

West London Economic Prosperity Board

Wednesday 26 February 2020 at 10.00 am

Board room - London First, Middlesex House, 34-42
Cleveland Street, W1T 4JE

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LONDON BOROUGH OF EALING



The West London Economic Prosperity Board

Venue: Board Room, London First, Middlesex House, 34–42 Cleveland Street, W1T 4JE

Date and Time: Wednesday, 26 February 2020 at 10:00

Membership

Councillor Thomas (Barnet), Councillor Tatler (Brent), Councillor Bell - Chair (Ealing) Councillor Henson (Harrow), Councillor Curran (Hounslow and Councillor Cowan (Hammersmith & Fulham)

AGENDA

Open to the Public and Press

- | | | |
|---|--------------------------|---|
| 1 | Apologies for Absence | - |
| 2 | Urgent Matters | - |
| 3 | Declarations of Interest | - |

4	Matters to be Considered in Private	-
5	Minutes To approve as a correct record the minutes of the meeting held on 20 November 2020.	-
-	Minutes of the Meeting held on 20 November 2019	3 - 6
6	GLA Chief Digital Officer Discussion	7 - 26
7	Winning in the New Economy - Growth Strategy	27 - 48
8	West London Orbital and Strategic Infrastructure Update	49 - 58
9	Chairing Arrangements for WLEPB 2020-21	-
10	Date of Next Meeting The dates of the WLEPB meetings for the next municipal year are to be confirmed.	-

West London Economic Prosperity Board
Held in the Board Room, London First, Middlesex House, 34-42 Cleveland Street,
London, W1 4JE.

Wednesday 20 November 2019 at 10am _

Minutes

PRESENT:

Councillors: Bell (Chair, London Borough of Ealing), Thomas (London Borough of Barnet), Tatler (London Borough of Brent) and Fennimore (London Borough of Hammersmith and Fulham)

ALSO PRESENT: Amar Dave (Brent), Karen Galey (Hammersmith and Fulham), Paul Najsarek (Ealing), Cath Shaw (Barnet), David Francis, Fin Kelly and Luke Ward (West London Alliance), Linda Zimmerman (Democratic Services – Ealing)

John Cox, (member of the public), addressed the board on item 11 West London Orbital Progress

1. Apologies for Absence and Welcome

Apologies for absence were received from Councillors Cowan (Hammersmith and Fulham), Henson (Harrow), Curran (Hounslow) and Councillor Rajawat (Hounslow)

2. Urgent Matters

There were none.

3. Matters to be considered in private

There were none.

4. Declarations of Interest

There were none.

5. Minutes

Resolved:

That the minutes of the meeting of the West London Economic Prosperity Board held on 18 September 2019 be agreed and signed as a true and correct record.

6. Winning in the New Economy

Resolved:

That the Board:

- i) noted the New Vision for Growth White Paper contained within Appendix One of this report and suggested the following be explored further:
 - maximising genuinely affordable homes, ensuring a tenure mix along with housing size.

The minutes should be read in conjunction with the agenda for the meeting. They are subject to approval and signature at the next meeting of this Committee.

- Transport –step free access, walking and cycling matters, infrastructure that supported the Green agenda
 - Barriers to growth
- ii) noted the timeline for development set out in section three of this report.
 - iii) Recommended using available borough channels to engage with residents and business on the new strategy.
 - iv) thanked officers for their work so far in drafting the whitepaper and for the success of the consultation event in Hammersmith.
 - v) noted that the final iteration of the White Paper would be considered at the WLEPB meeting in February 2020.

7. Strategic Investment Pool Update

Resolved:

That the Board:

- i) noted that the City of London Corporation (CoLC), in coordination with London Councils published their package of recommended projects for SIP funding on 9 October 2019.
- ii) noted that bids covering Digital investment in 5G and West London Orbital were submitted by WLA boroughs have been recommended for either full or partial funding by the CoLC.
- iii) noted that recommended bids for funding are expected to be discussed by the City of London Corporation on 21 November 2019.
- iv) noted that a report providing a progress update on the first year's SIP projects (value £11.13m) is contained within the body of this report.
- v) requested to receive further information detailing how the digital information related to its boroughs.

8. Annual Report of the West London Skills and Employment Board

Resolved

That the Board:

- i) noted the review of the work of the West London Skills and Employment Board for 2019, set out in Appendix One of the report, setting out the main areas of practical delivery since activity was last reported as part of the broader West London Economic Prosperity Board annual review.
- ii) requested that the following be considered in the final skills report:
 - Badges for generic employability skills
 - Empowering people, who were receiving training, to sell their skills as transferable.
- iii) supported cross boundary working over S106 projects

9. Towards a West London Digital Strategy

Resolved:

That the Board:

- i) noted WLA is progressing towards a West London Digital Strategy.

The minutes should be read in conjunction with the agenda for the meeting. They are subject to approval and signature at the next meeting of this Committee.

- ii) noted the following comments on emerging suggested high-level goals and priorities set out from section six of the report:
- Scope – clarity on what digital was focussing on; to consider including broader technology and science.
 - Consideration of how to address matters not within scope.
 - Within themes and priorities - to map what residents already had access to.
 - Looking at data in terms of data analytics and mining data.
 - Cashless – avoiding digital exclusion for those without bank accounts.

10. Industrial Strategy and Shared Prosperity Fund Update

Resolved

That the Board:

- i) noted the report, in Appendix one of the report, to London Councils Executive on 18 June 2019 providing an update on the development of the LIS and its links to wider devolution activity.

11. West London Orbital (WLO) Progress and Next Steps

That the Board:

- (i) noted progress in development of the business case for the WLO; and
- ii) requested that Leaders of the WLEPB Councils receive a short report detailing answers to questions raised including:
- Indicative scenarios of who would be using the WLO and the projected impact on surrounding roads
 - Timetabling
 - Signalling
 - Funding and construction of the line
- iii) noted the informative contribution of John Cox, member of the public (on the progress of West London Orbital)

12. WLEPB Work Programme

Resolved:

That the Board:

- i) agreed the work programme as attached to the agenda.
- ii) agreed to include 'Working Health Programme' to the Work Programme

13. Date of Next Meeting

Resolved:

The Board noted the date of WLEPB meeting for the remainder of this municipal year:

- 26 February 2020 at 10am

Councillor Julian Bell, Chair (London Borough of Ealing)

The meeting concluded at 11:55am.

The minutes should be read in conjunction with the agenda for the meeting. They are subject to approval and signature at the next meeting of this Committee.



West London Economic Prosperity Board 6

26 February 2020

Title	GLA Chief Digital Officer Discussion
Report of	Fin Kelly (West London Alliance)
Sponsor	Kim Smith (Chief Executive, LB Hammersmith and Fulham) David Francis (Director of WLA)
Status	Public
Urgent	No
Enclosures	Annex 1 – Towards a West London Digital Strategy
Officer Contact Details	Fin Kelly, Strategic Lead for Digital and Smart Cities, West London Alliance, E: kellyf@ealing.gov.uk

Summary

WLA has invited London's Chief Digital Officer, Theo Blackwell MBE to lead a discussion with the EPB. The discussion will cover his priorities, opportunities for joint working and progress on the SIP 1 Fibre project WLA is delivering in partnership with TfL.

Recommendations

Leaders are asked to:

- 1. Note this paper.**

1. WHY THIS REPORT IS NEEDED

- 1.1 This report sets out background information regarding the WLA digital programme and the role of the GLA in this area.

