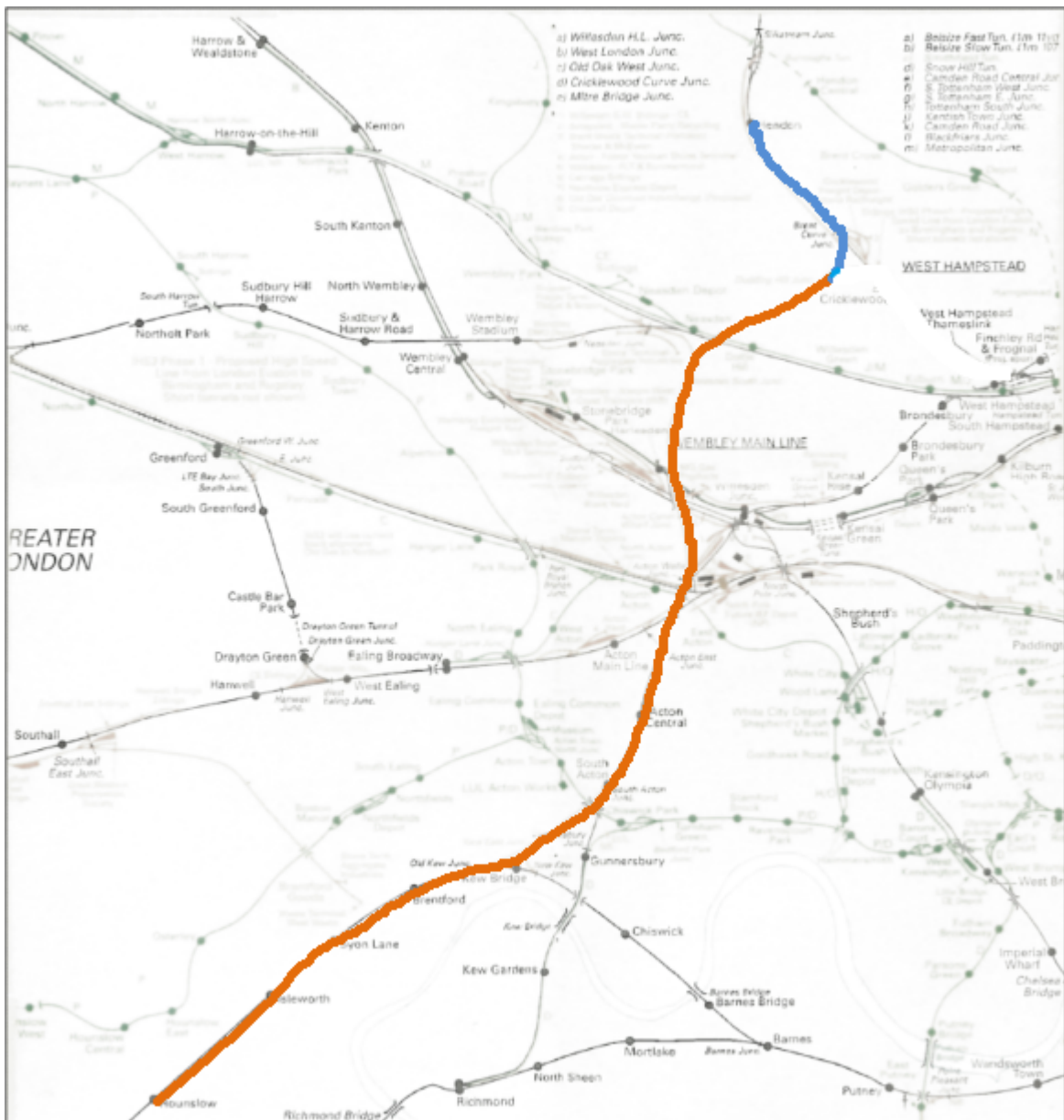
- Re-signalling of the Dudding Hill line
- Turn-back at Hounslow with associated connections and signalling
- Turn-back at West Hampstead with associated connections and signalling if necessary
- Additional platforms and associated station facilities
- Depot and stabling for a diesel fleet
- Potential doubling of Old Kew Junction (currently single track connection with the South Western line to Waterloo)
- Possible re-alignment (and possible four-tracking) of Acton Wells Junction
- Possible mitigations at level crossings given the impact on down-time and road traffic
- Mitigations if required for current freight services. The Dudding Hill Line is at

present used for freight services, with roughly 90 paths scheduled per weekday and approximately 30 of these used in both directions (not each).

### Other options

The consultants are asked to appraisal qualitatively and provide a narrative of the advantages and disadvantages of some other potential options raised already by stakeholders which are:

- 1) An 11.7 mile route to Hendon or Mill Hill rather than West Hampstead as shown in the map below with a possible intermediate call at the new Brent Cross Cricklewood station if feasible and appropriate



- 2) An electric train option for the West Hampstead to Hounslow route
- 3) The possibilities for a higher frequency service of 6-10 trains per hour train service

for the West Hampstead to Hounslow route, be it delivered from the outset or incrementally over time including programme, costs and benefits involved in scaling up the proposed service to this level over time

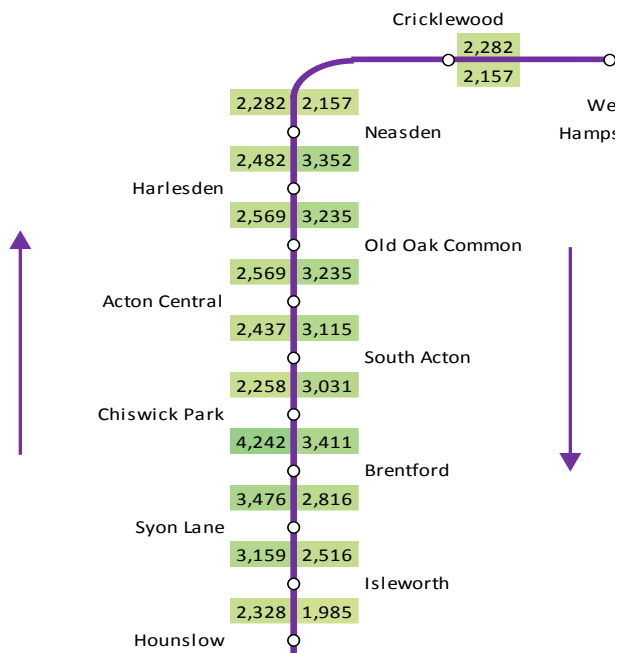
- 4) An option for the West Hampstead to Hounslow route with an additional spur to the Wembley Park or Wembley Stadium area

### **Analysis required**

The analysis required is an outline feasibility study (GRIP 1 equivalent) on the provision of service options as set out above

- 1) Reviewing existing regeneration proposals and material from the boroughs and TfL/GLA which may lead to an indication of the likely levels of growth and additional rail demand in the study area and an assessment of the additional housing capability from such a new service based on the change in PTALs or other acceptable method of calculation
- 2) Liaise with the concerned boroughs, West London Alliance, TfL/GLA to get a fuller understanding of the aspirations and options and constraints
- 3) Using Railplan establish a likely demand forecast for each option set out in the brief

(NB. For information, previous work in 2014 to inform the GLA Infrastructure Plan 2050 by Halcrow on behalf of TfL showed a peak three hour number of journeys of roundly 3,000 passengers in anti-clockwise / southbound and 2500 clockwise / northbound in 2031 using standard London Plan forecasts. This is shown in the graphic below. There are also demand estimates in the work by WSP for LB Hounslow for the southern half of the route, which are also roundly that number for passengers travelling over the Kew curve against which an explicit comparison should be made. However, the underlying assumptions will be different at least in detail from a current reference case.)



- 4) Establish the potential for interworking with freight services on existing routes and establish additional rail infrastructure that may be required to establish suitable services for each of the identified options. This should include:
  - a. consideration of the need for upgraded or grade-separated junctions, passing loops
  - b. impact of the additional stations and/or additional platforms, etc.
  - c. location of possible depots and stabling. For the diesel option, account should be taken of the fact that Willesden depot is losing its diesel capability shortly, so maintenance and refuelling will necessarily be undertaken elsewhere. Chiltern Railways has such a facility at Wembley, but this is unlikely to have much or any spare space, and paths to/from it may be tricky. Dedicated sidings may therefore be required, at least for a fuelling point with facilities for cleaning and valeting.
  - d. Review compatibility of other possible foreseen service developments and impact of other schemes within the geographic area upon this scheme (e.g. Southern access to Heathrow)
  
- 5) Establish the rail timetable feasibility with particular reference to
  - a. Compatibility with south western services between Old Kew Junction and Hounslow, and mitigations to ensure this if any for which there is analysis in hand by Network Rail and WSP for LB Hounslow
  - b. Interworking with other passenger and freight services through Acton Wells for which there is timetable analysis in hand by Network Rail and WSP for LB Hounslow. In the event that this shows conflicts that are not readily solved,

the tasks becomes one of identifying possible operational or infrastructure mitigations to achieve a four trains per hour frequency

- c. Interworking with freight services along the Dudding Hill line and Hendon lines given the need to interwork with the NLL and Hounslow loop services
  - d. Impact on level crossing down times
- 6) Review of capital and operating costs provided by TfL, and their use to complete the economic part of the standard five case business case model.
- a. Outline and present the strategic case
  - b. Outline and present the financial case
  - c. Outline and present the economic case, including passenger and environmental benefits
  - d. Outline and present the management case including a potential outline programme and the main engineering, fleet, public relations and other challenges to solve
  - e. Outline and present the commercial case including options for procuring a train service

## **Outputs**

We anticipate the five case business case documentation that results would be about 15-20 pages in length and suitable for use with stakeholders and funders. The final output of the work should include provision for a presentation(s) to Borough leaders etc, a final report and outline business case and [50] copies of a colour brochure which can be used for publicity purposes.

## **Work stages & deliverables**

The project should be delivered in the following stages.

### **1. Project inception and familiarisation**

This stage will include:

- Gaining familiarity with the proposed services and the potential routes and constraints.
- An inception meeting with the interested boroughs, the West London Alliance and TfL , where the context can be explained in more detail as needed to ensure a full understanding of the project.
- site visits if necessary

- Identification of the information necessary for execution of the study.

## 2 **Planning, cost estimates and business case assessment**

The consultant will need to:

- Attend a workshop to discuss the means by which the work will be taken forward for further analysis.
- Impact assessment on other key stakeholders, along with potential mitigation measures to be investigated.
- Consider the feasibility of the proposed service and any mitigations required, and make any adjustments necessary in consultation with the client
- Produce basic plans for each new platform and any additional stations
- List options for stabling and fleet maintenance
- Review TfL's itemised capital and operating costs for each option (to  $\pm 25\%$ )
- Provide indicative construction schedules for each option, highlighting aspects on the critical path, risk and opportunities
- Set out in writing the key assumptions
- Hold progress meetings with the client and provide weekly email updates

## 3 **Final report, presentation and colour brochures**

In this final stage, the consultant will:

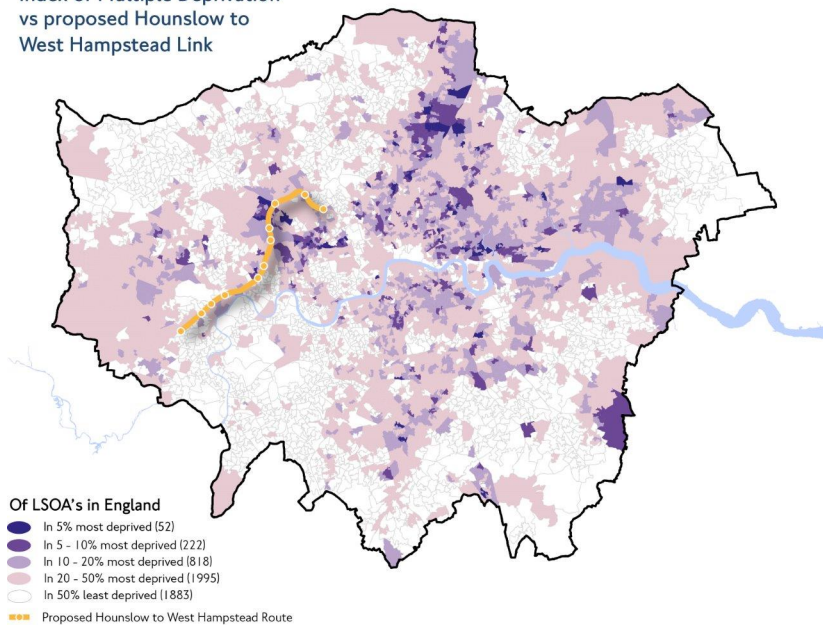
- Attend a meeting with the client to present preliminary recommendations and collect any feedback
- Make minor adjustments necessary to accommodate this feedback
- Produce a final report which contains full detail.
- Prepare a presentation and allow for several presentation meetings for interested boroughs, West London Alliance and TfL/GLA
- Prepare [50] copies of a colour brochure for use in publicity and presentational / promotional activities