2 INTRODUCTION

2. The Vision for Growth consultation document – *Winning in the New Economy* White Paper, highlighted the growing base of evidence for the fundamental role that digital technology can play in unlocking economic growth and the opportunity to make that growth as inclusive and sustainable as possible. To guide our work in this area, WLA is developing a Digital Strategy for West London. A think piece report was presented at the last WLEBP and comments from the Committee have been incorporated into the next phase of work on the strategy.
3. The GLA is key stakeholder for digital because of its convening power with central government, utilities, regulators and landowners to develop new strategic propositions that address London's needs. It is a funder (for example, through the London Full Fibre Networks Programme and Sharing Cities Projects) and has an important role in setting regional planning policy for communications infrastructure in the London plan. The GLA group has access to a broad range of data sources and advanced modelling capabilities. It is a recognised global leader in using technology to address challenge areas and create new markets.
4. Transport for London has an emerging role as a delivery partner for boroughs to help drive the installation of state-of-the-art connectivity across London. The procurement process for the Concessionaire (who will provide new mobile services on the underground) completes in 2020 with the appointment in May of a preferred tenderer.
5. The Concessionaire will provide a full range of connectivity infrastructure services to boroughs (and GLA Group) and is the delivery partner for the WLA SIP 1 high speed fibre programme. This programme will address not spots (where fibre connections are slow) across all 7 boroughs in growth and regeneration areas. The new fibre connections will have a transformative effect providing businesses, public buildings and residents with cutting edge fibre connectivity to their premises, in many cases for the first time. The first new connections funded by the SIP 1 fibre programme are due to go live in Autumn 2020.
6. The GLA has produced a strategy for London to guide their digital work 'Smarter London Together' The document sets out the following priority areas:
 - a. Keep the citizen and end users needs at the forefront of new digital projects
 - b. Look at new ways of managing and integrating data
 - c. Deliver world class connectivity
 - d. Enhance digital leadership and skills
 - e. Improve city-wide collaboration

THEO BLACKWELL MBE PROFILE

7. Theo Blackwell MBE was appointed in 2017 as London's first Chief Digital Officer (CDO). Theo leads on London-wide digital transformation, data and smart city initiatives at City Hall.

His role includes:

- Strategic leadership on the digital transformation agenda for London's public services, across the GLA group and the wider public sector.

- Convening on behalf of the Mayor, across London local government to support the take-up of innovative, technology, and data-led approaches to service delivery and public engagement.
- Developing and promoting partnership between the public, private and community sectors to enable and support the development of new public service-oriented technology and innovation.

Theo has been invited to the EPB to share:

- His views about digital priorities, challenges and opportunities over the coming years
- Opportunities to work with the GLA
- Delivery of the £7.7m West London digital SIP 1 fibre programme, which the GLA and TfL and actively working on with the WLA to deliver over 2020.

To provide an aide memoire, the following sections of the report set out the strategic framework for the Outline West London Digital Strategy, as presented at the WLEPB in November 2019.

6.0 VISION STATEMENT FOR WLA DIGITAL STRATEGY

- 6.1 West London boroughs and businesses are recognised as global leaders in understanding and deploying technology to solve people and place-based challenges such as, reducing social and economic inequality, reducing pollution and congestion, and achieving the transition to a zero-carbon economy.

7.0 HIGH LEVEL GOALS

- 7.1 The 2018 GLA review of London Digital Strategies identified boroughs are using the concepts of digital council, digital customer and digital place to organise activity. Using this framework table 1 sets out the proposals for high level goals for the West London Digital strategy.

A place where businesses can thrive	Rapid deployment of advanced digital connectivity sets off explosive growth in high value businesses generating business rates growth, new jobs and prosperity for local people. New technology applications and business models help tackle long standing productivity challenges, such as road congestion and skills gaps.
Entrepreneurial councils	West London boroughs thrive in the digital era, nurturing world leading Govtech businesses and deliver faster, more responsive, efficient and higher quality services for residents. Services take advantage of emerging technology such as AI and 5G to offer a more tailored experience of interacting with the state, delivering better outcomes.
Citizens and Communities	Citizens and communities are in more in control of their data. Using their own skills, citizens develop innovative new solutions

	and tools that address their needs and solve problems, giving them more local control over local priorities and greater resilience.
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Table 1 – Proposed High Level Goals – 2020-2025

8.0 THEMATIC PRIORITIES

8.1 Linked to the UN Sustainable Development Goals, the following thematic challenges areas are proposed to focus the digital programme activity:

- Environmental sustainability, climate change, zero-carbon and green tech and infrastructure;
- Inclusivity, addressing negative aspects of economic changes and inequalities and avoiding exclusivity from changes;
- Asset management, construction, infrastructure and tools towards better strategic decision-making.

9.0 PROGRAME OBJECTIVES

9.1 This section of the paper sets out proposed programme objectives to be further developed and refined in consultation with senior borough stakeholders:

Theme	Programme Objective
A place where businesses can thrive	<p>(1) Support the boroughs to deliver a state-of-the-art digital connectivity infrastructure (Fibre and 5G/IoT).</p> <p>(2) Using challenge led models, support the boroughs to open their assets in a managed way for innovators to test and trial new tech and business models at scale.</p>
Entrepreneurial council	<p>(1) Develop collaborations with universities and other partners which support the development of an enterprise start up culture in boroughs supporting intrapreneurship.</p> <p>(2) Collaborate across West London to define requirements, engage with the market to co-develop and procure solutions which delivering faster, more efficient and effective services for residents.</p>
Citizens and Communities	<p>(1) Complete a policy review of leading global cities approaches to achieving technological sovereignty and securing digital rights for citizens.</p>

	(2) Complete a best practice review of models that support communities to develop their own solutions to which meet their needs using digital technology.
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10.0 REASONS FOR RECOMMENDATIONS

10.1 To ensure West London is positioned to maximise the benefits of existing and emerging digital technologies for residents and business and to minimise the downsides.

11.0 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

10.1 The alternative option is to not develop a digital strategy agreed. This would likely result in sub-optimal public investment taking place across West London which would confuse the market and lead to sub-optimal outcomes for residents and businesses.

11.0 POST DECISION IMPLEMENTATION

11.1 Comments by WLEPB will be incorporated into the development of the outline strategy which will be brought back to the WLEPB at a future date for review.

12.0 IMPLICATIONS OF DECISION

Corporate Priorities and Performance

12.1 The draft Vision for Growth highlights growing base of evidence showing the fundamental role that digital technology can play in unlocking economic growth that is both inclusive and sustainable.

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

12.2 Work to date has been funded from existing resources, which includes Strategic Investment Pot funding. 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.

Social Value

12.3 At the heart of the Digital Strategy proposition is a benefit to citizens from improved connectivity; a closing of the ‘digital divide’, and a lowering of the barriers to access for public and private services. We will be explicitly focusing on public services and the potential for inclusive economic growth within the strategy and will be using the Inclusive Growth Framework and KPI’s derived from the UN Sustainable Development goals to analyse potential impacts as the programme rolls out.

Legal and Constitutional References

12.4 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.

12.5 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.

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

Risk Management

12.7 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.

Equalities and Diversity

12.8 This paper applies to people from all backgrounds across West London. Any specific projects arising from future development of this agenda will have their equalities impacts considered on a case by case basis.

Consultation and Engagement

N/A

13.0 BACKGROUND PAPERS

Other Useful Resources

Smarter London Together

https://www.london.gov.uk/sites/default/files/smarter_london_together_v1.66_-_published.pdf

A Councillors Guide to Digital Connectivity (2019, LGA)

<https://www.local.gov.uk/councillors-guide-digital-connectivity-0>

Incubators and Accelerates in West London – an Ecosystem Emerges

<https://www.westlondon.com/wp-content/uploads/2019/06/Incubators-and-accelerators-Document-Web.pdf>

Playbook for a local authorities and asset owners to guide them deploying 5G

https://futurecities.catapult.org.uk/wp-content/uploads/2018/07/HC_Report_Playbook-scale-deployments-of-AUS-5G-use-cases_v3.pdf

	West London Economic Prosperity Board 6 20 November 2019
Title	Towards a West London Digital Strategy
Report of	Fin Kelly (West London Alliance)
Sponsor	Kim Smith (Chief Executive, LB Hammersmith and Fulham)
Status	Public
Urgent	No
Enclosures	Appendix A - LGA: Councillors Guide to Digital Connectivity
Officer Contact Details	Fin Kelly, Strategic Lead for Digital and Smart Cities, West London Alliance, E: kellyf@ealing.gov.uk
Summary	
<p>The Vision for Growth consultation document – <i>Winning in the New Economy</i> White Paper, highlights the growing base of evidence for the fundamental role that digital technology can play in unlocking economic growth and the opportunity to make that growth as inclusive and sustainable as possible.</p> <p>To guide our work in this area, WLA is in the early stages of developing a Digital Strategy for West London. This report is intended to stimulate discussion by the West London Economic Prosperity Board (WLEPB) and comments from the Committee will steer the development of the strategy. It sets out the potential benefits digital technology offers West London, why working at the West London level makes sense, a vision statement, high level goals and possible programme areas.</p>	

Recommendations
<p>Leaders are asked to:</p> <ol style="list-style-type: none"> 1. Note WLA is progressing towards a West London Digital Strategy. 2. Comment on the emerging suggested high-level goals and priorities set out from section six.

1. WHY THIS REPORT IS NEEDED

- 1.1 This report sets out the case for working at the West London level to ensure residents and business benefit from existing and emerging digital services whilst minimising any downsides.

2 INTRODUCTION

- 2.1 Technology is one of the UK's most important sectors creating value to the economy and changing we live our lives. The convergence of emerging technologies¹ combined with full fibre connections to every home and growing 5G coverage will continue this change in some ways we can predict, and others we cannot. The high degree of risk around policy, funding and technological change means whist boroughs are not able to plan for all eventualities they can prepare their assets, services and operational models to take advantage of new opportunities to attract investment and improve residents' lives.
- 2.2 At the same time, the climate change emergency means new collaborations will be required between the public and private sector to meet the commitments made in the UK's 2050 net zero emission target or the 2030 target passed by the London Assembly (Still 2050 in Mayor's Environment Strategy).
- 2.3 The pathway to Zero Carbon London (GLA 2018) requires deployment at scale of new electric vehicle (EV) charging infrastructure, major investment into the energy and residential sector to improve efficiency and deployment of digital technologies (for example smart meters) to manage and reduce demand. The McKinsey Global Institute suggests that using digital technology to manage public services could lead to significant improvements in sustainability, including a reduction in emissions by 10 to 15 percent and water consumption by 20 to 30 percent.²
- 2.3 This presents an opportunity for West London to develop new partnerships to coordinate the deployment of next generation digital and energy infrastructure, minimising disruption to residents and businesses and to create a platform for business model innovation. In some sectors it may be important for the public sector to take the lead and prioritise support for digital projects that secure long-term benefits for communities.
- 2.4 West London is already one of the UK's technology and innovation hubs with a network of business accelerators, universities and is home to hundreds of technology related businesses in all sectors of the economy. A KPMG report in 2015 found Hounslow is one of the UK top 5 Technology Hubs with 18% of firms in the borough being technology focused. The report identified the M4 Corridor as being the Silicon Valley of the UK because it hosts 3 of the 5 top tech clusters in the UK. A 2016 Financial Times article also noted that the M4 Corridor exhibits the characteristics of

1

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/584219/technology-innovation-futures-2017.pdf

2

<https://www.mckinsey.com/~media/McKinsey/Industries/Capital%20Projects%20and%20Infrastructure/Our%20Insights/Smart%20cities%20Digital%20solutions%20for%20a%20more%20livable%20future/MGI-Smart-Cities-Full-Report.ashx>

Silicon Valley with spin out firms from tech cluster benefiting from the agglomeration effects creating economic growth.

Digital Connectivity

- 2.3 Digital connectivity is an all-encompassing term used to describe mobile or fixed connections to the internet. Being connected in this way has become part of the fabric of everyday life – as important to communities and businesses as a water, gas or electricity connection.
- 2.4 As more of us use faster broadband and mobile services we have more choice about how and when to make voice and video calls, message friends and relatives, browse the internet, watch on-demand TV, stream music, play games, do shopping or work from home.
- 2.5 It is equally important for businesses too. Research by the Federation of Small Businesses found that 94 per cent of small business owners rate a reliable broadband connection as critical to the success of their business³. A survey conducted by the Confederation of British Industry found that 81 per cent of firms also said that they see more reliable mobile connectivity as essential.⁴
- 2.6 Specific connectivity network technologies include 3G, 4G and 5th Generation Mobile networks (5G), Fibre Optic cables (Full Fibre to the Premises or FTTP, Gigabit connections, etc.) and Internet of Things (IoT) low power and wide area networks.
- 2.7 Connected devices include smart energy meters, smart phones, unmanned aerial vehicles, (drones), connected cars, trains, buses, e-bikes, infrastructure such a road, bridges, bus stops, street lighting, EV chargers, CCTV and remote health care monitoring devices.

Artificial Intelligence and Machine Learning

- 2.8 Artificial Intelligence and machine learning are general purpose technologies already starting to transform the global economy. They are new industries in their own right, but they are also transforming traditional business models across many sectors as they deploy vast datasets to identify better ways of doing complex tasks – from helping doctors diagnose medical conditions more effectively to allowing people to communicate across the globe using instantaneous speech recognition and translation software. Related technologies include Robotic Process Automation (RPA), Big Data, Data Analytics and Blockchain.

³ <https://www.fsb.org.uk/standing-up-for-you/policy-issues/digital-economy/broadband-and-mobile-connectivity>

⁴⁴

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/257006/UK_Broadband_Impact_Study_-_Impact_Report_-_Nov_2013_-_Final.pdf

3.0 POTENTIAL BENEFITS FOR WEST LONDON

Examples of how residents and businesses in West London can benefit from new applications enabled by digital connectivity include:

Sector	Potential Benefits
Public Services	<p>London First has estimated that digitally connected road systems could reduce traffic congestion by 10%. A reduction of delays of this order would save users of the A406 and A312 in West London alone £8 million every year.</p> <p>New digital technologies such as 5G mobile connectivity will allow real-time transmission of detailed patient data (e.g. scans) from the scene of the accident to the hospital. This will allow optimal care pathways to be chosen at the scene with hospital specialists and paramedic staff improving patient outcomes. Such real time analysis will be available to fire crews and the police to inform how they respond at the scene to emergency scenarios.</p> <p>O2's <i>The Value of 5G for cities and communities report</i> estimates UK local authorities could save £1.9 billion each year from energy saving/digitally connected lighting (£91million), smart refuse collection (£1.8billion).</p>
Health and Social Care	<p>Health and social care systems are critical to improving productivity in the economy and creating sustainable economic growth. Digital connectivity will allow providers of care to carry out GP, outpatient and other customer appointments remotely without the need to travel to hospitals or government facilities. This could enable a significant area of public service activity to be delivered more effectively, at lower cost and with improved customer experience. It might help reduce the costs (over £1 billion pa) of missed appointments.</p> <p>Preventative health and social care applications will use emerging technologies to allow vulnerable and older people to live independently for as long as possible. New digital technologies will also provide a secure low-cost network for wearables and sensing technologies inside and outside the home. Preventative healthcare applications have potential for considerable cost savings, reducing need for costly hospital or residential care. The O2 report estimates telehealth and monitoring could reduce residential social care costs across the UK by £890million.</p>
Connected, electric and automated vehicles (CAVs)	<p>New digital connectivity networks such as 5G will enable deployment and uptake of more sophisticated connected, electric and automated vehicles (CAVs), providing opportunities to capture social, environmental and economic benefits of £51 billion per year by 2030 and harness new investment into the UK automotive industry (KPMG). For West London this could equate to £1.9bn social, economic and environmental benefits by 2030.</p>
Logistics	<p>In logistics, 5G has potential to reduce operational costs - particularly with real time information feeds from supply chains,</p>