**Deadline for the Final outputs is late May 2017**

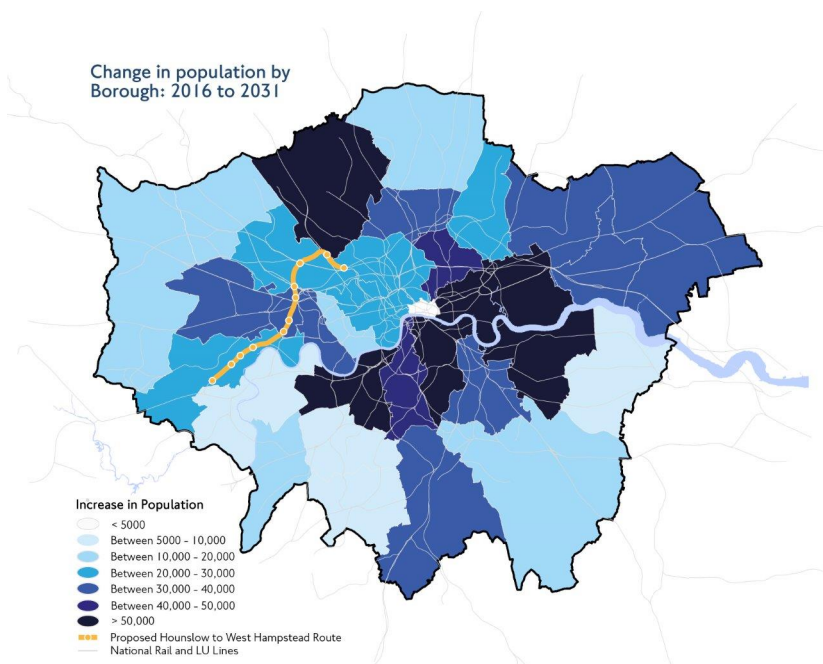
**Annex: Background data**

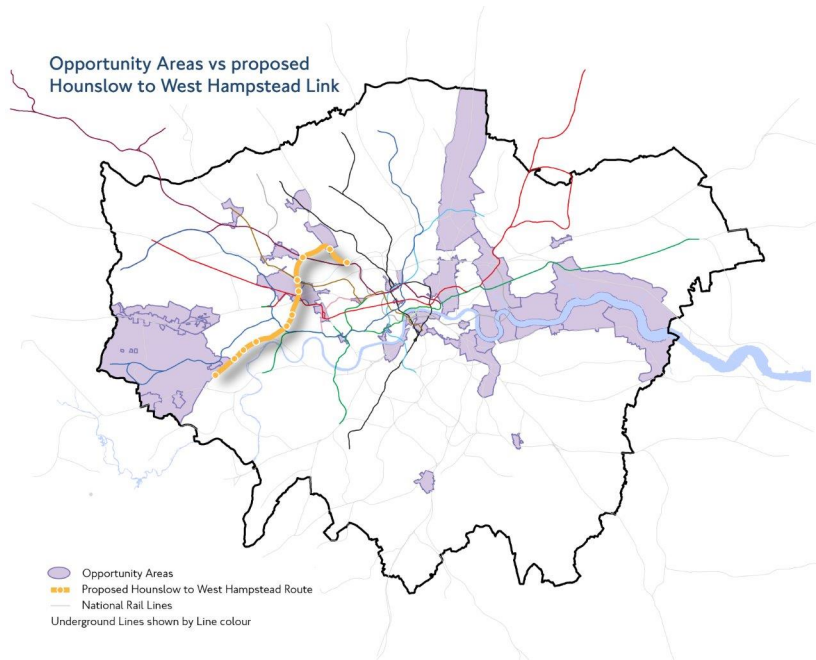


Index of Multiple Deprivation  
vs proposed Hounslow to  
West Hampstead Link



Change in population by  
Borough: 2016 to 2031



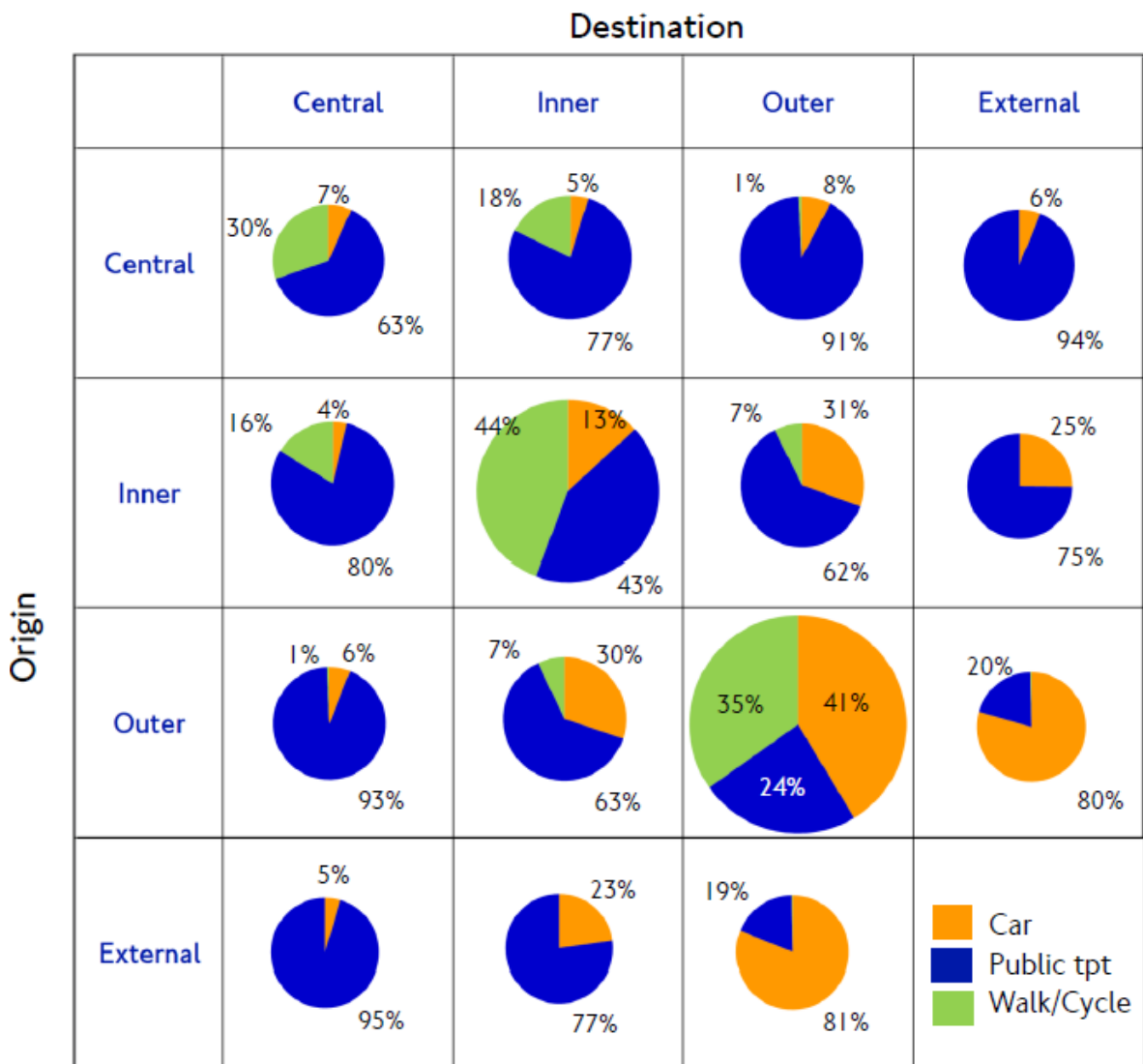


Analysis shows that the majority of journeys in London - 70% - will be made within or between inner and outer London.

	C	I	O	X
C	3%	4%	2%	2%
I	5%	21%	5%	1%
O	3%	5%	39%	3%
X	2%	1%	3%	



Around 30% of journeys between inner and outer London and 41% of journeys within outer London will be made by car.



Emerging policy is therefore identifying the need to reduce car use in inner and outer London by changing the relative appeal of the car compared to other modes in terms of price, time or convenience.

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# West London Economic Prosperity Board

21 March 2017

AGENDA ITEM 7

<b>Title</b>	<b>Business Rates Retention</b>
<b>Report of</b>	John Hooton, Chief Executive (LB Barnet)
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Enclosures</b>	Appendix 1: Briefing note on Business Rate retention
<b>Officer Contact Details</b>	Luke Ward, Head of Growth, Employment and Skills, West London Alliance, E: <a href="mailto:wardlu@ealing.gov.uk">wardlu@ealing.gov.uk</a> , M: 07738 802929

## Summary

The West London Economic Prosperity Board (WLEPB) has instructed officers to consider what the sub-region's response to the devolution and retention of business rates should be. It is understood that any West London approach should broadly align with the pan-London discussions that have been taking place to date through the London Leaders Committee.

There are a number of issues relevant to West London in relation to changes to the Business Rates system that are set out below in more detail, including the importance of maintaining local government's incentive to support economic growth, the new responsibilities that will be devolved along with retained business rates, and the potential role of "Growth Zones" in West London where local business rates could be retained to invest in areas or infrastructure that is of importance to the whole sub-region. The content of this report has been developed with input from S151 officers and growth directors.

The Government recently launched a consultation on specific aspects of its proposals, including relating to new responsibilities, resets and re-distribution mechanisms, and "Growth Zones". The Consultation closes on 3 May 2017. The consultation questions are contained in section 1.7 of the report as well as within Appendix One.

## Recommendations

The Board are requested to:

- 1. Agree those aspects of business rates retention where there may be common cause across boroughs, as identified by officers in section two of this report.**
- 2. Agree that the issues identified in section three of this report are more appropriately left at the individual borough or pan-London levels.**
- 3. Identify any other areas of shared interest not already included in section two.**

**4. Agree that a West London response is developed to the current consultation as set out in this paper and its accompanying appendix.**

**1. BACKGROUND**

- 1.1 Government announced in 2013 its intention to devolve business rates to local government. The primary reason for doing so was to re-establish the link between local economic growth and local government finances. Such an arrangement was something that the sector had been arguing for for some time, for instance via the London Finance Commission's report of 2013.
- 1.2 A national consultation on Business Rates closed in September 2016, to which leaders responded through the London Councils Leaders Committee, as well as individually at borough level. A theme in the consultation was the desire to see responsibility for skills and employment devolved along with Business Rates.
- 1.3 The Autumn Statement didn't set out any new detail about Business Rates devolution, however it did reaffirm the continued intention to devolve to London, something repeated again in the Government's draft Industrial Strategy published in January.
- 1.4 On 13 January 2017 The [Local Government Finance Bill](#)<sup>1</sup> was published. It is enabling legislation that is intended to set the foundations for any detailed future proposals for Business Rates Retention.
- 1.5 The original intention was that Business Rates devolution would be implemented nationally by 2020 at the latest. The most current timeline states that some pilots will commence in April 2017 with more to follow in April 2018 and full implementation before the end of the Parliament in April 2019.

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<sup>1</sup> [http://www.publications.parliament.uk/pa/bills/cbill/2016-2017/0122/cbill\\_2016-20170122\\_en\\_1.htm](http://www.publications.parliament.uk/pa/bills/cbill/2016-2017/0122/cbill_2016-20170122_en_1.htm)

January 2017	Introduction of Local Government Finance Bill, which will put in place the legislative framework for the reforms.
February 2017	Publication of further consultations on design of the 100% Business Rates Retention system and on Fair Funding Review.
April 2017	Piloting of the approach to 100% Business Rates Retention begins in Cornwall and the combined authority areas of Greater Manchester, Liverpool City Region, West Midlands, and West of England.  In addition, GLA will take on responsibility for TfL capital funding and so will begin to receive a higher share of business rates.
Autumn 2017	Planned publication of further detail on secondary legislation including draft regulations where possible.
April 2018	Further piloting of the approach to 100% Business Rates Retention begins in areas not covered by devolution deals, including two tier areas.
Spring 2018	Aim to decide on package of responsibilities to be devolved for the commencement of new 100% Business Rates Retention system.
Summer 2018	Planned consultation on new relative needs baseline for new system.
April 2019	Expected implementation of 100% Business Rates Retention cross local government.

- 1.6 The chancellor's Spring budget on 8 March confirmed a number of the Government's intentions in relation to Business Rates, including announcing a £300m fund for local authorities to use as discretionary relief for local businesses hit hard by the revaluation, a commitment that businesses which will lose the small business rate relief will not see their business rates bill increase by more than £50 per month next year, and support for local pubs.

### 1.7 Current Consultation – Closing 3 May 2017

- 1.8 On 17 February, Government launched a second round of more detailed consultation looking into some aspects of the proposed system in more detail e.g. how often would the system need to be "reset", pooling of business rates across local areas, managing the growing number of appeals, and the business rates safety net. The consultation contains the following questions:

- 1: *What are your views on the proposed approach to partial resets?*
- 2: *What are your views on how we should measure growth in business rates income over a reset period?*
- 3: *What are your views on the Government's plans for pooling and local growth zones under the 100% Business Rates Retention system?*
- 4: *How can we best approach moving to a centrally managed appeals risk system?*
- 5: *What should our approach be to tier splits?*

*6: What are your views on proposals for a future safety net under the 100% Business Rates Retention system?*

*7: What are your views on our proposals for the central list?*

- 1.9 The consultation closes on 3 May 2017 and the discussion by the EPB will inform the content of a West London response. **The consultation questions and a link to the consultation document itself is contained within Appendix One of this report.**

## **2 Issues of shared interest to West London**

- 2.1 Following a number of discussions over February and March 2017, West London S151 Officers and Growth Directors have identified a number of aspects of the government proposals that WLA boroughs may have an interest in coordinating our strategic response to:

1. **Maintaining the incentive to support economic growth.** There is currently a risk that the redistribution and “reset” mechanism that the government settles on will significantly erode this incentive e.g. redistribution will take precedence over retaining local growth. The WLEPB may want to take a firm view that the incentive given by retained business rates to encourage growth should be stronger than the mechanism to reset and redistribute this growth to other areas.
2. There is an opportunity to **devolve a range of responsibilities with retained business rates.** WLEPB members previously worked with London Councils to identify what these responsibilities should be and identified the following:
  - Skills - 16-19 funding
  - Adult Education Budgets
  - Work and health programme (funding already secured via government)
  - Capital funding for Affordable Housing; and
  - Early Years funding.

The table below has been developed by London Councils and sets out the various grants and responsibilities that the sector is exploring being devolved in a bit more detail. They are grouped by whether they are a new responsibility or an existing grant. The estimated values for London in 2019-20 are set out in the fourth column. It shows that the value of retained rates would allow all of these additional responsibilities to be funded across London, with significant “headroom” remaining in addition to this:

**Table 1 – Existing grants & new responsibilities - Suitable candidates for transfer in Addition to TfL Capital Grant**

	Existing grant or responsibility	Estimated London value in 2019-20 (£bn)
Adult Education Budgets	New responsibility	0.227
Skills - 16-19 funding	New responsibility	0.449
Careers Service	New responsibility	0.009
Work and health programme	New responsibility	0.014
Youth Justice	New responsibility	0.054
Valuation Office Agency	New responsibility	0.05
Affordable Housing capital funding	Grant	0.417
Transport capital (outside London)	Grant	n/a
Revenue Support Grant	Grant	0.538
Public Health Grant	Grant	0.628
Early Years Block of DSG	Grant	0.748
Improved Better Care Fund	Grant	0.247
Independent Living Fund	Grant	0.019
Housing Benefit Admin Subsidy	Grant	0.033
Council Tax Support Admin	Grant	0.015
Rural services Delivery Grant	Grant	n/a
<b>Total grants &amp; responsibilities</b>		<b>3.448</b>
<b>Total “headroom” in 2019-20</b>		<b>3.975</b>
<b>Remaining capacity</b>		<b>0.527</b>

3. The **central list** has been identified as a potential source of funding for future safety net arrangements. Where responsibility for such arrangements is devolved it would be appropriate to maximise local access to the rates derived from properties currently held on the central list. **Unless there is a clear case for an asset to be on the central list, it should sit on a local list.** This would also increase opportunities and incentives to maximise the value and use of such assets where possible. For example, the central list currently includes a large proportion of Transport for London’s network and rail infrastructure, including the London Underground, DLR and TfL station car parks, which could be transferred to either borough local lists or a regional London list.
4. **The uncertainty caused by business rates appeals is the biggest issue** government must resolve with the current retention scheme according to London Councils. It disproportionately affects London boroughs, which receive more appeals, and where appeals are generally of higher value and take longer to clear than elsewhere. The aggregate provision for appeals across all 33 London billing authorities as at 31 March 2016 exceeds £925 million. The Local Government Finance Bill makes provision for “Loss Payments” which would help to protect authorities from the impact of large numbers of successful appeals. This wouldn’t however reduce the actual number of appeals nor address the structural shortcomings of that part of the system.



5. It may be possible to agree in principle that we should have **growth zones** in a West London however and detailed proposals would be inherently linked to discussion of business rates pools (see issues out of scope, below) which would only be created if approved by the Secretary of State.

### **3. Issues currently out of scope for West London**

- 3.1 Officers have also identified the following areas that, subject to the views of leaders, would most appropriately be left to borough-level discretion:

- **funding baselines** - these are subject to a separate consultation process at the moment, and different boroughs will have different issues and requirement, so it is proposed that funding baselines be out of scope of any sub-regional activity
- **West London business rates pool** - Currently there are discussions ongoing about a possible London pool, and these will conclude in autumn 2017. Depending on whether boroughs agree to this, we would at that stage be able to have more detailed discussions across west London. Business rates retention issues associated with Heathrow Airport and other “growth Zones” would at this stage fit within this category too and hence any detailed work on pooling is currently out of scope, although the Board may want to state its view in principle in order to inform any discussions that follow on this area.

### **4. NEXT STEPS**

1. S151 Officers and Growth Directors will continue to engage with business rates retention as it progresses.
2. Any issues identified by the WLEPB will be incorporated into the sub-regional response to business rates retention
3. Officers will coordinate a West London response to the current consultation to be shared with and approved by West London leaders prior to submission by the deadline on 3 May 2017.

### **5. REASONS FOR RECOMMENDATIONS**

- 5.1 The retention of business rates to local government represents a significant strategic opportunity to create a strong link between the strength of the local economy and the financial sustainability of local government.

## **6. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 6.1 It is important for local government, including sub-regions to work with government and London to ensure that the final arrangements for retained business rates deliver the best possible outcome for the local economy, residents, service users and businesses.

## **7. POST DECISION IMPLEMENTATION**

- 7.1 Following discussion by the WLEB officers will take forward the agreed recommendations, including coordinating a response to the government's current consultation before the deadline on 3 May 2017.

## **8. IMPLICATIONS OF DECISION**

### **8.1 Corporate Priorities and Performance**

- 8.1.1 The West London Vision for Growth highlights securing the best arrangements from the devolution of business rates as a priority for the sub-region.

### **8.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 8.2.1 The aim of this report is to achieve, as far as possible, an optimum position in respect of Business Rates, for West London, in the context of an overall London agreement. The recommendations themselves have no specific financial implications, they will inform strategy moving forward.

### **8.3 Social Value**

- 8.3.1 The proposal set out here support improved health and wellbeing outcomes for people and businesses in West London by giving local government a stronger incentive to encourage economic growth and job creation.

### **8.4 Legal and Constitutional References**

- 8.4.1 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.
- 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. The purpose of the Joint Committee will be collaboration and mutual co-operation 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.

## **8.5 Risk Management**

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

## **8.6 Equalities and Diversity**

8.6.1 None – this work does not currently have any impact on resident or service users.

## **8.7 Consultation and Engagement**

8.7.1 This work does not currently affect the public. The proposals incorporate comments from Growth Directors and Chief Executives within WLA boroughs, as well as London Councils. This engagement will continue following the WLEPB.

## **9. BACKGROUND INFORMATION**

9.1 Business Rates Retention – Further consultation on the design of a reformed system:  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/592368/100\\_Business\\_Rates\\_Retention\\_-\\_Further\\_Consultation.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/592368/100_Business_Rates_Retention_-_Further_Consultation.pdf)

**West London Alliance**  
**Economic Prosperity Board**  
**Business Rates Retention**

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### Introduction

The United Kingdom operates one of the most centralised political and fiscal systems in the world. Nearly 90% of taxes are raised and collected centrally, which are then reallocated to government agencies, regional and local authorities. This compares to 50% in the United States and far less in many other countries globally.