	manufacturers and suppliers and delivery recipients being used to optimise operations. It will reduce the need for repeat visits to attempt delivery and enable more accurate delivery times with narrower windows for customers. Opportunities will also open up for real time haulage platforms and real time collaboration to reduce the amount of empty running cutting road congestion.
Energy	Modernisation of the energy system is well under way with the deployment of the latest generation of smart meters. These devices will support new business models and tariffs that adjust supply and demand in real time in line with customer needs and available sources of supply.
Buildings, Infrastructure and construction	BEIS estimates (2018) that full digitisation of the built environment and construction industries will enable a 33% reduction in the cost of construction and the whole life cost of assets; a 50% reduction in the time taken from inception to completion of new build and a 50% reduction in greenhouse gas emissions in the built environment. ⁵
Productivity and Labour participation	<p>Employees will be able to collaborate more effectively within an organisation and with partner firms while services to customers will be improved. Better and more reliable connectivity will increase the likelihood that staff can work from home, saving commuting time and reducing demand for transport.</p> <p>Enhanced digital connectivity will help remove some of the barriers to work for home-based carers, those with impaired mobility and older workers expanding opportunities for labour market participation.</p>

4.0 THE WEST LONDON OPPORTUNITY

- 4.1 West London is the capital City's and the UK's gateway to the world, with a GVA over £80bn, greater than Manchester and Birmingham combined.
- 4.2 The sub-region makes a unique and significant contribution to both London and the wider UK economy through a range of major national and international assets including Heathrow Airport and major opportunity areas such as the Hounslow Golden Mile, Brent Cross and Wembley.
- 4.3 The sub region has large-scale radial infrastructure investment in the form of Crossrail and the West London Orbital that will create further investment opportunities, including the construction of the largest new railway station in the UK in the last 100 years at Old Oak Common. The growing population is educated, enterprising, and flexible making it highly attractive to businesses locating here. It has a quality education and training system with world leading higher education and research institutions.

⁵ <https://www.gov.uk/government/publications/construction-sector-deal/construction-sector-deal>



Figure 1 – West London Borough Priorities for Growth and Digital Business and Innovation Anchors

4.4 The scale and range of activity across the public and private sector means West London has a strong investment case for digital investment and transformation. Figure 1 provides an overview of the priorities for growth and digital business and innovation anchors. At the West London level important sector opportunities include:

- **Health and Social Care:** There is scope to leverage existing innovation partnerships between the healthcare sector, universities and local government located in Hillingdon and Hammersmith and Fulham. There is a large local and diverse market for new services with over 1 million people aged over 65 and that number is expected to grow to 1.2 million by 2024 – an increase of 22% in 10 years.
- **Public services:** working with 7 local authorities provides ample scale to trial new business models and prove business cases with over 2 million residents and multiple local authority supply chains and service providers. The GLA Group and NHS London provide routes to scale, validation points and further procurement opportunities for different public services.
- **Mobility, Industrial and Logistics:** 78% of all journeys start and finish in West London which means there is sizable local market for new services. At the same time, there are very significant congestion and air pollutions issues stakeholders are keen to address. Logistics is a significant sector in West London, with over 1700 companies operating. There are industrial areas located across West London with major logistics hubs at Park Royal, North Circular Road and Heathrow Airport serving London and the South east. There are a cluster of automotive companies based along the M4.

- **Planning, Development and Construction** West London has an ambitious housebuilding programme underway. The current London Plan housing target is 81,760 for the 10 years 2015-25; the draft Plan increases that to 169,998 for 2019-29. Large-scale development is planned or underway across west London providing a vast range of opportunities to test and trial new digital technologies and a waiting market across London for solutions.
- **Enhanced Mobile Broadband Services** The highest concentration of media businesses in London are centred in Hammersmith and Fulham and Hounslow. West London has a diverse population of over 2 million people and GVA of the economy is greater than Birmingham and Manchester combined. There is huge potential for large scale user and business model testing of new 5G consumer and business applications. The diversity of end users means products tested in West London can be scaled quickly to global markets.

5.0 WHY WEST LONDON

- 5.1 Keeping a focus of activity at West London level is important for digital infrastructure planning and innovation for several reasons. Working at the 7 borough West London scale has the following benefits:

Sharing risk to enable West London Scale trials	It will allow boroughs and the private sector to share unavoidable risks such as the risk of wasted resources and possible service failure if things go wrong when trialling a new digital technology. It allows boroughs to share the development costs of new legal frameworks, business cases, IP and operational management know how required and avoids duplication.
Securing new digital Investment and creating an attractive market	One of the challenges in the roll out of technology innovation projects in local authority areas to date has been the competitive selection process between authorities to win grant funding, which has inhibited collaboration. This has often resulted in the fragmentation of projects seeking to create solutions to common challenges shared by all local authorities which then do not get traction in the market and are not interoperable. The model now favoured by industry and government is for local authorities to work together to define their requirements and work towards common approaches to development of commercial models required to support new business models
Co-creating new products and service delivering benefits faster for residents and businesses	User research and testing of new digital services requires access to diverse demographics and socio-economic groups to explore adoption rates, co-create new products and to develop standards. When done successfully, this results in new digital products scaling more quickly to global markets. West London is one of the most diverse places in the EU with access to global markets. There would likely be interest from other global cities to share knowledge and know-how with West London boroughs who are operating at a similar scale. This could be convened through standards or global city partnership organisations.

Creating sustainable Business Models and generating new revenue streams	Globally, there are very few 5G projects operational at a large enough geographic and end user scale to prove business cases. Investment is hampered if projects have not been designed with ample scale to prove benefits and a return on investment. The scale of deployments required to create sustainable business models is not known for more advanced 5G services and use cases. For example, in the transport and mobility sector reaching a viable operating scale may require coordinated work between West London, TfL and the Thames Valley to create a large enough addressable market for the service.
Uncertain benefits from new technology	The benefits of new technologies are uncertain – especially as there are benefits that will accrue to wider society and business. Developing new 5G and digital connectivity projects and use cases with ample scale is critical: The impact of a new 5G service or application is unlikely to follow borough boundaries. This makes developing a sustainable business model difficult and innovation will be significantly hindered.
Convening Power for innovation	Individual local authorities may lack the convening power of central government that is required to enable bring together multiple players in multiple sectors to commit to a large scale 5G trial and to effectively change a regulatory framework. This is a very significant government failure that hinders innovation.
Assessing Security Risks	Digital technologies combining public and private sector assets in new ways to create new services. This creates significant risk for investors and new security, privacy and governance challenges because new interdependencies are created between organisations and across boundaries in critical infrastructure systems. Collectively assessing security risks, privacy and governance challenges allows boroughs to share potential developments costs and understand the interdependences and risk.
Counterparties	Digital technology is expected to disrupt sectors such as logistics, healthcare, transport and utilities triggering positive and negative impacts. The public and private counterparties to boroughs in these sectors do not operate at borough geography and tend to follow various sub-regional or regional boundaries. Responses to managing the negative externalities of disruptive technology will require joint approaches.
Digital Infrastructure Network Planning	Private sector led network planning of fibre is led by assessing demand for services at an area level. There is evidence that the lack of joint approach between boroughs to address the interdependencies between boroughs is resulting in providers cherry picking and developing sub-optimal schemes. This is because providers are focusing business case development inside boroughs where the legal framework is in place to provide

	<p>access to assets. Anecdotal evidence suggests opportunities are being missed to develop more ambitious cross borough business cases which could provide scope to absorb abnormal costs with riskier sites.</p> <p>There is also scope to coordinate streetworks required for digital connectivity such as Fibre and 5G with other utility upgrades to minimise disruption for residents through a programme of collaborative works.</p>
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6.0 VISION STATEMENT

6.1 West London boroughs and businesses are recognised as global leaders in understanding and deploying technology to solve people and place-based challenges such as, reducing social and economic inequality, reducing pollution and congestion, and achieving the transition to a zero-carbon economy.

7.0 HIGH LEVEL GOALS

7.1 The 2018 GLA review of London Digital Strategies identified boroughs are using the concepts of digital council, digital customer and digital place to organise activity. Using this framework table 1 sets out the proposals for high level goals for the West London Digital strategy.

A place where businesses can thrive	Rapid deployment of advanced digital connectivity sets off explosive growth in high value businesses generating business rates growth, new jobs and prosperity for local people. New technology applications and business models help tackle long standing productivity challenges, such as road congestion and skills gaps.
Entrepreneurial councils	West London boroughs thrive in the digital era, nurturing world leading Govtech businesses and deliver faster, more responsive, efficient and higher quality services for residents. Services take advantage of emerging technology such as AI and 5G to offer a more tailored experience of interacting with the state, delivering better outcomes.
Citizens and Communities	Citizens and communities are in more in control of their data. Using their own skills, citizens develop innovative new solutions and tools that address their needs and solve problems, giving them more local control over local priorities and greater resilience.

Table 1 – Proposed High Level Goals – 2020-2025

8.0 THEMATIC PRIORITIES

8.1 Linked to the UN Sustainable Development Goals, the following thematic challenges areas are proposed to focus the digital programme activity:

- Environmental sustainability, climate change, zero-carbon and green tech and infrastructure;
- Inclusivity, addressing negative aspects of economic changes and inequalities and avoiding exclusivity from changes;
- Asset management, construction, infrastructure and tools towards better strategic decision-making.

9.0 PROGRAME OBJECTIVES

9.1 This section of the paper sets out proposed programme objectives to be further developed and refined in consultation with senior borough stakeholders:

Theme	Programme Objective
A place where businesses can thrive	<p>(1) Support the boroughs to deliver a state-of-the-art digital connectivity infrastructure (Fibre and 5G/IoT).</p> <p>(2) Using challenge led models, support the boroughs to open their assets in a managed way for innovators to test and trial new tech and business models at scale.</p>
Entrepreneurial council	<p>(1) Develop collaborations with universities and other partners which support the development of an enterprise start up culture in boroughs supporting intrapreneurship.</p> <p>(2) Collaborate across West London to define requirements, engage with the market to co-develop and procure solutions which delivering faster, more efficient and effective services for residents.</p>
Citizens and Communities	<p>(1) Complete a policy review of leading global cities approaches to achieving technological sovereignty and securing digital rights for citizens.</p> <p>(2) Complete a best practice review of models that support communities to develop their own solutions to which meet their needs using digital technology.</p>

10.0 REASONS FOR RECOMMENDATIONS

- 10.1 To ensure West London is positioned to maximise the benefits of existing and emerging digital technologies for residents and business and to minimise the downsides.

11.0 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 10.1 The alternative option is to not develop a digital strategy agreed. This would likely result in sub-optimal public investment taking place across West London which would confuse the market and lead to sub-optimal outcomes for residents and businesses.

11.0 POST DECISION IMPLEMENTATION

- 11.1 Comments by WLEPB will be incorporated into the development of the outline strategy which will be brought back to the WLEPB at a future date for review.

12.0 IMPLICATIONS OF DECISION

Corporate Priorities and Performance

- 12.1 The draft Vision for Growth highlights growing base of evidence showing the fundamental role that digital technology can play in unlocking economic growth that is both inclusive and sustainable.

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

- 12.2 Work to date has been funded from existing resources, which includes Strategic Investment Pot funding. 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.

Social Value

- 12.3 At the heart of the Digital Strategy proposition is a benefit to citizens from improved connectivity; a closing of the 'digital divide', and a lowering of the barriers to access for public and private services. We will be explicitly focusing on public services and the potential for inclusive economic growth within the strategy and will be using the Inclusive Growth Framework and KPI's derived from the UN Sustainable Development goals to analyse potential impacts as the programme rolls out.

Legal and Constitutional References

- 12.4 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.

12.5 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.

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

Risk Management

12.7 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.

Equalities and Diversity

12.8 This paper applies to people from all backgrounds across West London. Any specific projects arising from future development of this agenda will have their equalities impacts considered on a case by case basis.

Consultation and Engagement

N/A

13.0 BACKGROUND PAPERS

Other Useful Resources

[A Councillors Guide to Digital Connectivity \(2019, LGA\)](#)

<https://www.local.gov.uk/councillors-guide-digital-connectivity-0>

[Incubators and Accelerates in West London – an Ecosystem Emerges](#)

<https://www.westlondon.com/wp-content/uploads/2019/06/Incubators-and-accelerators-Documnt-Web.pdf>

[Playbook for a local authorities and asset owners to guide them deploying 5G](#)

https://futurecities.catapult.org.uk/wp-content/uploads/2018/07/HC_Report_Playbook-scale-deployments-of-AUS-5G-use-cases_v3.pdf



West London Economic Prosperity Board

7
26 February 2020

Title	Winning in the New Economy – Growth Strategy
Report of	David Francis, WLA Director
Sponsor	Paul Najsarek, LB Ealing
Status	Public
Urgent	No
Enclosures	“ <i>Winning in the New Economy – ensuring an inclusive and sustainable West London economy</i> ” (the new growth strategy, February 2020)
Officer Contact Details	Matin Miah, Interim Head of Inclusive Growth, West London Alliance, email: miahm@ealing.gov.uk

Summary

This report presents the new West London Growth Strategy, “*Winning in the New Economy*” (see appendix one).

The new Strategy incorporate comments from the West London Economic Prosperity Board (WLEPB) between May and November 2019. It also incorporates comments from a range of officer and stakeholder groups, including: the West London Growth Directors’ Board, the Chief Planning Officers’ Group, borough skills leads and Chief Executives; and from the 287 representatives of a range of organisations and sectors, who attended the Capital West London Growth Summit (29 October 2019). Views at the Summit confirmed a high level of support for the strategic objectives in the consultation document, including the renewed emphasis on inclusive growth and sustainability.

The next stage of work will be further engagement with partners and stakeholders during March and April 2020. This will form the basis for delivering the strategic objectives set out in the Strategy.

Recommendations

The Committee is asked to:

1. **APPROVE** the new growth strategy “*Winning in the New Economy*” (enclosed), subject to the addition of WLEPB Chair’s foreword
2. **NOTE** work to develop the Action Plan; and intended timeline for launching/ publishing the new strategy and action plan

1. BACKGROUND

- 1.1 In September 2016 the WLEPB agreed its joint plan for delivering growth, housing, investment and jobs for the West London boroughs.
- 1.2 This was the West London Vision for Growth Action Plan (2016) with four main themes:
- (1) productivity, skills & employment
 - (2) housing supply
 - (3) infrastructure
 - (4) a competitive economy
- 1.3 Each theme had an associated set of underlying actions and activities to be delivered over the short, medium and longer term, which were taken forward by officers, working in partnership with external organisations, such as the Greater London Authority, Transport for London, London Councils, London & Partners and West London Business.