Most of the taxes raised in the United Kingdom accrue to the Treasury. These include income tax, corporation tax, inheritance and capital gains tax and VAT. Business rates are collected by Councils, but remitted to central government, who redistribute 50% of this funding back to local authorities. In London, this 50% is split 60:40 between the boroughs and the Greater London Authority, meaning that only 30% of business rates are currently retained by boroughs.

Critics of the fiscal system in the United Kingdom argue that the centralised nature of the system stifles innovation, and restricts the investment in infrastructure at a regional and local level that would promote greater economic growth.

Arguments have been made for some time about greater devolution of tax and spending powers to local authorities. From a London context, the London Finance Commission has argued for London to retain a greater share of taxes raised in the capital, rather than it being gathered centrally and then redistributed.

In 2015, the Chancellor, George Osborne, announced that business rates would be fully devolved to local government by 2020. The process for this to happen, and the mechanics of the system that will emerge, are still subject to uncertainty. However, consultation is underway and some grants are starting to be devolved under the new system. London has been identified as a pilot and will develop a system of business rate retention by 2019.

There are risks and issues associated with business rates being fully devolved to local government as a way of funding services previously funded by Revenue Support Grant (RSG) and ringfenced grants (such as Public Health). For example, local government expenditure is typically driven by demographics and can be counter cyclical (ie. is greater when the economy performs weakly) whereas business rates are cyclical (ie. generate more income when the economy performs strongly). The nature of the economy is changing, to the extent to which a tax based on business property no longer accurately reflects economic activity. There are also risks associated with business rates being devolved to local government to fund services, while the setting of the rates themselves remains the responsibility of central government. Decisions on reducing business rates to stimulate the

economy, or the introduction of discounts and exemptions, will be taken centrally, while the risk of reducing income will sit locally.

However, notwithstanding all of these points, it is important that Councils carefully consider the development of business rate retention to ensure that the system that develops is fit for purpose and properly reflects the risks and opportunities that exist.

### Current consultation

The government consulted on the overall principles of a business rate retention scheme in the autumn of 2016. At the beginning of 2017, a more technical consultation was released. The deadline for response is 3 May 2017. The questions posed are as follows:

- 1: What are your views on the proposed approach to partial resets?*
- 2: What are your views on how we should measure growth in business rates income over a reset period?*
- 3: What are your views on the Government's plans for pooling and local growth zones under the 100% Business Rates Retention system?*
- 4: How can we best approach moving to a centrally managed appeals risk system?*
- 5: What should our approach be to tier splits?*
- 6: What are your views on proposals for a future safety net under the 100% Business Rates Retention system?*
- 7: What are your views on our proposals for the central list?*

### Rate retention from the perspective of West London

This section sets out the issues where a common approach across West London boroughs can be found, and the issues that would need to be out of scope, should a West London Alliance submission be made to the current consultation. This section has been developed following an initial discussion with West London Alliance Leaders in February, and further views expressed by Chief Finance Officers.

Arguments around **underlying funding levels** are recommended to be out of scope for a West London response. Firstly, this is part of a separate consultation around "fair funding". Secondly, funding levels and funding pressures vary considerably across the sub region, and the development of a common position is not considered feasible.

The concept of a **West London pool** for business rates is not recommended to be pursued, at least not at this stage. A pooling arrangement for the whole of London is being considered at the moment, and will be determined through London Councils Leader's Committee in the autumn. A key factor in London will clearly be the **split of business rates between the GLA and the boroughs**, and this discussion no doubt will be captured by London Councils in responding to business rate retention proposals.

Issues around business rates from the **expansion of Heathrow** are also recommended to be out of scope at this stage. Uncertainty exists around the timescales, extent of business rate growth, and the impact that expansion will have on the local area. All of these are vitally important factors in determining the approach to business rate distribution and therefore it is currently not possible to capture this in a consultation response at this stage.

Notwithstanding this situation, West London boroughs are interested in how any surplus is managed, and certainly agree that it should remain within the sub-region rather than be redistributed over a wider area.

There is common ground across West London, and indeed London more widely, that **additional responsibilities** should be devolved to London alongside the surplus of business rates that accrues to London by 2020 compared to indicative levels of funding at that point. These responsibilities should align to areas where West London boroughs, individually and collectively, can have a real positive impact on outcomes for local people. The table of additional grants that London Councils have lobbied to be included in business rates is set out below. West London boroughs have indicated strong support for many of these, for example Adult Education and Public Health, while expressing slightly more concern over 16-19 funding and transfers in responsibilities for welfare budgets.

#### **Existing grants & new responsibilities - Suitable candidates for transfer in Addition to TfL Capital Grant**

	<b>Existing grant or responsibility</b>	<b>Estimated London value in 2019-20 (£bn)</b>
Adult Education Budgets	New responsibility	0.227
Skills - 16-19 funding	New responsibility	0.449
Careers Service	New responsibility	0.009
Work and health programme	New responsibility	0.014
Youth Justice	New responsibility	0.054
Valuation Office Agency	New responsibility	0.05
Affordable Housing capital funding	Grant	0.417
Transport capital (outside London)	Grant	n/a
Revenue Support Grant	Grant	0.538
Public Health Grant	Grant	0.628
Early Years Block of DSG	Grant	0.748
Improved Better Care Fund	Grant	0.247
Independent Living Fund	Grant	0.019
Housing Benefit Admin Subsidy	Grant	0.033
Council Tax Support Admin	Grant	0.015
Rural services Delivery Grant	Grant	n/a
<b>Total grants &amp; responsibilities</b>		<b>3.448</b>
<b>Total "headroom" in 2019-20</b>		<b>3.975</b>
<b>Remaining capacity</b>		<b>0.527</b>

The second area of agreement across West London is the support for **local growth zones**. Infrastructure is a key enabler of growth, and the current business rate and tax system does

not incentivise investment in infrastructure at a local level. A future system should encourage growth zones to promote economic activity and address the infrastructure requirements of the sub region. Local growth zones could encompass existing areas of growth such as Brent Cross, Wembley and Old Oak Common, but also capture other areas such as the Golden Mile in Hounslow and other emerging infrastructure requirements and growth opportunities in the area. A West London response may want to articulate the specific infrastructure requirements and opportunities within the area and the extent to which they will drive growth and benefit the economy as a whole.

A business rate retention system needs to consider the extent to which it “rewards” growth (by allowing boroughs or regions to retain increases in business rates) and the extent to which it “resets” the system to account for fluctuations in service demands. On balance, feedback from West London Finance Directors suggested that growth should be incentivised; however, the downside risk should be protected with a **5 year reset**.

**Managing appeals** is another important part of a future system. Feedback from West London Finance Directors suggest that appeals should be managed centrally funded through an annually reconciled top slice of business rates with residual funds allocated back to local authorities. This would reduce the risk of appeals to local authorities and equally leave the decision making around providing for appeals with the VOA/DCLG as they will be making decisions around revaluations and appeals.


There were no significant concerns expressed around the way the **central list** is currently managed, clearly any new arrangement that saw this changing would need to ensure that future delegated decision making did not give rise to conflicts (for example between London and elsewhere).

### Conclusion

Many of the arguments made here mirror the London position, particularly around additional responsibilities and the retention of the proceeds of growth in the capital to invest in local infrastructure and stimulate future growth. It could therefore be argued that West London boroughs could support the London wide position rather than develop a sub-regional response.

However, given the opportunity to stress the importance of West London and the local infrastructure requirements, it is recommended that a West London response is developed to the current consultation in line with this paper.



	<h2>West London Economic Prosperity Board</h2> <h3>21 March 2017</h3>
<p style="text-align: center;"><b>Title</b></p>	<p style="text-align: center;"><b>Adult Community Learning (ACL)</b></p>
<p style="text-align: center;"><b>Report of</b></p>	<p>Mary Harpley, Chief Executive Hounslow</p>
<p style="text-align: center;"><b>Status</b></p>	<p>All</p>
<p style="text-align: center;"><b>Urgent</b></p>	<p>Public</p>
<p style="text-align: center;"><b>Enclosures</b></p>	<p>Annex A: Outline ACL strategy for West London (draft) Annex B: Overview of ACL in West London Annex C: Summary findings of ACL Review for London</p>
<p style="text-align: center;"><b>Officer Contact Details</b></p>	<p><a href="mailto:katharine.purser@barnet.gov.uk">katharine.purser@barnet.gov.uk</a>, 020 8359 7728</p>

#### Summary

At its meeting on 21st September 2016, West London Economic Prosperity Board (WLEPB) commissioned a Task and Finish Group to consider the findings of the review of Adult Community Learning in London and develop recommendations.

The review found that overall ACL provision is of good quality with high satisfaction, although there is room for improvement. Duplication, particularly in management and the back office, could be reduced, although the strongest driver for change is the devolution of skills funding. It recommended that a London Skills strategy be developed, informed by sub-regional priorities, supported by a series of pan-London policies. It also proposed that the existing provider base (i.e. local authorities) should remain in the short term, but explore sharing back office and other service. In the longer term, London Government (boroughs and GLA) should explore development of sub-regional community education hubs either through a single local authority, college or Institute for Adult Learning.

The WLEPB agreed in September 2016 to establish a West London Skills Commissioning function and Board to oversee the development of a sub-regional skills strategy. This commitment endorses and enacts four of the recommendations of the ACL review.

The task and finish group recognise and commend to the WLEPB the value of closer collaboration between ACL services in order to step towards a more coherent offer to West London residents and provide clarity on the role of ACL - ensuring public investment is used cost effectively to meet local need. It could also prove to be potentially vital to future financial resilience and sustainability post devolution.

The task and finish group has identified existing synergies between services and used these as a basis to develop and outline strategy for ACL services in West London. This includes a shared vision, mission statement, desired outcomes and principles under which ACL services should operate. The group has also developed a roadmap to enable the development and consideration of options for closer collaboration going forward.

## Recommendations

The Board is requested to:

1. **Note and endorse the findings of the London Review of Adult Community Learning**
2. **Approve the outline strategy, proposed principles and strategic roadmap for the development of future Adult Community Learning services in West London and delegate authority to the lead Chief Executive for Skills with West London Growth Directors to oversee implementation and report back to Board on further proposals in due course.**
3. **To request that West London Alliance (WLA) officers work with West London Alliance boroughs to submit a request for Transition Grant funding from the Skills Funding Agency via a college within the WLA area to support implementation of phases 1 and 2 of the strategic roadmap. The Board will be updated on progress the application and implementation of this Transition Grant.**

### 1. WHY THIS REPORT IS NEEDED

- 1.1. At its meeting on 21st September 2016, West London Economic Prosperity Board commissioned a task and finish group to consider the findings of this review and develop recommendations for West London boroughs in response. This paper reports on the proposals and recommendations of the task and finish group for consideration by West London borough leaders.

### 2. REASONS FOR RECOMMENDATIONS

#### Findings of the London Review of Adult Community Learning

- 2.1. London has a set of good quality, vibrant and responsive adult education community learning services and providers delivering basic and life skills and demand for English for Speakers of Other Languages (ESOL) and Basic Skills outstrips supply. There are no failing services and they include much exemplar practice and high student satisfaction. However there were some areas of inefficiency and duplication and the context of changing funding arrangement makes a pressing case for change.
- 2.2. The merger of the Community Learning budget into a broader Adult Education Budget has reduced financial security for ACL services and means FE colleges are able to compete with (and duplicate) borough ACL services. Following the devolution of the Adult Education Budget (AEB) to London from 2019/20, The Mayor will have the ability to redefine how Adult Community Learning in London is commissioned and delivered. It is expected that as part of this process, funding available for adult learning delivered by boroughs in the capital will be reduced. A full summary of the review findings and recommendations is available in Annex C. In brief, the review recommended that:

2.1.1 The Mayor should publish a London Skills Strategy, informed by sub regional

needs and priorities, including adult community education, underpinned by a set of pan-London policies – adapted where relevant at the sub-regional level.

2.1.2 There should be a Mayor’s post-16 education and skills board to oversee implementation, which **should liaise with sub-regional skills and employment boards and the GLA** should collect and publish relevant Labour Market Intelligence in a data store to support decision making.

2.1.3 The focus of public funding for adult education should include those furthest away from work, stuck in low paid employment, low qualified, those without basic skills and/or up to level 2, and/or with a health or wellbeing issue. The curriculum offer should concentrate on Basic English including ESOL, maths and digital skills programmes, health and wellbeing, family learning, retraining and enrichment programmes.

2.1.4 In the short term, existing provider base (ie Local Authorities) be retained, but LA services and providers to consider sharing backroom and/or curriculum led services. In the longer term, London Government to support the development of **sub-regional community education hubs** either through a single LA, College or Institute for Adult Learning and help facilitate the use of the transition grant.

**Recommendation: To note and endorse the findings of the London Review of Adult Community Learning.**

### **Work of the West London ACL Review Task and Finish Group**

2.2 The West London Economic Prosperity Board has already agreed to establish a West London Skills Commission Function to develop and deliver regular West London Skills Commissioning Strategies, including an Adult Community Learning (ACL) service which directly responds to the first recommendations of the London strategic review of ACL. The Task and Finish Group therefore focused efforts to two strands of work:

2.2.1 To develop an outline strategy for ACL in West London, including shared vision and underpinning set of principles which, if approved, can inform future decision making.

2.2.2 To establish a roadmap to prepare ACL services for the shifting context of funding – enabling boroughs to identify opportunities for closer collaboration aligned approach with the potential to drive efficiency and quality and build future resilience.

2.3 The Task and Finish Group recognised, and commend to the Economic Prosperity Board, the importance of West London ACL providers collaborating during the transition of funding from the Skills Funding Agency to the Mayor to ensure financial protection and sustainability post devolution. As a foundation for closer working, the task force has developed a proposed outline strategy for Adult Community Learning for West London which includes a shared vision, mission statement and set of strategic objectives, based on the synergies between borough services recognised by the task force. A full draft of the proposed strategy is provided in Annex A.

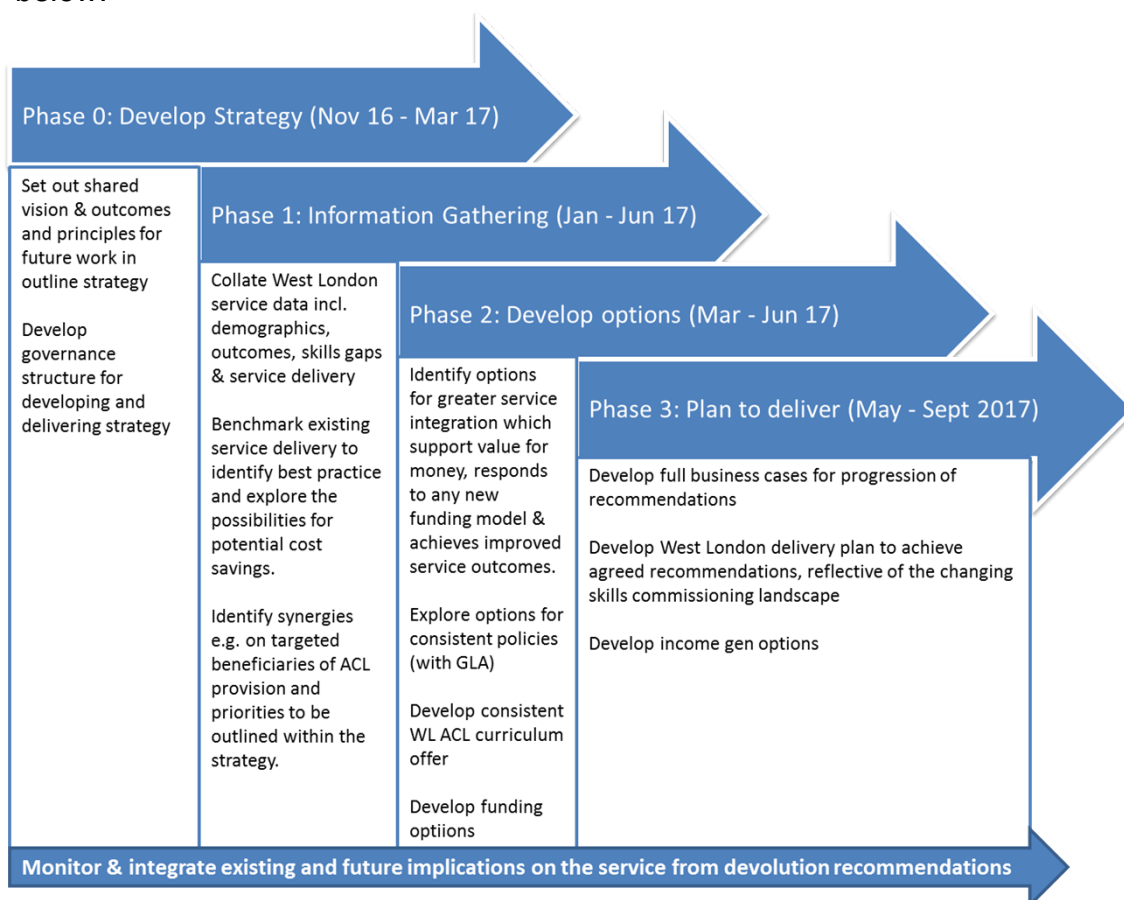
2.4 In addition, the task force have developed a set of eight principles for future delivery of Adult Community Learning Services in London. These reflect a core aim of all borough services which is to deliver excellent, fair, and responsive, Adult Community Learning built on the promotion of opportunity, resilience and social cohesion. These are that West London ACL services should be:

1. **STRATEGIC:** The West London ACL strategy should form part of a broad skills strategy to achieve shared outcomes, overseen by the West London Skills and Employment Board, liaising with the pan-London governance structure.
2. **FOCUSED:** ACL services should broadly focus on supporting the most disadvantaged residents over the age of 25 without basic skills, in low paid employment or furthest away from work, as well as enabling learners with health and well-being issues and/or learning difficulty or disabilities of all ages to take steps towards healthier, more independent lifestyles.
3. **RESPONSIVE:** Service delivery should support West London's 'Vision for Growth' and be responsive to current labour market and employer needs.
4. **MEETING BASIC SKILLS NEEDS:** The curriculum offer in West London should concentrate on Basic English including ESOL (English for Speakers of Other Languages), maths and digital skills programmes, health and wellbeing, family learning, social inclusion, LDD (learning difficulties and disabilities), community engagement, retraining and cohesion programmes. Learners' views should continue to be sought, considered and used to influence and design the offer.
5. **ENABLING PROGRESSION:** ACLs across West London should work towards developing clear progression pathways, including into Further Education and Higher Education. All adult learners should be offered careers support. Learners should also be encouraged to be active citizens and be healthier, more self-sufficient and resilient.
6. **LOCAL:** Future ACL delivery in West London should enable variable delivery models. Learners should remain at the heart of the provision and there should be mechanisms to engage learners in the development of any proposed changes and to assess the impact of any proposed changes on all learners.
7. **JOINED-UP ON POLICY:** West London Boroughs should strive to develop joined up policies – making use of pan-London policies where they have been developed.
8. **FAIRLY FUNDED:** Funding for Adult Community Learning in West London should be fairly allocated while avoiding destabilising any one provider. Resources should be used to deliver ACL effectively in the broader context of funded skills delivery in West London.

2.8 Adopting this outline strategy and principles would enable West London boroughs to move towards a coherent, consistent offer to west London residents – recognising differing demand in different localities. It would provide a strategic framework for ACL in West London for future negotiation with the Mayor post-

devolution and be a first step towards a broad skills strategy for West London.

- 2.9. As part of the strategy, the Task Force has also developed a proposed Roadmap to guide our collective work towards safeguarding future community learning funding, and protect future outcomes for those residents in most need post devolvement of the Skills budget to the Mayor. The roadmap details the direction of travel required to move towards a more resilient and sustainable offer under any new funding model proposed by the Mayor, whether this is to be commissioned sub regionally, or a block grant direct from the Mayor.
- 2.5 The roadmap reflects the fact that ACL services in West London have already begun this journey through the work of the task force. It sets out a process through which boroughs can identify options for varying levels of service integration to support both on-going service resilience and sustainability whilst retaining boroughs ability to independently manage services.
- 2.6 It also sets out a pathway to respond to the task and finish group’s initial identification of synergies and variations across services, including common policies (e.g. on safeguarding, PREVENT and Equality and Diversity). There is potential for service efficiencies that could be realised by working together across West London, the roadmap aims to explore options for greater integration, and a plan to deliver any agreed recommended actions. The roadmap is summarised below:



**Recommendation: To approve the outline strategy, proposed principles and strategic roadmap for the development of future ACL services in West London and delegate authority to the lead Chief Executive for Skills with WL Growth Directors to oversee implementation and report back to EPB on further proposals in due course.**

### **3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 *That West London Local Authorities continue to provide segregated ACL services and do not pursue steps toward closer collaboration.* Given the changing context of reducing funding, removal of the secure grant and devolution of adult skills funding to London this would put service resilience at greater risk and the future of adult community learning for residents may be less influenced by local priorities.
- 3.2 *To accept recommendation of the London Review of Adult Community Learning to develop a sub-regional community education hub either through a single LA, College or Institute for Adult Learning.* While it is considered that there could be potential for a cross-borough ACL service operating in West London, further work is required to establish whether the benefits would outweigh the costs of such a move and whether this would improve outcomes for learners in West London. This will be considered alongside the implementation of the roadmap.

### **4 POST DECISION IMPLEMENTATION (APPROACH AND NEXT STEPS)**

- 4.1 The Skills Funding Agency has announced that Transition Grant funding is available for sub regions to help deliver the findings of the London ACL Review. Given the work already completed by the WLA ACL task and finish group, West London is well-placed to submit an application for funding to support the implementation

**Recommendation: To request that West London Alliance officers work with boroughs to submit a request for Transition Grant funding from the Skills Funding Agency to support implementation of Phases 1 and 2 of the Strategic Roadmap**

### **5 IMPLICATIONS OF DECISION**

#### **5.1 Corporate Priorities and Performance**

- 5.1.1 The proposals support the West London Vision for Growth and Growth Plan on employment and skills, as well as the WLEPB ambition for skills devolution and borough priorities for their ACL services.

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

- 5.2.1 This review is designed to optimise spend on ACL, particularly in the context of anticipated changes in funding arrangements, including potential reduction in funds for local government from 2019/20.
- 5.2.2 Boroughs are asked to continue to allow their ACL heads of service to commit time to working together to implement the roadmap. Support for this work will be provided by the West London Alliance and boroughs within existing budgets. No further contributions are sought at this time. Additional external resource may be secured through the use of the transition grant provided by SFA.

### **5.3 Legal and Constitutional References**

- 5.3.1 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. The purpose of the Joint Committee will be collaboration and mutual co-operation 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.
- 5.3.2 The Joint Committee is not a self-standing legal entity but is part of its constituent authorities.
- 5.3.3 The Functions and Procedure Rules of the West London Economic Prosperity Board include 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.

### **5.4 Risk Management**

- 5.4.1 There is a risk that GLA administration of the Adult Education Budget will be designed in such a way that sub-regional and/or borough involvement in delivery and influence over spend is restricted. 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.

### **5.5 Equalities and Diversity**

- 5.5.1 The principles of future delivery of ACL learning in London include a commitment to assess the impact of any proposed changes to service delivery on all learners. The roadmap also includes a recommendation to develop a single Equalities and Diversity strategy for ACL in West London.

### **5.6 Consultation and Engagement**

- 5.6.1 The principles of future delivery of ACL learning in London include a commitment to engage learners in the development of any proposed changes.

### **5.7 Insight**

- 5.7.1 Annex B includes an initial overview of ACL service users and provision. The roadmap includes a stream of activity to continue to gather and analysis data on potential ACL service users and outcomes in order to support future prioritisation. As a step towards this, Hammersmith and Fulham insight team have been commissioned on behalf of the WLA boroughs to gather together and enhance existing data and analysis as an evidence base for consideration by the WL Skills and Employment Board.





## **Annex A: West London Adult Community Learning Outline Strategy 2017- 2020**

### **Context**

The West London Alliance boroughs<sup>1</sup> receive around £12m in 2016/17 funding between them from the Skills Funding Agency (SFA) to deliver basic skills, family, well-being and community learning for our adult residents through our separate Adult and Community Learning services.<sup>2</sup> These services sit alongside local FE colleges who receive around £63m funding to deliver formal training and professional and technical qualifications and private training providers who receive around £23m funding to deliver basic and entry level skills training to all age groups.

During 2016, as part of the broader post-16 education and training Area Review, there was a review of Adult Community Learning (ACL) in London. The review found that overall ACL provision in London is of good quality with high satisfaction, although there is room for improvement in the way ACL services work together and with the FE sector. Duplication, particularly in management and the back office, could also be reduced.

Until 2016 ACL services were funded with a protected grant which boroughs were able to supplement with funding from the Adult Skills Budget. From 2016/17 central government merged adult skills funding into a single Adult Education Budget. This has reduced financial security for ACL services. It also means that FE colleges are now able to deliver more unaccredited qualifications increasing their ability to compete with (and duplicate) ACL services. Government is now intending to devolve the Adult Education Budget (AEB) to London from 2019/20. Following this, London's Mayor will have the ability to redefine how Adult Community Learning in London is commissioned and delivered.

The driving force for this strategy is to directly respond to the proposed changes of devolving skills funding to London's Mayor, taking into account the recommendations from the London ACL strategy review. West London Boroughs are committed to working together to ensure our residents continue to have access to high quality, cost effective, impactful adult community learning services. We know we must collaborate during the transition of funding from the Skills Funding Agency to the Mayor to ensure financial protection and sustainability post devolution. This strategy therefore aims to provide a platform for West London borough to establish the long term stability for Adult Community Learning in west London post skills devolution.

This outline strategy begins by setting out our shared vision, mission statement and values for Adult Community Learning delivered by West London Alliance boroughs. It includes proposed shared outcomes for West London services to aim for. Finally, it sets out roadmap for West London ACL providers which responds to the recommendations of the London Review of Adult Community Learning Services. The roadmap proposed a direction of travel towards a more secure funding model for delivering adult learning opportunities across West London under a devolved skills system.

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<sup>1</sup> Barnet, Brent, Ealing, Harrow, Hounslow, Hillingdon and Hammersmith and Fulham.

<sup>2</sup> Barnet's is delivered by Barnet and Southgate college

## **Local demand for Adult Community Learning in West London**

There are around 350,000 residents in west London with low no skills (i.e. without GCSE level qualifications) and around 64,000 residents are unemployed. Between 40,000 and 60,000 are either in receipt of sickness benefits or not working due to long term sickness or both.

The 2011 Census identified that 28% of West London residents list a language other than English as their main language. It also found that 6% identified and not being able to speak English well or at all - in 2011, this equated to around 88,000 residents. It is expected that this figure has increased significantly over the last five years. Generally rates of non-English speaking residents are much higher in London than other part of the country (93% of adult residents in England speak English as a first language at home) and rates in West London are slightly higher than London as a whole.

A UKCES survey of employers found that 19% of employers West London Employers state that basic numeracy skills needed improving (compared to 22% for England) and 28% basic literacy skills needed improving (compared to 22% for England). 20% of employers identified IT skills as need improving - were similar to levels in England as a whole.

## **Our Shared Vision – the big difference we want to make**

Our vision is to ensure the social and economic prosperity of the sub-region is accessible to all our residents, our communities are cohesive and their lives are enriched.

## **Mission Statement – what we do**

West London Adult and Community Learning Services provides quality learning and training opportunities to help residents/learners fulfil their potential, get a job, progress in work or further training and become active citizens.

We prioritise Maths, English and ICT opportunities in local settings making it easier for communities to improve basic skills and develop further.

Our learning and training opportunities aim to enhance social and economic inclusion, and the health and wellbeing of our communities. We support parents and carers to become active participants in their children's learning and development.

## **Shared values**

- Learning and Skills raises aspiration
- Equality of access unlocks potential
- Helping learners to help themselves
- Getting a job improves life chances

## **Strategic Objectives for West London Adult Community Learning**

Our overall objective is to improve low and no skilled adults' educational attainment, and through this enhance their resilience and independence as well as improve their own and their children and grandchildren's social, economic, physical and emotional wellbeing. We

will seek to achieve this through aiming for the following outcomes:

1. Reduced proportion of west London population with low or no skills
2. Improved language, literacy and maths levels for most vulnerable residents
3. Reduced digital divide
4. Progression in learning and/or career for those using the service
5. Improved physical and mental health and reduced isolation for most vulnerable adults
6. Steps towards independence in life and work for those with complex needs
7. Improved parental engagement with the school environments
8. Reduce the cost of supporting most vulnerable families
9. Improve social cohesion via active citizenship within the local community

### **Roadmap for West London Adult Community Services**

West London boroughs recognise that the changing context of adult skills funding in London is likely to impact our ability to deliver against these strategic objectives. The west London ACL tasked and finish group has prepared a roadmap in response to this changing context and the review of Adult Community Learning in London. The intentions in developing this roadmap are:

- To provide WL boroughs the opportunity to influence future funding and funding formulas in light of changes the Adult Skills Budget (ASB) recognising the importance of ACL.
- To ensure WL Providers are ready and able to respond to any proposed formula funding changes, ready to adopt and implement the principles of a new funding mechanism without disruption to beneficiaries, whether this is to be an agreed plan underpinned by a block grant or through a sub-regional commissioning model funding post devolution.
- To ensure robust governance structures are in place that provides direction, focus, financial oversight and Quality Assurance frameworks and holds providers to account, against which ever future funding model is agreed and established
- To ensure the high standard of quality of teaching, learning and assessment remains a focus across all ACL provision in West London through the funding transition and this is recognised and validated through Ofsted inspections.
- Funding and resources are used effectively to underpin adult & community education, and support all learners to achieve their learning goals and progress to relevant learning and /or employment.
- To provide a framework for West London ACL services to build further on the existing models of sharing of good practice, and build on existing strengths in community engagement and partnership work. Through Peer Review groups and using their combined knowledge and experience to ensure that throughout funding transition ACL learners in West London continue to benefit from provider specialisms, a broad curriculum offer of high quality and the additional value of 'pound plus provision (monetary value in-kind).

- That West London ACL has the potential to deliver learning that supports local needs, promotes social renewal, maximises social and economic well-being, recognising areas of specialism within WL providers, linking clear progression opportunities across organisations and providers linking clear progression opportunities to local colleges, employment, apprenticeship schemes and *higher education*.
- Roadmaps is as follows:

<b>Phase 0: Develop outline strategy (November 2016 – March 2017)</b>	
0.1	Set out vision & outcomes and principles for future operation of ACL in West London in an outline strategy which will serve as the framework for on-going engagement on ACL service collaboration across West London.
0.2	Develop proposed ownership and governance structures for future actions to align to agreed strategic direction.
0.3	Seek EPB endorsement of outline strategy, governance and next steps.
<b>Phase 1: Information gathering (January 2017 – Jun 2017)</b>	
1.1	Develop & agree data sharing protocols across West London
1.2	Collate service information incl. existing provision mapping, mission, outcomes, demographics, policies, service delivery approach. Build a profile of West London ACL service and identify common threads, shared polices and areas for potential integration.
1.3	Benchmark existing service delivery to identify best practice and explore the possibilities for potential cost savings.
1.4	Identify synergies e.g. targeted beneficiaries of ACL provision and priorities to be outlined within the strategy.
1.5	Monitor & integrate implications on the service from skills funding devolution
<b>Phase 2: Develop options for collaboration and integration (March 2017 – June 201)</b>	
2.1	Identify options for greater service integration which support value for money, responds to any new funding model & achieves improved service outcomes. Potential to incl. governance, funding management, and fees and entitlement policies & service delivery such as a single supplier for an ACL MIS, combined marketing and approaches staff recruitment and retention to organisational development.
2.2	[With GLA] Collate and review current ACL provider's policies, explore options around consistent policies on community engagement, social & digital inclusion, safeguarding, equality and diversity
2.3	[With GLA] develop options for proposed allocation of funding to ACL services
2.4	Develop & define a West London ACL curriculum offer. Developing a common approach to planning, quality frameworks and progression
<b>Phase 3: Plan to deliver (May 2017 – September 2017)</b>	
3.1	Develop full business cases for progression of recommendations integrating data from phase 1. Detailing financial savings across the West London provider base whilst delivering agreed strategic outcomes.
3.2	Develop West London delivery plan to achieve agreed recommendations, reflective of and adaptable to the changing skills commissioning landscape. Plan should integrate regular review to monitor progress against the agreed strategy.
3.3	Develop options for joint income generation opportunities to sustain provision, working in a collaborative way to secure future funding from joint bids, and to support future innovation and development.

## **Roles and Responsibilities**

Lead members and chief executives across the West London boroughs to actively promote and support the implementation of the strategy.

The Heads of Service and service delivery teams across the West London ACL provider base will be responsible for gathering intelligence, scoping the action plan to implement the strategy.

The West London Economic Prosperity Board and Skills and Employment board to provide strategic leadership to develop and support implementation of the strategy.

West London Alliance to facilitate joint work to develop and deliver strategy including collation of data and evidence.