2. THE NEW VISION FOR GROWTH

- 2.1 In November 2018, the WLEPB asked for the Vision for Growth to be refreshed, reflecting that by and large, it had been delivered and that the policy environment and economic landscape had changed.
- 2.2 The initial output of this work was the “*Winning in the New Economy*” White Paper, which was consulted on with stakeholders in order to produce the attached Strategy and a draft Action Plan. The seven interrelated priority themes of *Winning in the New Economy* are:
- (1) sustainability & the circular economy
 - (2) social & economic inclusion
 - (3) data & digital innovation
 - (4) global connectivity
 - (5) work & productivity
 - (6) growing sectors
 - (7) devolution

3. TIMELINE FOR APPROVAL, LAUNCH & ACTION PLAN

- 3.1 The timetable is set out below:

WHEN	WHAT
26 February 2020	Strategy approved by WLEPB
March 2020	Further detailed engagement with stakeholders on development of the Action Plan
April 2020	Review of final Action Plan by chief officers and leaders
May 2020	Approval of the final Action Plan by WLEPB
May 2020	Formal launch / publish the Strategy & Action Plan

4. POST DECISION IMPLEMENTATION

- 4.1 Following approval by WLEPB the Strategy will be formally launched after the GLA and London Mayoral elections on 7 May 2020. Active engagement will continue with all stakeholders to develop the Action Plan which will be reported back to WLEP in May 2020, in final form.

5. WHY THIS REPORT IS NEEDED

- 5.1 This report seeks WLEPB approval of the new Strategy, which builds on the delivery of the objectives set out in the 2016 Vision for Growth. It sets out how we will meet the needs of all that live, work, play, learn and invest in West London now and in the future.

6. REASONS FOR RECOMMENDATIONS

- 6.1 To ensure the Work Plan and future priorities of the Committee continue to properly reflect areas of shared priority in relation to economic growth and prosperity, as well as the evolving macro-economic climate in the UK and Globally.

7. OPTIONS CONSIDERED AND NOT RECOMMENDED

n/a

8. IMPLICATIONS OF DECISION

8.1 Corporate Priorities and Performance

This report relates directly to the delivery of West London Growth Priorities, which have been agreed by the members of the West London Alliance.

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

- 8.3 None directly associated with this report. However, where a specific requirement for additional resource is identified to fund particular activity or a project contained within the Vision for Growth this form part of the normal WLA Business Plan approval process which is delegated to WLA Chief Executives and/or will be brought back to a future EPB for consideration.

9. Legal and Constitutional References

- 9.1 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.

- 9.2 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.

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

10 Risk Management

- 10.1 There is a risk that by not engaging with the full range of levers that have an impact on the overall economic success of the sub-region, we will not achieve the level of economic outcomes in terms of jobs, investment, housing and environmental sustainability that might otherwise be the case over the medium and long term.

11. Equalities and Diversity

- 11.1 Winning in the New Economy recognises the need to ensure that people from all backgrounds are able to benefit from growth. Individual programmes within the Vision will have equality impact assessments undertaken on a case by case basis

12. Consultation and Engagement

- 12.1 West London Growth Directors discussed the emerging themes of the refreshed Vision on 30 January 2019, 22 May 2019, 19 June 2019, 16 October 2019 and January 2020. There have also been various discussions with other senior Council officers, including Chief Executives and Chief Planners, and external partners to define priority areas, partnership buy-in to our shared vision, and alignment between borough-level work and sub-regional activity in relation to economic prosperity.

13. BACKGROUND PAPERS

Enclosed:

“Winning in the New Economy – ensuring an inclusive and sustainable West London economy” (the draft new growth strategy, February 2020)

Winning in the New Economy

Ensuring an inclusive and sustainable West London economy

February 2020 – Final Draft Strategy

Contents:

1. Foreword
2. Introduction
3. Building on our strengths
4. Our approach to developing this strategy
5. Detail on the seven themes
6. Reporting progress and measuring delivery
7. Resources and data sources

1. FOREWORD

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2. INTRODUCTION

The West London Alliance (WLA) is a partnership of seven London councils – Barnet, Brent, Ealing, Hammersmith and Fulham, Harrow, Hillingdon and Hounslow. With a population of over 2 million people, over 120,000 businesses and a combined GVA of over £80billion¹, its economy is larger than Glasgow, Leeds and Birmingham combined. Continued success is vital to the future success of London and the wider UK economy, but this is not guaranteed and when taken with persistent areas of deprivation² and the climate change challenge, complacency is not a viable option.

In short, the old economy is not working for people or the planet in the way that it should. This strategy sets out a new approach to ensuring that growth and development in West London is more inclusive at the same time as preserving the natural capital that we all rely on. We are calling this new approach *Winning in the New Economy*. This is not about a zero-sum game of winners and losers. It is about maximising inclusive and sustainable economic growth at a time when we are living through a period of significant technological change. In his 2016 book Klaus Schwab named this period as the “The Fourth Industrial Revolution”³.

1. Modelled from the West London Economic Assessment 2015 by Peter Brett Associates, which used Experian Regional Planning Service (RPS) data:

<https://wla.london/media/1015/thepluswestpluslondonpluseconomicplusassessment.pdf>

2. The Office for National Statistics released the “Indices of Multiple Deprivation” (IMD) in September 2019, which showed a relatively low overall level of deprivation across West London. There were though 17 Lower Super Output Areas (LSOAs) in the 10% most deprived nationally. An LSOA is a geographical area with approximately 1,500 residents. <https://www.gov.uk/government/statistics/english-indices-of-deprivation-2019>

3. Klaus Schwab coined the term Fourth Industrial Revolution in his 2016 book of that name. Following on from steam; electricity and mass production; and computing; the fourth industrial revolution is characterised by the intersection of the physical, digital and biological spheres. The fourth industrial revolution is arguably changing what it means to be human and is certainly changing the way we live, work, travel, learn and interact with each other.

This strategy sets out how the WLA boroughs will work together and with others to *Win in the New Economy* by building on West London's strengths, as part of the world's most global city⁴. It builds on the 2016 Vision for Growth and is focussed on **seven interrelated themes**, developed following extensive partner and stakeholder engagement over the last 12 months:

1. **Sustainability and the circular economy** - West London is already a leader in the circular economy, with more employees in this sector than any other London sub-region and world leading academic and research institutions either located in the sub-region, or on the doorstep. We will work with businesses and other institutions to make the most of the economic opportunities presented by the climate emergency and to lead, enable and inspire the changes necessary to reduce carbon emission and pollution levels in West London.
2. **Social and economic inclusion** – For the seven West London Alliance Boroughs growth is about more than just increasing productivity and Gross Domestic Product. It is also about ensuring people across every community and in all our neighbourhoods can benefit and contribute as part of living healthy and fulfilling lives. We will ensure that this inclusion is at the core of all our work.
3. **Data and digital innovation** – We will support inclusive and sustainable growth by improving the way we monitor and use data, so we can combine our efforts across service areas more flexibly and support what works in real time. We will also develop and support digital business clusters and growing companies; and work with business, colleges and academic institutions to ensure local people can benefit from the new jobs created by the fourth industrial revolution.
4. **Global connectivity** – We will build on West London's position as the most globally connected place in London, the UK and the world, making the most of our strategic opportunity sites.
5. **Work and Productivity** – Working in partnership with businesses, major employers, education and training providers, we will build on the rich diversity that exists across West London so that everyone can succeed and progress in work, no matter their background or circumstances.
6. **Growing sectors** – We will build on West London's world leading position in sectors such as creative industries, clean tech, logistics, construction, hospitality, education and research and health and care.
7. **Devolution**: We will build on our track record of delivery and make the case for more devolution of powers and finances to support sustainable and inclusive growth in West London.