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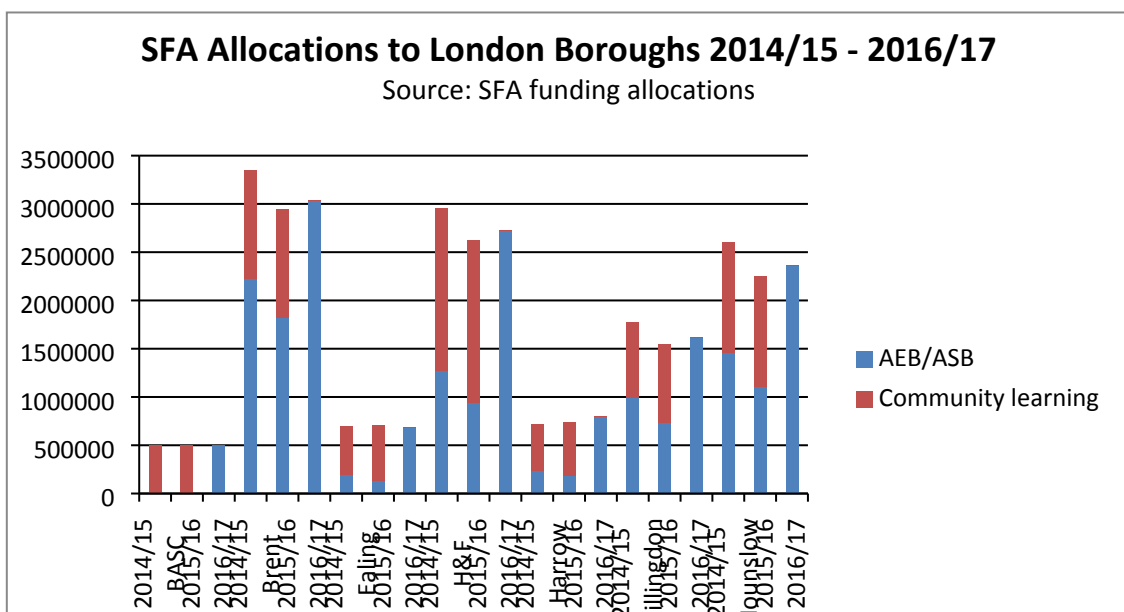


## Annex B – Overview of ACL services in West London

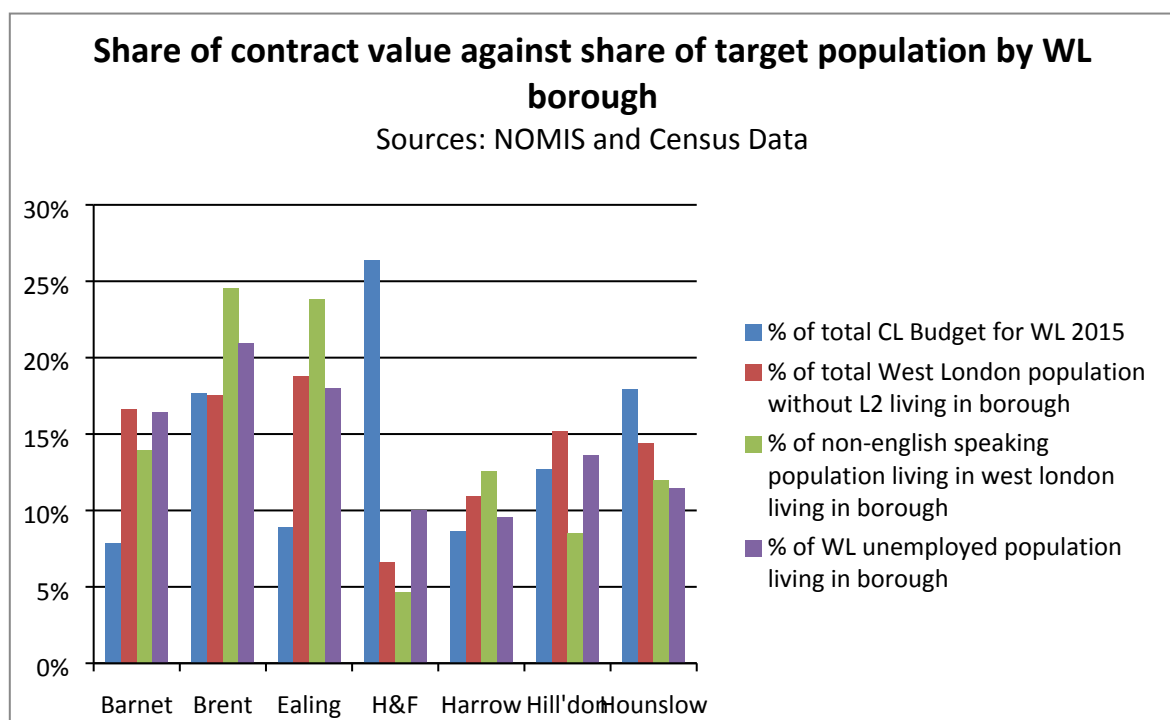
The Skills Funding Agency contracts Local Authorities to deliver Adult Community Learning. The primary purpose of this funding is to provide first steps (back) into learning for those furthest from the labour market as well as broader community based learning to support positive outcomes around health and wellbeing, family life and social cohesion. Generally this learning is delivered in community settings (as opposed to formal education settings) which are more accessible for target learners.

### Funding

- Until 2015/16 Adult Community Learning services were funded through a fixed, ring fenced Community Learning (CL) budget which ACL services could top up with the Adult Skills Budget (ASB) for accredited learning where there was demand. From 2015/16 onwards ASB and CL have been merged into a single variable “Adult Education Budget” pot.
- SFA contract value for West London boroughs as a whole is around £12m (of which £6m was the historic CL allocations) for 2015/16. The largest contract is with Brent (just over £3m) and Smallest is Barnet (just of £0.5m). FE colleges in West London are also contracted by the SFA to deliver adult learning, collectively their contract value was around £63m in 2016/17 (down from around £71.5m in 2014/15). Private and other providers are also contracted by the SFA to deliver around £26m of SFA funded adult learning for WLA residents in 2016/17 (up from £23m in 2014/15).
- Hounslow and Hillingdon are also funded to deliver 16-18 apprenticeships and Brent, H&F, Hillingdon and Ealing provide learner loans on behalf of the SFA.
- In Barnet, the SFA directly contracts Community Learning directly from Barnet and Southgate College, without the involvement of the Local Authority.



- Community learning budgets are historic and were not necessarily reflective of present day need. For example, Hammersmith and Fulham received over 25% of the total Community Learning funding in 2015 with 8% of the West London population and 7% of the population with no skills, whereas Ealing received around 9% of the Community Learning funds which with 18% of the population and 19% of the residents with low or no skills. Brent and Ealing also have a higher share of non-English speakers and unemployed than other West London boroughs.

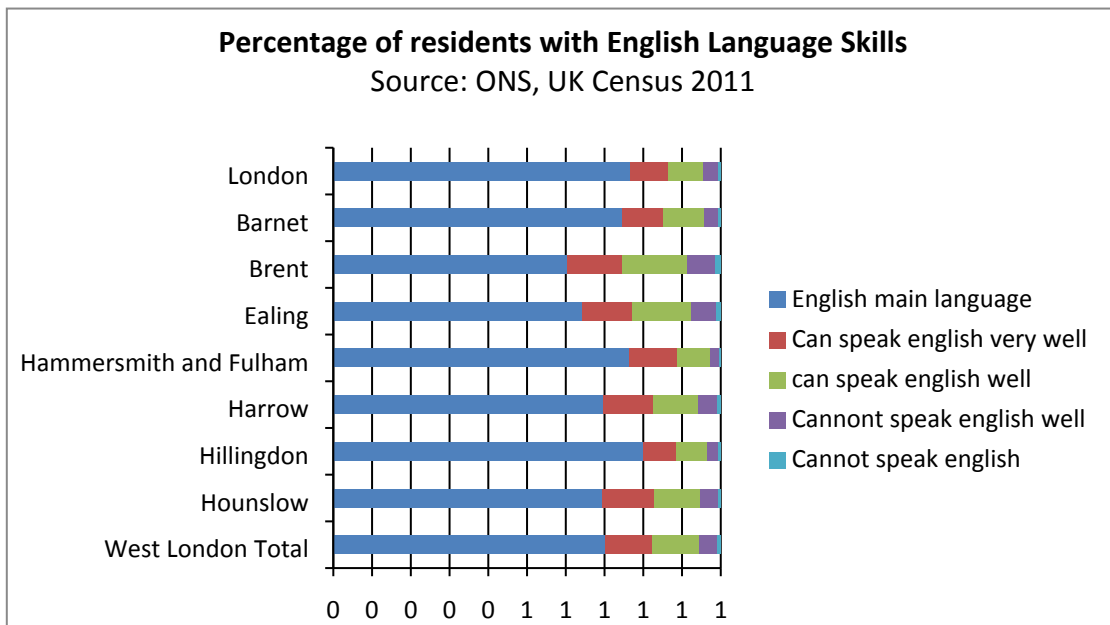


### Target Demographic

- There are around 350,000 residents in west London with low or no skills (i.e. without GCSE level qualifications) and around 64,000 residents are unemployed. Between 40,000 and 60,000 are either in receipt of sickness benefits or not working due to long term sickness or both.
- The 2011 Census identified that 28% of West London residents list a language other than English as their main language. It also found that 6% identified and not being able to speak English well or at all - in 2011, this equated to around 88,000 residents. It is expected that this figure has increased significantly over the last five years. Generally rates of non-English speaking residents are much higher in London than other part of the country (93% of adult residents in England speak English as a first language at home) and rates in West London are slightly higher than London as a whole.
- A UKCES survey of employers found that 19% of employers West London Employers state that basic numeracy skills needed improving (compared to 22%

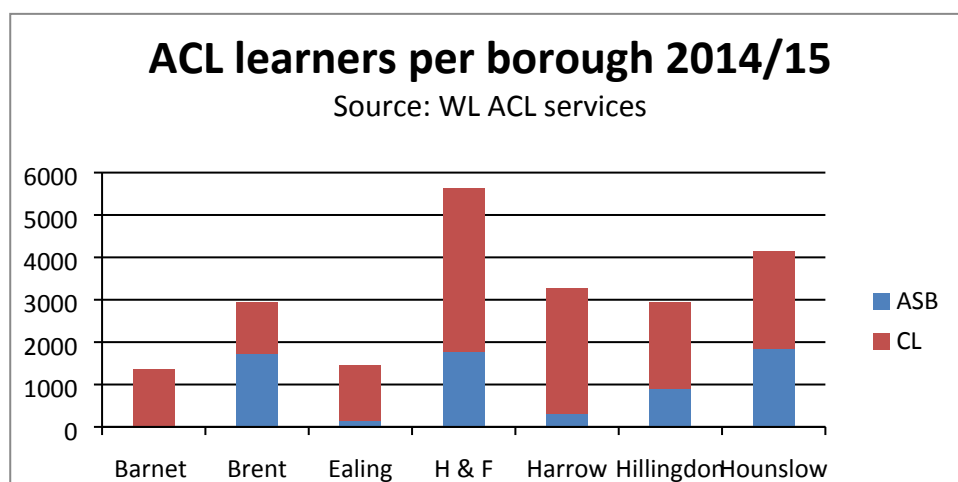
for England) and 28% basic literacy skills needed improving (compared to 22% for England). 20% of employers identified IT skills as need improving - were similar to levels in England as a whole.

- Demand outstrips supply and where colleges are able to exceed contract delivery in agreement with SFA this is funded. Combined over delivery against SFA contract values for 15/16 was £187,231.

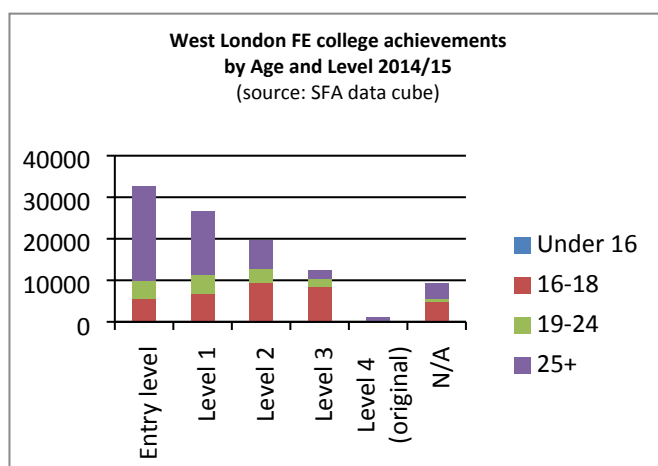
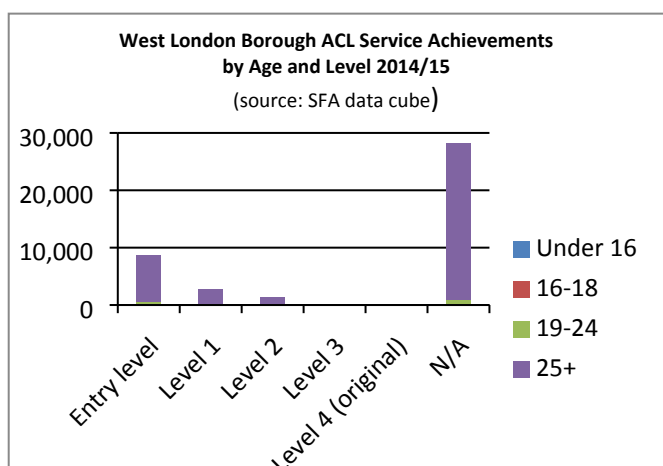


### Outputs and outcomes

- Overall, West London ACL services reached approximately 22,000 adult learners in 2014/15 – about 6% of our population with low or no skills. Hounslow delivered largest amount of ASB Funded (qualification) courses and Hammersmith & Fulham largest delivery of Community Learning.



- ACL services in West London deliver around 27% of the SFA funded achievements (successfully completed courses) compared to 67% delivered by the FE sector. They chiefly provide pre-entry level to level 1 course to older learners between 30 and 50 years old as a pathway towards Level 2 and above. This is a significantly different profile to the local FE sector where there are much higher volumes of L2 and L3 provisions and a lower age profile. The majority of ACL learners study very locally, for example 91% of Hounslow's ACL learners are from the borough where FE learners are much more likely to travel to colleges outside of their borough.



- 40% of ACL's provision delivered is "Preparation for Work & Life" (ESOL, English, and maths) followed by Health and Public Services. Some services also provide apprenticeships generally to a much younger age group - 32% are delivered under 20 – 50% of apprenticeships are delivered by colleges and private providers.

### Performance

- All Providers currently graded Good (grade 2) by Ofsted, with outstanding features. Strong partnership comes out as a positive across all inspection reports. Community Learning success rates are highest in Barnet, Hounslow, and Ealing. Ealing, Harrow and Hounslow have highest success rates in accredited learning.
- Learner satisfaction is report by Ofsted as high. FE Choices Learner Survey showed Hounslow as gaining highest levels of satisfaction for accredited course learners with Barnet and Hillingdon highest scores for community learning.

### Delivery approach

- The majority of courses offered by ACL services in West London are delivery directly with pockets of larger sub-contracted provision particularly in Ealing and Harrow. There is variation of fees across the providers, with local arrangements with regards to eligibility to concessionary fees/self-financing fees.
- All providers rent venues to deliver services, in some cases rented by the hour to keep

costs low. Only one provider, Hillingdon, owns property. Providers benefit from “ Pound Plus” payment in kind for venues, resources, marketing

- Marketing and Management Information Systems costs vary significantly however it is recognised that contracts may not be like for like.
- Generally services benefit from a highly qualified workforce, many tutors with specialist qualifications alongside degree qualifications. However, recruitment, tutor development CPD costs vary significantly across the 7 boroughs and each have individual polices for example on Prevent/Safeguarding, Equality & Diversity.
- There is no consistent employment contract of terms & conditions or hourly rate for sessional tutors, although many teach across boroughs - variations of hourly rate from £22 per hour (Brent) up to £29 per hour (Barnet) .

**Sources:**

**Contract values:**

<https://www.gov.uk/government/publications/sfa-funding-allocations-to-training-providers-2015-to-2016>

<https://www.gov.uk/government/publications/sfa-funding-allocations-to-training-providers-2014-to-2015>

**Skills, unemployment and sickness data**

<https://www.nomisweb.co.uk/reports/lmp/la/contents.aspx>

**Language data**

<https://data.london.gov.uk/dataset/cis-commissioned-2011-census-tables/resource/175fc4fa-3170-4766-8584-5a0aa242883a>

**Output data:** SFA data cube

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## **Annex C: Summary findings of the London Review of Adult Community Learning**

1. The Mayor as skills commissioner should draw up an Education and Skills Post-16 Strategy informed by needs and priorities identified at the sub regional skills and employment boards.
2. As part of the strategy there should be an adult education strand that includes community delivered adult education and skills.
3. To underpin the strategy, a set of key pan London policies should be developed.
4. These policies should be adopted and where necessary adapted by individual services and providers, including where relevant at sub-regional level.
5. To give direction and focus, the Mayor should set up an overarching post-16 education and skills board, which should liaise with sub-regional skills and employment boards.
6. To improve understanding of Londoners' needs, the GLA should collect relevant data and Labour Market Intelligence centrally via a strengthened data store.
7. Providers should develop their skills and education plans to ensure identified need is met.
8. The post-16 education and skills strategy should clearly state who should be the beneficiaries of public funding, which should include those furthest away from work, stuck in low paid employment, low qualified, those without basic skills and/or up to level 2, and/or with a health or wellbeing issue.
9. Set up a task and finish group to determine LLDD need and how best to meet it.
10. The curriculum offer should concentrate on Basic English including ESOL, maths and digital skills programmes, health and wellbeing, family learning, retraining and enrichment programmes.
11. To provide coherence for London and, at the same time give providers the facility to be responsive, fund through an agreed plan underpinned by a block grant.
12. To ensure there is room for innovation and creativity, create an innovation fund for new developments.
13. In the short term, keep the existing provider base but work with LA services and providers to consider sharing backroom and/or curriculum led services.
14. London Government to support the development of sub-regional community education hubs either through a single LA, College or Institute for Adult Learning and help facilitate the use of the transition grant.
15. To ensure the system is providing an effective service for learners and employers, outcome data should be collected covering student success measures. These outcomes should be supplemented through the match data programme on employment, unemployment, employment promotion and earnings.
16. A technical benchmarking framework should be developed and adopted by each provider.
17. The existing Individual Learner Record requirement should be retained and the new London system should use and enhance the existing database.

The full report is available here (copy and paste to browser):

<https://www.london.gov.uk/moderngovmb/documents/s57409/5a%20ACL%20Review%20Appendix.pdf>



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	<p><b>West London Economic Prosperity Board</b></p> <p><b>21 March 2017</b></p>
<p style="text-align: center;"><b>Title</b></p>	<p><b>Inward Investment in West London</b></p>
<p style="text-align: center;"><b>Report of</b></p>	<p>Paul Najsarek, Chief Executive (LB Ealing)</p>
<p style="text-align: center;"><b>Status</b></p>	<p>Public</p>
<p style="text-align: center;"><b>Urgent</b></p>	<p>No</p>
<p style="text-align: center;"><b>Enclosures</b></p>	<p>Appendix 1: Draft Specification for a West London Inward Investment Function</p>
<p style="text-align: center;"><b>Officer Contact Details</b></p>	<p>Luke Ward, Head of Growth, Employment and Skills, West London Alliance, <a href="mailto:wardlu@ealing.gov.uk">wardlu@ealing.gov.uk</a>, 07738 802 929</p>

<h2>Summary</h2>
<p>This paper sets out an approach to attracting inward investment to West London boroughs, which is a theme in the Vision for Growth Action Plan approved by the West London Economic Prosperity Board on 9 June 2016. It proposes an approach to attracting “contestable” inward investment boroughs in West London, enabling them to promote their unique offers and identity abroad whilst leveraging maximum international visibility through the combined weight and brand recognition of West London with its 100,000 businesses and population of around two million people.</p> <p>Appendix One sets out a specification and approach to commissioning an externally delivered Inward Investment function that will operate at a low or zero cost to WLA member boroughs, and incorporates the findings of a soft market test conducted over December and January 2016. The proposal also incorporates the comments of both West London growth directors and Chief Executives.</p> <p>The next step in this work is to undertake a tendering exercise to understand how external providers will deliver the inward investment outcomes sought by boroughs before, and subject to the view of the WLEPB and the outcome of that tendering exercise, appointing the successful provider by September 2017. Potential providers will be asked to provide a “zero-cost” option when responding to the tender.</p>

<h2>Recommendations</h2>
<p><b>The Board is requested to:</b></p> <ol style="list-style-type: none"> <li><b>Agree, subject to any comments, the draft specification contained within Appendix 1 for a West London inward investment function, which incorporates comments from officers as well as the findings of a soft-market test conducted</b></li> </ol>

over December 2016 and January 2017.

2. Agree to commence a tendering exercise for a West London inward investment function over Spring and Summer 2017.
3. Note that it is expected that the tender exercise will take three-four months and that the service will be in place by Autumn 2017.

## 1. INTRODUCTION

- 1.1 One of the four themes set out in the West London Vision for Growth included a focus on strengthening the economic competitiveness of West London through, amongst other things, a coordinated approach to inward investment, and to establish West London boroughs individually and collectively as an internationally recognized and business-friendly location with a quality work force, great location, and excellent universities and research establishments.

### *Vision for Growth – inward investment*



## 2. BACKGROUND

- 2.1 At its meeting on 10 November 2016 West London Growth Directors developed an approach to delivering a coordinated inward investment approach that leverages the combined weight of the West London economic area to attract contestable investment, jobs and business relocations, and which will allow individual boroughs to reach a wider international audience.

2.2 They subsequently considered a more detailed specification for the service at their meeting on 2 March 2017, agreeing that the focus of the function should be on attracting international business relocations from abroad, on stimulating trade, building on the strong international connections of WL boroughs, and the Government’s new international focus through the recently launched Industrial Strategy. It was felt that attracting developers through activity such as MIPIM should not be within the scope of the service as different boroughs have different approaches to MIPIM that would not fit comfortably with a sub-regional approach. This has been incorporated into the specification contained within appendix one.

2.3 The following activities are in scope for the function:

<b>Activity</b>	<b>Description</b>
<b>1. High quality web portal</b>	World-class inward investment portal for West London, with dedicated spaces for individual WLA boroughs. Focus on: regeneration sites, development opportunities, office locations, natural strengths, demographics, local priorities etc.
<b>2. Inward Investment “prospectus”</b>	A printed product that can be sent to businesses, developers and politicians, and sent on trade missions abroad.
<b>3. West London “Expo”</b>	A significant annual event focused at international business and developers looking to locate to or invest in the sub-region.
<b>4. Sector conventions</b>	What international conventions are there that focus on different economic sectors that we ought to be focusing
<b>5. Lobbying, influencing, relationships building and leveraging networks</b>	Coordination with London and Partners and the Department for International Trade to promote the above, to engage with trade missions, disseminate the prospectus and portal, and to channel interested investors to the most appropriate WL borough. Working to private partners to ensure the model is financially sustainable and actively managed in the longer term.

2.4 The success of the function would be measured with the following indicators:

- Value of contestable inward investment secured
- Number of new jobs created
- Business satisfaction
- Number of external companies engaged with internationally
- Engagement by West London businesses with activities such as trade missions, government departments, and London & Partners

### 3. WORK UNDERTAKEN TO DEVELOP THE SPECIFICATION IN APPENDIX 1

3.1 Since November work has been undertaken by the WLA to develop a clearer understanding of the existing provider market and commercial aspects of a potential sub-regional inward investment service, the outcomes that a sub-regional approach would deliver, and to refine the scope of the specification to a point where it could be brought to the WLEPB:

- 1) **Market test undertaken:** Officers at the WLA undertook a soft market test with a small selection of providers<sup>1</sup> to understand the level of interest in working with West London boroughs, commercial and funding models that would allow the service to be delivered at low or zero cost to WLA boroughs, and to refine the scope of the specification. The findings have been positive with a number of organisations signalling interested in participating in a tendering exercise.
- 2) **Specification developed:** Based on the findings from the soft market test the specification contained in Appendix One has been developed. This specification is based on a successful inward investment service commissioned by a London borough outside of West London and has subsequently delivered an effective outcome.
- 3) **Project approach identified:** An approach to identifying a preferred provider through a tendering exercise has been identified by growth directors as the best way to secure a credible delivery partner that will result in the business growth outcomes set out in Appendix One. This tender exercise would ask potential providers how they intend to go about delivering the outcomes set out in the specification and to what extent they will be able to do this. It will also allow West London to ask providers to provide an option for delivering the service at zero up-front cost to local government.

3.2 London & Partners have also been engaged with as part of the development of the proposal. They have a stated preference for working with organised groups of councils within the capital rather than 32 boroughs individually, as coordinated activity has a greater level of marketing visibility and impact internationally. A West London approach would reflect this preference and so strengthen the connection to international markets that individual borough approaches.

### 4. NEXT STEPS

- 1) Subject to the view of the WLEPB a tender exercise will be undertaken to identify a preferred provider for the service, and to understand how they will go about delivering the outcomes set out in the specification and how the financial model will work (sustainably from local government funding).
- 2) Growth Directors will be involved in any selection process to identify the provider.
- 3) It is anticipated that the tender process will take three-four months and that the service will be in place by Autumn 2017.

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<sup>1</sup> White Label, West London Business, Chart Lane

- 4) Progress will be reported back to Leaders and their approval sought in the selection of the provider of the Inward Investment Service.

## **5. REASONS FOR RECOMMENDATIONS**

- 5.1 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

## **6. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 6.1 It would be possible to undertake inward investment to individual boroughs and there are examples of this working successfully. We do know however that many boroughs can find it difficult to prioritise or resource inward investment approaches locally, and that the scale and large number of London boroughs can make it difficult to attract international interest.
- 6.2 The approach set out here then of combining the weight and shared visibility of West London boroughs has been designed to address these issues, and the model of delivering it through an external provider on a low/zero cost basis will ensure the longer term viability of the model, should it be seen to deliver the results in terms of investment secured and jobs created that WLA boroughs want to see.

## **7 POST DECISION IMPLEMENTATION**

- 7.1 Subject to the view of the WLEPB a tender exercise will be undertaken to identify a preferred provider for the service, and to understand how they will go about delivering the outcomes set out in the specification and how the financial model will work (sustainably from local government funding).
- 7.2 Growth Directors will be involved in any selection process to identify the provider.
- 7.3 The Tender process will be completed by Autumn 2017 and which point, subject to the outcome of that tender exercise, the approval of the Board will be sought for the next stage of work.

## **8 IMPLICATIONS OF DECISION**

### **8.1 Corporate Priorities and Performance**

- 8.1.1 The West London Vision for Growth highlights securing inward investment from private enterprise as a priority for the sub-region.

## **8.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

8.2.1 At the moment this work has been resourced within existing WLA resources. The aim of the proposed tendering exercise is to optimise inward investment in West London. The service would be delivered on a low or zero-cost basis; bidders will be asked to provide an option for delivering the service at zero cost. Any costs would be agreed prior to appointment. The proposed contract length is 3 years, with a break clause at the end of each year.

## **8.3 Social Value**

8.3.1 The proposal set out here support improved health and wellbeing outcomes for people and businesses in West London by bringing investment into the sub region and creating jobs for people here.

## **8.4 Legal and Constitutional References**

8.4.1 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.

## **8.5 Risk Management**

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

## **8.6 Equalities and Diversity**

8.6.1 This work currently has no equality or diversity implications. If brought to fruition however the Dudding Hill 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 would be undertaken should this work progress to the stage of development that would require this.

## **8.7 Consultation and Engagement**

8.7.1 This work does not currently affect the public. The proposals incorporate comments from Growth Directors and Chief Executives within WLA boroughs, as well as the findings from the soft market test undertaken in late 2016 and early 2017.

## **8.8 Insight**

8.8.1 The proposals set out in this report build upon the findings of the “West London Economic Assessment” project that was commissioned by Growth Directors in early 2016 as well as analysis from the GLA.

## **9. BACKGROUND INFORMATION**

9.1 None



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*Specification for the delivery of an Inward  
Investment & Trade Strategy, Marketing, and  
Event Management Services for West London*

**MARCH 2017**

## **1 Introduction**

- 1.1 The boroughs of the West London Alliance have a commitment to working together to embed the conditions for long-term economic growth across the sub-region. This includes attracting of global employers who want to establish themselves in or grow in London, and supporting businesses in West London who want to trade internationally.
- 1.2 We are looking to procure a provider of inward investment services with a proven record successfully promoting local areas as supporting trade and international relocation opportunities, and raising private sponsorship resulting in a financially sustainable service that delivers a defined set out outputs.
- 1.3 We are seeking to deliver the following outputs:
  - An inward investment strategy based on evidence and an associated delivery plan for West London that provides a “shop window” to the offers of individual boroughs
  - The creation of a website and accompanying printed “prospectus” that can be used on trade missions and to market West London boroughs
  - The provision of a major annual “Trade West London” event that allows investors to understand the major opportunities across the entire sub-region
  - A list of key sector-specific events that the WLA should attend and or exhibit at along with a detailed budget for each prior to approval
  - Delivered either predominantly or entirely via sponsorship
- 1.4 This contract will be for a period of three years with a break point at the end of each year. The decision to renew the contract each year will be made by the West London Growth Directors Board and will be based upon the performance of the contract, which will be measured using the key performance indicators below. Further information about these outputs and the Council’s requirements are also included below.

## **2. Background**

- 2.1 West London is a large and relatively affluent place with a growing population of over two million people and the second largest economy in the country. GVA per worker is the highest in London. There are however a number of potential constraints to economic growth – such as increasingly unaffordable housing, growing congestion, stubbornly high levels of economic inactivity, a wide variation of economic outcomes between different groups and, in line with much of the rest of the UK, weak productivity growth.
- 2.2 The sub-region makes a number of unique and significant contributions to the London and wider UK economies through its assets such as Heathrow Airport and Park Royal, major growth opportunities such as the Golden Mile, Wembley and Brent Cross, and a number of high-performing economic sectors. Both Crossrail and HS2 will run through the sub-region.
- 2.3 West London has excellent transport infrastructure in and out of the City, and also out to the wider country. Its growing population is well-educated, enterprising, and flexible

thanks to a high quality education and training system that is focused on the needs of employers.

### **3. The West London Vision for Growth**

- 3.1 The boroughs that make up the West London Alliance have embraced a new approach to economic growth, known as the West London Vision for Growth. The Vision focuses on developing strong fundamentals for growth including developing a skilled and entrepreneurial workforce, excellent physical and digital infrastructure, excellent housing, and a highly supportive environment for businesses, developers and investors. The Vision is the driving force behind the sub-region's ambition to develop its position as a thriving and prosperous part of a premier world city.
- 3.2 The Vision for Growth is led by the West London Economic Prosperity Board (WLEPB) a joint committee consisting of the political leaders of the member boroughs of the WLA. The Board provides direction to the West London Growth Directors Group who have responsibility for delivering the Vision for Growth at both a strategic and an operational level in partnership with the business community investors, London and national government.
- 3.3 The Vision for Growth has an accompanying Action Plan which was produced by the WLA member boroughs and their strategic partners in early 2016. It sets out a clear plan for the local economy in the years, and includes a focus on inward investment and business growth.

<http://westlondonalliance.org/wla/wlanew2.nsf/pages/wla-267>



### **4. OUR APPROACH TO INWARD INVESTMENT**

- 4.1 The FDI Work stream of the Vision for Growth is focused on attracting a range of investors and international/multi-national businesses to the sub-region so that they are

able to easily access the sorts of opportunities and information they are seeking, and so they can easily engage with the most appropriate person or service in each WLA member borough e.g. in relation to relocating their HQ, identifying the best locations, or growing their business.

4.2 The inward investment element of the Vision for Growth has been designed to respond to the opportunities and challenges associated with uncertain global economic circumstances, the new UK Industrial Strategy, and the need to generate jobs and economic activity at the borough level in order to reduce demand for public services, improve the health & wellbeing of residents, and to generate income for councils in the form of a broader and deeper tax-base.

**4.3 The service to be procured will provide a single shop-window for inward investment in West London, using the larger economy and brand recognition of West London to attract potential investors who can then be funnelled to the individual borough with the offer that most closely matches the needs of that particular investor.** This will have the effect of both increasing the volume of enquiries to West London boroughs, and also improve improve the likelihood that enquiries and expressions of interest are converted into actual investments.

4.4 We are commissioning a number of specific strands:

- Delivery of a **range of inward investment activity** for West London that provides a “shop window” to the offers of individual boroughs who prospective investors can then be funnelled to.
- The creation of a new **website** and accompanying **printed “prospectus”** that has its own identity and which also allows the space for the branding of individual WLA boroughs.
- The provision of a **major annual “Invest West London” event** that allows investors to understand the major opportunities across the entire sub-region
- A list of key **sector-specific events** that the WLA should attend and or exhibit at along with a detailed budget for each prior to approval by Growth Directors Board
- The ability to act as a **first point of contact for enquiries** from investors as they arrive, and **refer** them to the most relevant council.
- Delivered predominantly or entirely via **sponsorship and events income (options will be sought through the tender process)**

4.5 The above points should be brought together by the provider into a single delivery and marketing plan to be approved by Growth Directors Board, prior to the commencement of delivery. See “outputs” below.

## **5. SKILLS AND EXPERIENCE SOUGHT**

5.1 We are seeking to procure the services of a provider who has an established track record of promoting local authority areas as a relocation, trade and investment opportunities. The successful provider will have established contacts with many of the investors with whom we are hoping to engage and who would be willing to become sponsors, with a strong track record of partnership development, and so able to deliver a coordinated inward investment that allows all the boroughs of the West London Alliance who engage to benefit.