4. The Institute for Urban Strategies at the Mori Memorial Foundation in Tokyo issued a comprehensive study of global cities in 2018, which ranked London no 1. They are ranked based on six categories: economy, research and development, cultural interaction, liveability, environment and accessibility, with 70 individual indicators. The top ten world cities are also ranked by subjective categories including manager, researcher, artist, visitor and resident.

3. BUILDING ON OUR STRENGTHS

West London is unique, and the issues this strategy seeks to respond to reflect the specific characteristics of the economy and diversity of the population, with over one hundred languages spoken. West London is where the UK connects to the world, a global leader in innovation across the circular economy, logistics and digital sectors and a place where investment is secured to make it a great place to live and work now and for future generations.

The sub-region makes a unique and significant contribution to both London and the wider UK economy through a range of major national and international assets including: Park Royal and Old Oak, Heathrow Airport, major regeneration areas such as the Golden Mile, Brent Cross and Wembley, and the creative and digital hub around White City. Large-scale transport infrastructure investment (e.g. the Elizabeth line, the West London Orbital, High Speed 2 and the largest new railway station in the UK in the last 100 years at Old Oak Common) will enable further long and short-term investment opportunities. These schemes will also help reduce use of private cars, which currently account for 43% of journeys across West London, boosting use of public transport, which currently accounts for 24% of all journeys. Thanks to a quality education and training system that is increasingly responsive to market demand, our growing population is educated, enterprising, and flexible, making it a highly attractive businesses location.

“We will ensure that West London’s people, no matter their background or circumstances or wherever they live, can benefit from these unique strengths; that business of all sizes see West London as a premier global location to invest in, and where small enterprises want to put down roots for the long term.”

The scale we work at is huge, with the 11 West London opportunity areas identified in the draft London Plan⁵ alone set to deliver over 100,000 homes in the coming years, often in some of the most challenged communities in the UK (West London has five of the top one hundred most deprived wards in the country).

The largest sectors in West London by employment are professional, scientific and technical and administrative services (20% between them), wholesale and retail (16%), and health/social care (11%). A further 11% of jobs are in Transport and Storage, reflecting West London’s gateway role between Central London, Heathrow and the rest of the country. Our research shows that West London will grow by at least 148,000 jobs (16%) over the next 20 years, with some of the biggest increases projected to be in

⁵ Final plan expected to be published in March 2020.

construction, accommodation & food services, and transport & storage⁶. Very significant growth is also expected in the green economy⁷ and the creative industries⁸. West London is already home to green economy pioneers including Brompton Bicycles, Vantage Power, Polymateria and Biohm, as well as a globally significant cluster of creative content production businesses from Sky to Discovery Networks and BBC Studios, all underpinned by cutting edge research at academic institutions such as Imperial College London. The rapid pace of technological change will affect West London's labour market and the skills system needs to keep pace.

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⁶ West London Economic Assessment 2016 (Peter Brett Associates)

⁷ ONS (2019): <https://www.ons.gov.uk/economy/environmentalaccounts/bulletins/finalesimates/2017>

⁸ Creative industries Federation (2017): <https://www.creativeindustriesfederation.com/statistics>

4. OUR APPROACH TO DEVELOPING AND DELIVERING THIS STRATEGY

The strategy development has been led by senior officers from across the councils, in consultation with a wider network of partners in the public and private sector, civic society, community organisations, and London and national government⁹. We have also drawn on a wealth of rich data and evidence as set out in the Appendix.

There is already much outstanding and nationally recognised work at individual borough level that supports inclusive growth, productivity and investment. But residents and the economy function across borough boundaries and tackling social, economic and environmental challenges goes beyond what individual boroughs can do on their own. This strategy recognises that as WLA boroughs working together we are better placed to support growth for the benefit of every neighbourhood and community across West London today and tomorrow. We will also work with our neighbours both in and outside London, cooperating to make the most of the opportunities and priorities we share to deliver prosperity for London, the wider South East and the UK. This includes other sub-regional partnerships, LEPs and combined authorities where appropriate.

We will ensure appropriate alignment with the London Plan, the Mayor's Transport Strategy (MTS)¹⁰, the London Economic Development Strategy (EDS)¹¹ and the Mayor's Skills for Londoners Strategy¹². Taken together, these documents set an important part of the context for ensuring inclusive and sustainable growth in West London. We will work closely with our partners in London and national government to explore opportunities to further align our approaches, for example in relation to infrastructure, skills and housing.

More broadly our approach understands the wider global context, particularly in relation to the green economy, sustainability and the climate change emergency. The Mayor for London's target of being a net-zero carbon economy by 2050 is a significant challenge, but also the huge opportunity for local communities, businesses and individuals from all backgrounds to secure new investment, jobs and cleaner, greener and happier futures.

The strategy is designed to move us on to a higher level of ambition and gives us an opportunity to update our approach to properly reflect the wider national and global macroeconomic landscape. By setting out a clear, delivery-focused framework for joint working that is deeply rooted in our shared priorities, this strategy will enable West London boroughs to forge higher standards of living,

⁹ Including DCMS (Digital and culture), BEIS (Economic and industrial strategy) MHCLG (Planning, place, Strategy), HM Treasury (Infrastructure funding), DfT (Infrastructure) and DfE (SEND and Learning Disabilities)

¹⁰ Mayor's Transport Strategy (2018): <https://www.london.gov.uk/sites/default/files/mayors-transport-strategy-2018.pdf>

¹¹ Mayor's Economic Development Strategy (2017): <https://www.london.gov.uk/sites/default/files/economic-development-strategy-for-london-2017.pdf>

¹² Skills for Londoners (2018): <https://www.london.gov.uk/what-we-do/skills-and-employment/skills-londoners/strategy-and-research>

productivity and well-being for all our local communities. It will allow us to improve the quality of our places and environment for everyone that works, lives, learns or visits.

In addition to building on West London's strengths, the strategy will be delivered with the following principles at its heart:

- 1) **ACCOUNTABILITY** – We will focus on delivering against joint priorities agreed by the WLA Borough Leaders, with clearly defined objectives and senior officer ownership of all programme areas.
- 2) **DELIVERABILITY** – We are highly ambitious for West London, but will always remain grounded in delivering real, measurable outcomes for our residents and businesses
- 3) **ADDITIONALITY** – We will focus activity that both delivers the greatest economic impact for the least resources and wouldn't happen as effectively (or at all) if undertaken at a different geographical level (e.g. borough, London wide or nationally) – making the whole of what we do bigger than the sum of its parts.
- 4) **PARTNERSHIP** – We will work with wider partners and stakeholders to co-design solutions to shared objectives, including with other tiers of government, businesses and business networks, developers, housing associations, utilities, education providers, academia and civil society. West London has a wealth and breadth of world leading experts and organisations and in addition to supporting the growth of the West London knowledge economy, we will aim to make the most of the expertise by convening people and organisations to develop and deliver solutions to the place-based economic, social and environmental challenges identified in this strategy.