- 5.2 In addition the provider will know key regional policy makers and be in a position to help secure their support for the West London Inward Investment programme. They will have extensive up to date knowledge of the trends in property development, trade missions and international HQ relocations, including what is happening in competing areas in London, the UK, and internationally.
- 5.3 Finally, the provider that we seek must have a proven track record of raising significant amounts of sponsorship from private sector partner organisations to match fund promotional events and activities.

## 6. OUTPUTS

### 6.1 *MARKETING STRATEGY*

- 6.2 The provider will, in collaboration with participating WLA boroughs, undertake a baseline analysis of the current work of boroughs on inward investment, identify the key opportunities and selling points of each individually and of West London as a whole, and use this analysis to develop a detailed marketing strategy designed to increase the profile of boroughs in West London as an investment opportunity using the information from the analysis.
- 6.3 The strategy should set out the West London overall and individual borough offer to a range of investors. The strategy should identify possible campaigns and /or promotional activity that WLA boroughs should engage in, a list of events to attend and/or host, a list of events to exhibit at and the size and nature of those exhibits. The provider will be required to produce guideline budgets for all proposed marketing activity and detailed budgets for approved activity prior to delivery.
- 6.4 The marketing strategy will be constructed in such a way as to be of use to individual boroughs as they pursue their local activity, and will also be of use to the sub-region as a whole, ensuring that West London is collectively working to deliver the same set of shared outcomes.

### 6.5 *WEBSITE AND PROSPECTUS*

- 6.6 The provider shall deliver and maintain a **web portal** that acts as a “shop window” to West London, with dedicated space for individual boroughs within it to set their stall out under the umbrella of the sub-region. The borough-level content of the website will be specified by the provider and created and supplied by individual participating boroughs, The WLA-level content of the website shall be specified by the provider in liaison with the WLA and West London Growth Directors Board.
- 6.7 Alongside the website the provider will prepare and deliver a high quality printed prospectus that can be used on trade missions with L&P and DIT, and sent to developers, businesses, and governments around the world. The prospectus should set out the overall selling points and strengths of West London from an investor/business perspective, and also give space/pages/cards to individual boroughs, which should each follow a common format, whilst also allowing individual

boroughs to use their own branding and logos. An example of a format for printed a printed prospectus that may work well for this purpose is “Invest Luton”.

#### **6.8 EVENTS: INVEST WEST LONDON CONFERENCE**

6.9 The provider will be required to manage the whole process attendance and participation at at least one major sub-regional event per year. This will include (but is not limited to):

- Producing detailed plans
- Producing detailed budgets
- Securing private sector sponsorship to support events and promotional activities
- Design and printing of publicity material specific to the events
- Designing any equipment/items (ie display stands)
- Procuring any equipment/items which are required
- Ordering stand space
- Organising travel and accommodation
- Sourcing and booking venues
- Organising speakers
- Organising attendees to events
- Organising catering/drinks receptions

6.10 It is envisaged that as part of the organisation of events and promotional activity the provider will be required to purchase items on behalf of the WLA, in the pricing schedule the provider is asked to give a percentage add on for profit on invoices paid on behalf of the Council.

6.11 It is envisaged that WLA boroughs will be promoted at the events listed below (however this subject to the recommendations made in the marketing plan produced by the provider) and that this will happen in a coordinated way e.g. they will all be located together in the exhibition space with unified branding.

#### **6.12 INVEST WEST LONDON CONFERENCE**

6.13 The provider will be required to facilitate and manage one Invest West London conference (one or two day) event for approx. 150 - 200 delegates (likely to be held in the 2016/17 financial year). This will include (but is not limited to) venue sourcing and booking, organisation of lunch and refreshments. Conference set up and management during the day, including: managing the delegate list, providing ID badges, provide waiting and greeting staff on the day, ensure the correct audio visual equipment is available for presentations, setting up and closing down the event.

#### **6.14 SECTOR SPECIFIC DIARY OF EVENTS**

6.15 The provider shall a develop a list of key sector-specific events that the WLA should attend and or exhibit at along with a detailed budget for each prior to approval. The sectors selected should reflect those identified as key to the West London economy in the West London Economic Assessment, published in Spring 2016.

## **6.16 TRADE MISSIONS**

6.17 The provider shall develop a forward plan of UK, London, and WLA trade missions abroad, and also of visits by foreign investors and governments to London, so that WLA members can engage with them where useful, including ensuring they have access to the West London prospectus.

## **7. Management of other marketing and promotional activity**

7.1 It is envisaged that the provider will identify a number of promotional/marketing opportunities (including attendance/promotion of other conference and events) and also that promotional opportunities will arise during the contract term. As it is impossible to predict and therefore price these at this stage the provider is asked to provide hourly rates in the pricing schedule.

### **7.2 Sponsorship**

7.3 The provider will be required to bring in income, in the form of sponsorship, which will be used to fund the events and promotional activities set out in the marketing strategy.

7.4 The provider will be asked to present in its response how it will operate financially independently of local government what the implications of this might be for the delivery of the products set out above e.g. how much time will be required to secure sufficient funding from external sponsors prior to the delivery of the website, prospectus, and annual event in particular? If financial resources are needed to commence work the potential provider will be asked to state how much and what this will be used to deliver.

7.5 The provider will be required to share their sponsorship plans with the WLA for sign off prior to commencing any sponsorship raising activity. The WLA will also approve all sponsorship deals before they are formalised.

7.6 It is the responsibility of the provider to properly vet potential sponsors in order to protect the Council from any potential reputational issues or damage.

7.7 The provider is required to inform the WLA of any conflicts of interest with regards to sponsors.

## **8. MONITORING PERFORMANCE**

8.1 The provider will be required to provide weekly update reports within the first three months of the contract, following which monthly reports will be required. These reports should an update on the Key Performance Indicators listed below.

8.2 The Council will assess the performance of the contract against the following KPIs:

1. The value of contestable investment secured for West London boroughs



2. The number of investors and other key contacts that the Council interact with through the events and promotional activities undertaken as part of this contract, broken down by WLA borough.
3. The amount of sponsorship raised by the provider as part of this contract
4. The number of risks and/or issues that the Council has to deal with resulting from poor planning and/or organisation of events or promotional activities within this contract.

## **9. THE ROLE OF THE WEST LONDON ALLIANCE**

- 9.1 Day to day management of the service will be through the Contract Manager on behalf of the WLA.
- 9.2 Upon completion of the services or termination of the Consultant's engagement all of The documents in any way prepared or used by the Consultant in connection with the Services will immediately be delivered to and become the property of the Council in all respects and the Consultant assigns full copyright and future copyright in the such documents to the Council.
- 9.3 The Council has a Design and Print service via its member boroughs that will be used by the successful provider for the duration of the contract. It is envisaged that the print provider will print all promotional paper items (ie leaflets, catalogues, posters, flyers etc) for all events and promotional activities. The successful events provider will be required to work with this print provider and we may require input from the successful events provider in the selection of the print provider.

## **10. TIMEFRAMES**

- 10.1 This contract is for a period of 3 years. The marketing strategy is to be delivered within the first 3 months of the contract with the event management and other marketing activity element running for the full 3 years.

## **11. BUDGET**

- 11.1 There is an expectation that this service will, as a concession contract, operate financially independently of local government wherever possible.
- 11.2 The WLA is looking for a provider with a good track record of raising sponsorship from suitable sources to support promotional activities (please see our requirements above). As a guide we would envisage that the provider would bring in approximately £50,000 in sponsorship over the three year contract period (of roughly equal values each year, as required by the proposed events).
- 11.3 All respondents to the tendering exercise will be expected to set out a "zero-cost" option for delivering the specification and associated outcomes set out above.

11.3 If financial resources are needed to commence work the potential provider will be asked to state how much and what this will be used to deliver.

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## West London Economic Prosperity Board

21 March 2017

<b>Title</b>	<b>Forward Work Programme, Board Chairmanship and Future Meeting Dates</b>
<b>Report of</b>	Andrew Charlwood, Head of Governance, LB Barnet,
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Enclosures</b>	Appendix 1: West London Economic Prosperity Board Forward Plan
<b>Officer Contact Details</b>	Andrew Charlwood, Head of Governance, LB Barnet, <a href="mailto:andrew.charlwood@barnet.gov.uk">andrew.charlwood@barnet.gov.uk</a> , 020 8359 2014

### Summary

This report sets out the Forward Work Programme for the West London Economic Prosperity Board, asks the Board to note the forthcoming change in chairmanship and support arrangements and seeks agreement on future meeting dates and venue(s).

### Recommendations

1. The Board note the Forward Work Programme as set out in Appendix 1.
2. The Board identify any additional items to be added to the Forward Plan for consideration at a future meeting.
3. The Board note that from May 2017 Chairmanship and Board support will pass to LB Brent.
4. The Board consider the future meeting dates detailed in section 1.3 below and agree dates and venue(s) for future meetings.

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 The Board should maintain a Future Work Programme to ensure that it plans its work and makes effective decisions.
- 1.2 Section 5 of the Board's Functions and Procedure Rules provides that the chairmanship will rotate amongst the participating boroughs and that terms of appointment will be for a maximum of 12 months.
- 1.3 Meeting dates for the Board have only been agreed up to the current meeting. The Board are requested to consider the dates listed below and indicate their preference of venue:
  - 28 June 2017
  - 27 September 2017
  - 6 December 2017

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 To ensure that the business of the Board reflects the priorities of councils in West London and the priorities set out in the West London Vision for Growth.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 N/A

## **4. POST DECISION IMPLEMENTATION**

- 4.1 The Forward Work Programme has been maintained by the Economic Prosperity Board host authority (LB Barnet from December 2015 to May 2017) and has been developed in consultation with Growth Directors, Chief Executives and the West London Alliance Director. From May 2017 this responsibility will pass to LB Brent. Officers from LB Barnet and LB Brent have been working on transitional arrangements.
- 4.2 Subject to the agreement of the Board, future meeting dates will be advertised on the committee papers sections of participating boroughs websites.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Priorities and Performance**

- 5.1.1 Not applicable as this item relates to business management activity rather than the delivery of specific elements of the West London Vision for Growth.

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

5.2.1 Resource implications in respect of Future Work Programme items will be dealt with for individual items considered for the Economic Prosperity Board.

5.2.2 Section 8.1 of the Functions and Procedure Rules provides that “Organisational and clerking support for the Joint Committee, and accommodation for meetings, will be provided by the Participating Borough whose representative is Chair unless otherwise agreed by the Joint Committee. The costs of this will be reimbursed by contributions from the other Participating Boroughs as approved by the Joint Committee.” During the first 18 months of operation of the Board organisational and clerking support has been provided by the host borough has been provided at nil cost to participating boroughs.

## **5.3 Legal and Constitutional References**

5.3.1 The West London Economic Prosperity Board is a joint committee set up under section 102 of the Local Government Act 1972. This section allows two or more authorities to form a joint committee. The boroughs involved are Barnet, Brent, Hammersmith & Fulham, Harrow, Hounslow and Ealing. The Board’s Functions and Procedure Rules provide for Hillingdon to potentially join later. The boroughs making up the Board will be bound by the decisions made even if they voted against them. The Board will be able to make decisions on anything that falls within the Functions and Procedure Rules. Any liabilities associated with the Committee will be allocated equally amongst the participating boroughs.

## **5.4 Risk Management**

5.4.1 Risks will be dealt with for individual items considered for the Economic Prosperity Board. The Forward Plan will be kept constantly under review so that it has flexibility to respond to new and emerging policy agendas and issues.

## **5.5 Equalities and Diversity**

5.5.1 Equalities and diversity issues will be addressed within items considered by the Economic Prosperity Board.

## **6. BACKGROUND PAPERS**

6.1 West London Economic Prosperity Board, 13 November 2015, Item 1 – Election of Chairman and Vice-Chairman – The Board appointed Councillor Richard Cornelius (LB Barnet) as Chairman until May 2017. The Board also agreed that the administrative support and chairmanship should rotate in alphabetical order and Cllr Mohamed Butt (LB Brent) was appointed as Vice-Chairman :  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=765&MIId=8536&Ver=4>

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

**March – December 2017**

Contact: Andrew Charlwood, 020 8359 2014, [Andrew.Charlwood@Barnet.gov.uk](mailto:Andrew.Charlwood@Barnet.gov.uk)



Title of Report	Overview of decision	Report Of ( <i>officer</i> )
<b>21 March 2017</b>		
Update on Actions from the Previous Meeting	To receive verbal updates on matters discussed at previous meetings not covered elsewhere on the agenda	Chairman
Heathrow Airport Planning Matters	TO CONSIDER a presentation from Emma Gilthorpe, Director of Heathrow Expansion at HAL	Paul Najsarek (LB Ealing)
Transport Infrastructure Priorities (in two parts)	<p>Part A: TO CONSIDER the findings from analysis commissioned by growth directors into the economic constraints associated with inadequate transport infrastructure in West London</p> <p>Part B: AGREE one particular orbital rail scheme as a shared priority based on the above analysis, and agree next steps</p>	Amar Dave (LB Brent)
Business Rates Retention	TO CONSIDER recommendations from chief officers relating to BR retention and next steps	John Hooton (LB Barnet)
Adult Community Learning	TO AGREE recommendations for a sub-regional approach to Adult and Community Learning based on the findings of the ACL Task and Finish Group	Mary Harpley (LB Hounslow)
Securing Inward Investment and trade for West London	TO CONSIDER a proposal from Growth Directors aimed at supporting increased inward investment and jobs creation into West London are low or Zero cost to WLA boroughs.	Paul Najsarek (LB Ealing)
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chairman

Title of Report	Overview of decision	Report Of ( <i>officer</i> )
<b>28 June 2017 (TBC)</b>		
One Public Estate	TO APPROVE ongoing West London engagement with the One Public Estate Programme	Dan Gascoyne (WLA Director)
Next steps for Delivering Work and Health Programme	TO CONSIDER a update on the Work and Health programme procurement	Paul Najsarek, LB Ealing
Improving transport Infrastructure	TO CONSIDER progress on taking forward orbital rail priorities with the GLA and TfL, and to consider a set emerging road schemes that analysis has identified as of significance to the West London economy.	Amar Dave (LB Brent)
Housing Supply Progress Update	TO COMMENT on progress with delivering measures to increase housing supply in West London.	TBC
Skills Commissioning Final Proposals	TO AGREE proposals for a sub-regional skills commissioning function	Mary Harpley (LB Hounslow)
<b>27 September 2017 (TBC)</b>		
Securing Inward Investment and trade for West London	TO CONSIDER the outcome from the tendering exercise AND AGREE to award the tender if a suitable provider is identified	Paul Najsarek (LB Ealing)
Transformation Challenge Awards (TCA) Final Evaluations	TO CONSIDER the final evaluation report from the TCA-funded projects and consider any learning points for future service models.	Mary Harpley (LB Hounslow)

Title of Report	Overview of decision	Report Of ( <i>officer</i> )
Mayor's Transport Strategy and London Plan	TO AGREE collective response to and key asks of West London for inclusion in the key London Plan strategic documents.	Amar Dave (LB Brent)
<b>6 December 2017 (TBC)</b>		
Vision for Growth Annual Report and Forward Plan	TO COMMENT on the annual report of the Committee and TO AGREE the Forward Plan.	TBC
Housing Supply Commission and Final Accord	TO AGREE a joint West London Housing Supply accord.	TBC



**JOINT COMMITTEE OF THE BOROUGHES OF  
BARNET, BRENT, EALING, HARROW AND HOUNSLOW  
(KNOWN AS “WEST LONDON ECONOMIC PROSPERITY BOARD”)**

**Functions and Procedure Rules**

**1. Purpose of the Joint Committee**

- 1.1 The London Boroughs of Barnet, Brent, Ealing, Hammersmith & Fulham, Harrow and Hounslow (“the Participating Boroughs”) have established the Joint Committee pursuant to powers under the Local Government Acts 1972 and 2000, and under the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.
- 1.2 The Joint Committee shall be known as ‘**WEST LONDON ECONOMIC PROSPERITY BOARD.**’
- 1.3 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.
- 1.4 The purpose of the Joint Committee will be collaboration and mutual co-operation 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.
- 1.5 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.
- 1.6 These Procedure Rules govern the conduct of meetings of the Joint Committee.

**2. Definitions**

- 2.1 Any reference to “Access to Information legislation” shall mean Part V and VA of the Local Government Act 1972 (as amended) and, to the extent that they are applicable, to the Openness of Local Government Bodies Regulations 2014 (as amended) and the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 (as amended).
- 2.2 Any reference to “executive”, “executive arrangements”, “executive function” or “committee system” has the meaning given by Part 1A of the Local Government Act 2000.

### **3. Functions**

- 3.1 The Joint Committee will discharge on behalf of the Participating Boroughs the functions listed below related to promoting economic prosperity in West London:
  - 3.1.1 Making funding applications and/or bids to external bodies, in relation to economic prosperity for the benefit of the local government areas of the participating local authorities.
  - 3.1.2 Providing direction to a nominated lead borough on the allocation of any such funding awards to appropriate projects for the benefit of the local government areas of the participating local authorities, including, where applicable, approving the approach to the procurement to be undertaken by the lead borough.
  - 3.1.3 Seeking to be the recipient of devolved powers and/or funding streams for the local government areas of the participating local authorities, which relate to the economic prosperity agenda.
  - 3.1.4 Exercising any such powers and allocating any such funding.
  - 3.1.5 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.
  - 3.1.6 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.
  - 3.1.7 Representing the participating local authorities in discussions and negotiations in relation to pan-London matters relating to economic prosperity.
  - 3.1.8 Seeking to influence and align government investment in West London in order to boost economic growth within the local government areas of the participating authorities.
  - 3.1.9 Agreeing and approving any additional governance structures as related to the Joint Committee, or any sub-committees formed by the Joint Committee.
  - 3.1.10 Representing the participating local authorities in discussions and negotiations with the Secretary of State for Communities and Local Government to encourage legislative reform enabling Economic Prosperity Boards, as defined by the Local Democracy, Economic Development and Construction Act 2009 Act, to be established by groups of boroughs in London.
  - 3.1.11 Inviting special representatives of stakeholders such as business associations, government agencies such as DWP or Jobcentre Plus, the further education sector, higher education sector, schools, voluntary sector, and health sector to take an interest in, and/or seek to influence, the business of the committee including by attending meetings and commenting on proposals and documents.

3.2 In relation to the Participating Boroughs which operate executive arrangements only executive functions of each borough may be exercised.

#### **4. Membership and Quorum**

4.1 The membership will comprise of 6 members with each Participating Borough appointing one person to sit on the Joint Committee as a voting member.

4.2 Each Participating Borough will make a suitable appointment in accordance with its own constitutional requirements.

4.2.1 Where a Participating Borough operates executive arrangements, then the appointment of a voting member of the West London EPB will be by the leaders of the executive or by the executive. It is anticipated that, where practicable, the leader of each such executive will be appointed to the West London EPB.

4.2.2 Where a Participating Borough does not operate executive arrangements, the appointment of a voting member of the West London EPB will be in accordance with the Borough's own procedures. It is envisaged that this will usually be one of its senior councillors.

4.3 In all cases, the appointed person must be an elected member of the council of the appointing Participating Borough. Appointments will be made for a maximum period not extending beyond each member's remaining term of office as a councillor, and their membership of the Joint Committee will automatically cease if they cease to be an elected member of the appointing Participating Borough.

4.4 Members of the Joint Committee are governed by the provisions of their own Council's Codes and Protocols including the Code of Conduct for Members and the rules on Disclosable Pecuniary Interests.

4.5 Each Participating Borough will utilise existing mechanisms for substitution as laid down in their own Standing Orders. Continuity of attendance is encouraged.

4.6 Where a Participating Borough wishes to withdraw from membership of the Joint Committee this must be indicated in writing to each of the committee members. A six month notice period must be provided.

4.7 When a new borough wishes to become a Participating Borough then this may be achieved if agreed by a unanimous vote of all the existing Participating Boroughs.

4.8 The quorum for the Joint Committee is three members. If the Joint Committee is not quorate it cannot transact any business. If there is no quorum at the time the meeting is due to begin, the start of the meeting will be delayed until a quorum is achieved. If no quorum is achieved after 30 minutes has elapsed, the clerk will advise those present that no business can be transacted and the meeting will be cancelled.

## **5. Chair and Vice-Chair**

- 5.1 The Chair of the Joint Committee will be appointed for 12 months, and will rotate amongst the Participating Boroughs.
- 5.2 Unless otherwise unanimously agreed by the Joint Committee, each Participating Borough's appointed person will serve as chair for 12 months at a time. Where the incumbent Chair ceases to be a member of the Joint Committee, the individual appointed by the relevant borough as a replacement will serve as Chair for the remainder of the 12 months as chair.
- 5.3 The Joint Committee will also appoint a Vice-Chair from within its membership on an annual basis to preside in the absence of the Chairman. This appointment will also rotate in a similar manner to the Chair.
- 5.4 At its first meeting, the Committee will draw up the rotas for Chair and Vice-Chair respectively.
- 5.5 Where neither the Chair nor Vice-Chair are in attendance, the Joint Committee will appoint a Chair to preside over the meeting.
- 5.6 In the event of any disagreement as the meaning or application of these Rules, the decision of the Chair shall be final.

## **6. Sub-Committees**

- 6.1 The Joint Committee may establish sub-committees to undertake elements of its work if required.

## **7. Delegation to officers**

- 7.1 The Joint Committee may delegate specific functions to officers of any of the Participating Boroughs.
- 7.2 Any such delegation may be subject to the requirement for the officer to consult with or obtain the prior agreement of an officer (or officers) of the other boroughs.
- 7.3 It may also be subject to the requirement for the officer with delegated authority to consult with the Chair of the Joint Committee and the Leaders of the one or more Participating Boroughs before exercising their delegated authority.

## **8. Administration**

- 8.1 Organisational and clerking support for the Joint Committee, and accommodation for meetings, will be provided by the Participating Borough whose representative is Chair unless otherwise agreed by the Joint Committee. The costs of this will be reimbursed by contributions from the other Participating Boroughs as approved by the Joint Committee.

## **9. Financial matters**

- 9.1 The Joint Committee will not have a pre-allocated budget.
- 9.2 When making a decision which has financial consequences, the Joint Committee will follow the relevant provisions of the Financial Procedure Rules of LB Ealing.

## **10. Agenda management**

- 10.1 Subject to 10.2, all prospective items of business for the Joint Committee shall be agreed by a meeting of the Chief Executives of the Participating Boroughs or their representatives.
- 10.2 It will be the responsibility of each report author to ensure that the impacts on all Participating Boroughs are fairly and accurately represented in the report. They may do this either by consulting with the monitoring officer and chief finance officer of each Participating Borough or by some other appropriate method.
- 10.3 In pursuance of their statutory duties, the monitoring officer and/or the chief financial officer of any of the Participating Boroughs may include an item for consideration on the agenda of a meeting of the Joint Committee, and, may require that an extraordinary meeting be called to consider such items.
- 10.4 Each Participating Borough operating executive arrangements will be responsible for considering whether it is necessary [in order to comply with Access to Information legislation regarding the publication of agendas including Forward Plan requirements] to treat prospective decisions as 'key- decisions' and/or have them included in the Forward Plan. Each Participating Borough operating a committee system will apply its local non statutory procedures.

## **11. Meetings**

- 11.1 The Joint Committee will meet as required to fulfil its functions.
- 11.2 A programme of meetings at the start of each Municipal Year will be scheduled and included in the Calendar of Meetings for all Participating Boroughs.
- 11.3 Access to meetings and papers of the Joint Committee by the Press and Public is subject to the Local Government Act 1972 and to the Openness of Local Government Bodies Regulations 2014. The Joint Committee will also have regard to the Local Authorities (Executive Arrangements) (Meetings and Access to information) (England) Regulations 2012, notwithstanding the fact that its provisions do not strictly apply to the Joint Committee for so long as the committee has any members who are not members of an executive of a Participating Borough.



## **12. Notice of meetings**

- 12.1 On behalf of the Joint Committee, a clerk will give notice to the public of the time and place of any meeting in accordance with the Access to Information requirements.
- 12.2 At least five clear working days in advance of a meeting a clerk to the Joint Committee will publish the agenda via the website of clerk's authority and provide the documentation and website link to the Participating Boroughs to enable the information to be published on each Participating Borough's website. "Five Clear Days" does not include weekends or national holidays and excludes both the day of the meeting and the day on which the meeting is called.
- 12.3 The clerk to the Joint Committee will arrange for the copying and distribution of papers to all Members of the Committee.

## **13. Public participation**

- 13.1 Unless considering information classified as 'exempt' or 'confidential' under Access to Information Legislation, all meetings of the Joint Committee shall be held in public.
- 13.2 Public representations and questions are permitted at meetings of the Joint Committee. Notification must be given in advance of the meeting indicating by 12 noon on the last working day before the meeting the matter to be raised and the agenda item to which it relates. Representatives will be provided with a maximum of 3 minutes to address the Joint Committee.
- 13.3 The maximum number of speakers allowed per agenda item is 6.
- 13.4 Where the number of public representations exceed the time / number allowed, a written response will be provided or the representation deferred to the next meeting of the Joint Committee if appropriate.
- 13.5 The Joint Committee may also invite special representatives of stakeholders such as business associations, government agencies such as DWP or Jobcentre Plus, the further education sector, voluntary sector, and health sector to take an interest in the business of the committee including by attending meetings and commenting on proposals and documents.
- 13.6 The Chair shall have discretion to regulate the behaviour of all individuals present at the meeting in the interests of the efficient conduct of the meeting.

## **14. Member participation**

- 14.1 Any elected member of the council of any of the Participating Boroughs who is not a member of the Joint Committee may ask a question or address the Committee with the consent of the Chair.

## **15. Business to be transacted**

- 15.1 Standing items for each meeting of the Joint Committee will include the following:
- Minutes of the Last Meeting
  - Apologies for absence
  - Declarations of Interest
  - Provision for public participation
  - Substantive items for consideration
- 15.2 The Chair may vary the order of business and take urgent items as specified in the Access to Information Requirements at his / her discretion. The Chair should inform the Members of the Joint Committee prior to allowing the consideration of urgent items.
- 15.3 An item of business may not be considered at a meeting unless:
- (i) A copy of the agenda included the item (or a copy of the item) is open to inspection by the public for at least five clear days before the meeting; or
  - (ii) By reason of special circumstances which shall be specified in the minutes the Chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency.
- 15.4 “Special Circumstances” justifying an item being considered as a matter of urgency will relate to both why the decision could not be made at a meeting allowing the proper time for inspection by the public as well as why the item or report could not have been available for inspection for five clear days before the meeting.

## **16. Extraordinary meetings**

- 16.1 Arrangements may be made following consultation with Chair of the Joint Committee to call an extraordinary meeting of the Joint Committee. The Chair should inform the appointed Members prior to taking a decision to convene an extraordinary meeting.
- 16.2 The business of an extraordinary meeting shall be only that specified on the agenda.

## **17. Cancellation of meetings**

- 17.1 Meetings of the Joint Committee may, after consultation with the Chairman, be cancelled if there is insufficient business to transact or some other appropriate reason warranting cancellation. The date of meetings may be varied after consultation with the Chairman and appointed members of the Joint Committee in the event that it is necessary for the efficient transaction of business.

## **18. Rules of debate**

- 18.1 The rules of debate in operation in the Chair’s authority shall apply.

## **19. Request for determination of business**

- 19.1 Any member of the Joint Committee may request at any time that:
- The Joint Committee move to vote upon the current item of consideration.
  - The item be deferred to the next meeting.
  - The item be referred back to a meeting of the Chief Executives of the Participating Boroughs for further consideration
  - The meeting be adjourned.
- 19.2 The Joint Committee will then vote on the request.

## **20. Urgency procedure**

- 20.1 Where the Chair (following consultation with the appointed Members of the Joint Committee) is of the view that an urgent decision is required in respect of any matter within the Joint Committee's functions and that decision would not reasonably require the calling of an Extraordinary Meeting of the Joint Committee to consider it and it cannot wait until the next Ordinary Meeting of the Joint Committee, then they may request in writing the Chief Executive of each Participating Borough (in line with pre-existing delegations in each Borough's Constitution) to take urgent action as is required within each of the constituent boroughs.

## **21. Voting**

- 21.1 The Joint Committee's decision making will operate on the basis of mutual cooperation and consent and will take into account the views of the special representatives. It is expected that decisions will be taken on a consensual basis wherever reasonably possible.
- 21.2 Where a vote is required it will be on the basis of one vote per member and unless a recorded vote is requested, the Chair will take the vote by show of hands.
- 21.3 Any matter (save for a decision under Rule 4.7 above) shall be decided by a simple majority of those members voting and present. Where there is an equality of votes, the Chair of the meeting shall have a second and casting vote.
- 21.4 Any two members can request that a recorded vote be taken.
- 21.5 Where, immediately after a vote is taken at a meeting, if any Member so requests, there shall be recorded in the minutes of the proceedings of that meeting whether the person cast his / her vote for or against the matter or whether he/ she abstained from voting.

## **22. Minutes**

- 22.1 At the next suitable meeting of the Joint Committee, the Chairman will move a motion that the minutes of the previous meeting be agreed as a correct record. The meeting may only

consider the accuracy of the minutes and cannot change or vary decisions taken at a previous meeting as a matter arising out of the minutes.

- 22.2 Once agreed, the Chairman will sign them.
- 22.3 There will be no item for the approval of minutes of an ordinary Joint Committee meeting on the agenda of an extraordinary meeting.

### **23. Exclusion of Public and Press**

- 23.1 Members of the public and press may only be excluded from a meeting of the Joint Committee either in accordance with the Access to Information requirements or in the event of disturbance.
- 23.2 A motion may be moved at any time for the exclusion of the public from the whole or any part of the proceedings. The motion shall specify by reference to Section 100(A) Local Government Act 1972 the reason for the exclusion in relation to each item of business for which it is proposed that the public be excluded. The public must be excluded from meetings whenever it is likely, in view of the nature of business to be transacted, or the nature of the proceedings that confidential information would be disclosed.
- 23.3 If there is a general disturbance making orderly business impossible, the Chairman may adjourn the meeting for as long as he/she thinks is necessary.
- 23.4 Background papers will be published as part of the Joint Committee agenda and be made available to the public via the website of each authority.

### **24. Overview and Scrutiny**

- 24.1 Decisions of the Joint Committee which relate to the executive functions of a Participating Borough will be subject to scrutiny and 'call -in' arrangements (or such other arrangements equivalent to call-in that any Participating Borough operating a committee system may have) as would apply locally to a decision made by that Participating Borough acting alone
- 24.2 No decision should be implemented until such time as the call-in period has expired across all of the Participating Boroughs.
- 24.3 Where a decision is called in, arrangements will be made at the earliest opportunity within the Participating Borough where the Call-In had taken place for it to be heard.
- 24.4 Any decision called in for scrutiny before it has been implemented shall not be implemented until such time as the call-in procedures of the Participating Borough concerned have been concluded.

**25. Access to minutes and papers after the meeting**

25.1 On behalf of the Joint Committee, a clerk will make available copies of the following for six years after the meeting:

- (i) the minutes of the meeting and records of decisions taken, together with reasons, for all meetings of the Joint Committee, excluding any part of the minutes of proceedings when the meeting was not open to the public or which disclose exempt or confidential information.
- (ii) the agenda for the meeting; and
- (iii) reports relating to items when the meeting was open to the public.

**26. Amendment of these Rules**

26.1 These Rules shall be agreed by the Joint Committee at its first meeting. Any amendments shall be made by the Joint Committee following consultation with the monitoring officers of the Participating Boroughs. Note that Rule 3 (Functions) may only be amended following a formal delegation from each of the Participating Boroughs.

**27. Background Papers**

27.1 Every report shall contain a list of those documents relating to the subject matter of the report which in the opinion of the author:

- (i) disclose any facts or matters on which the report or an important part of it is based;
- (ii) which have been relied on to a material extent in preparing the report but does not include published works or those which disclose exempt or confidential information and in respect of reports to the Joint Committee, the advice of a political assistant.

27.2 Where a copy of a report for a meeting is made available for inspection by the public at the same time the clerk shall make available for inspection

- (i) a copy of the list of background papers for the report
- (ii) at least one copy of each of the documents included in that list.

27.3 The Clerk will make available for public inspection for four years after the date of the meeting one copy of each of the documents on the list of background papers.

## Special Representatives

The Functions and Procedure Rules for the West London Economic Prosperity Board set out that there will be a select number of ‘Special Representatives’ invited to attend meetings to ‘influence’ the work of the Board as and when appropriate. These will be drawn from the following sectors and institutions:

<b>Higher Education Institutes</b>	Imperial College Middlesex University University of West London Brunel University
<b>Further Education</b>	West London College Chairs and Principals nominee
<b>Business (large)</b>	Heathrow Airport Business Leaders
<b>Business Support</b>	Chair of West London Business
<b>Business (small/medium-sized)</b>	Park Royal Business Group
<b>Voluntary &amp; Community Sector</b>	West London Network
<b>DWP/JCP</b>	West London Job Centre Plus
<b>Health</b>	Representatives from West London Clinical Commissioning Groups
<b>Greater London Authority</b>	Deputy Mayor for Planning, Regeneration & Skills Deputy Mayor for Housing & Residential Development Deputy Mayor for Business Deputy Mayor for Transport

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