5. DETAIL ON THE SEVEN THEMES

Detail on the seven *Winning in the New Economy* themes is set out below along with examples of what we will do. A more comprehensive action plan is set out in section 7 and we will work with partners and stakeholders to refine this over the course of 2020, including establishing a suite of economic, social and environmental metrics so we can monitor progress in the areas where we are taking action.

THEME ONE – sustainability and the circular economy

The “green economy” is set for a high rate of growth with billions of pounds of new investment and thousands of new jobs set to be created in the UK over the coming years. West London is in an excellent position – both geographically and in terms of its human, knowledge and physical capital - to take advantage of this growth. By making connections between these developing industries and our wider approach to inclusive, long-term growth we can bring investment, employment, and an improved environment to communities and businesses across West London.

Embedding an approach that supports continued growth in the green economy is essential if we are to respond effectively to challenges associated with a changing climate and finite resources,

Some examples of what we will do (and what our partners have told us is important):

- Scope ways of working with the development and property sectors to **decarbonise the construction industry and housing** in West London.
- Identify the key stakeholders and businesses in West London and form a partnership of the willing to define, deliver and secure resources for an **innovative, globally leading approach to sustainability and the green economy in West London**.
- Share expertise on how to **stimulate demand for circular economy/ zero carbon products and services** through local authority procurement.
- Champion the phased and co-ordinated delivery of utilities to support West London’s strategic growth priorities, working with partners to **promote and incentivise the roll-out of circular economy and net zero carbon solutions**.
- Influence the skills system to respond to **growing demand for skilled labour** in the green economy.
- Support the creation of a more sustainable transport system, **encouraging a modal shift to increase journeys by walking and cycling and facilitating roll-out of electric vehicle charging point infrastructure**.

THEME TWO – social and economic inclusion

Overall economic growth is a useful metric, but it does not measure inclusion (or environmental sustainability). This means our focus is not only on hard growth and investment statistics but also a more nuanced understanding of inequality and multiple deprivation in local areas, with focused programmes targeted explicitly at those furthest from the labour market, or who do not stand to benefit from growth that is often occurring on their doorsteps.

We will ensure that all our programme areas, from our work on housing and spatial planning to our approaches to skills, digital inclusion and finance devolution, focus on inclusion and community wealth building with anchor institutions (across both the public, non-profit and the private sectors) being central to this.

It will be important to hear the voices of children and young people in the delivery of this strategy, and that our approach accounts for their aspirations for meaningful work, affordable homes, prosperity and quality of life over the coming decades. Likewise, for older people across West London, who will play an increasingly significant role in the economic and civic life of the sub-region as the population ages.

Some examples of what we will do (and what our partners have told us is important):

- Working with anchor institutions and using our combined supply chains we will invest in local communities through a shared **Community Wealth Building** approach.
- Finding ways of improving the way the planning system is used to secure employment, training and skills opportunities in construction and completed developments.
- Through our nationally recognised **Work & Health and Supported Internship programmes** we will continue to help those from difficult or disadvantaged backgrounds to succeed in meaningful employment.
- From the outset we will encourage regeneration, **growth and development associated with the West London Orbital** rail scheme that includes and benefits all individuals and communities.
- Ensure that the voices and views of the youngest and oldest members of our society influence our approach to growth and prosperity in West London.
- We will target digital interventions at those areas most left behind, particularly those areas effected by persistent “not-spots” and digital exclusion.

THEME THREE – data and digital innovation

Major investment in digital infrastructure is planned across West London in the coming years and there is a once-in-a-generation opportunity to ensure local people benefit fully. Making the most of data and digital innovation will require an unprecedented level of strategic thinking, cooperation and information sharing between investors, public services and training providers¹³. It will give us an opportunity to develop new models of cross-sector working to meet the needs of all West Londoners – now and into the future.

Some examples of what we will do (and what our partners have told us is important):

- Deliver the Strategic Investment Pot **West London high speed broadband programme** with TfL and the GLA and identify options to further scale this exciting new delivery model and draw in further investment.
- Identify a menu of options for **generating income from digital investments** and roll them out across boroughs.
- Establishing West London boroughs as a **world-class test bed for Smart City investments**, and for trialling innovative new technologies that will give West London boroughs a competitive advantage for decades to come.
- Build a **robust and agile data resource detailing skills demand and supply** across West London.

¹³ Including further education, higher education, and private providers.

THEME FOUR – global connectivity

There is a growing evidence base showing the role that connectivity of all forms plays in enabling, unlocking, and distributing the proceeds of economic growth. In West London this is doubly true, as the sub-region acts not only as the gateway between London and a large part of the United Kingdom, but also to the wider world.

Research by West London Business in 2019 concluded that West London is the most connected area in the world¹⁴. We want to build on this, leveraging our unique position to unlock new investment in transport and digital infrastructure that enables the creation of new homes, jobs and a growth in the tax base for decades to come.

We have made a good start over the last three years, with major new schemes such as the West London Orbital and the West London Digital programme progressing significantly from their beginnings in 2016. The period ahead will be about applying this learning to the next round of strategic infrastructure projects – transport, digital, power, water and social - that will take us in to the 2020s and beyond and contribute to a successful, sustainable economy.

Some examples of what we will do (and what our partners have told us is important):

- Focus on enabling the delivery of **transport infrastructure** (e.g. the West London Orbital) to unlock development potential.
- Publish the **West London Strategic Infrastructure Delivery Plan**, setting out West London’s shared infrastructure priorities to support sustainable growth over the coming decades.
- Identify and implement common West London approaches to **scaling-up and embedding sustainable transport solutions** to help reduce congestion, improve environmental quality and provide real transport choices for all.
- Ensure that West London has **world-class digital and communications infrastructure and networks** that can adapt as technologies and standards change.
- Work with business groups to leverage our cultural connectivity through extensive familial links to other parts of the world to help **West London’s exporter SMEs navigate Brexit**, thus maintaining exports to Europe and developing trade with new markets.

¹⁴ West London business (2019): <https://www.westlondon.com/west-london-the-worlds-most-connected-place-research-launches-at-global-property-conference/>

THEME FIVE – work and productivity

Our approach to work and productivity will improve health, wellbeing and resilience in local areas by either supporting people to find appropriate and meaningful work or helping them to progress in their careers and expand their prospects. Through the West London Skills and Employment Board, and the West London Work & Health Board we will continue to work with the FE and HE sectors and to engage with our partners across the public and private sectors, to give everyone the best chance in life. We will coordinate our work to ensure people benefit from opportunities close to where they live.

Some examples of what we will do (and what our partners have told us is important):

- **Expand our work on in-work progression** so that people with lower levels of earnings can learn the new skills they need to progress in employment.
- Drive demonstrable **change in the responsiveness of skills training provision** in West London, building on improved insight, and helping to address skills shortages and gaps.
- Demonstrate **innovative ways of creating and recruiting to growing numbers of apprenticeships** in key sectors, optimising use of the Apprenticeship Levy raised in West London.
- Develop interventions to support those **most affected by the impact of technological changes** on the world of work to adapt and thrive.

THEME SIX – growing sectors

Our approach to supporting growth in West London is focussed on supporting some of our largest sectors by employment, including health, education, accommodation and food sectors that between them employ nearly 300,000 people across the sub-region. However, a range of trends will inevitably have an impact on the growth of key sectors in West London. For example, with our position as the “World’s most connected place” sectors with a focus on the logistics of moving goods around London, the UK and the world are likely to grow from the current 160,000 jobs. The construction industry here is also set to grow with “big ticket” infrastructure projects such as the Elizabeth Line, HS2, the West London Orbital and Heathrow airport, as well as the many tens of thousands of new homes that we will need to meet the housing needs of our residents. At the moment this sector alone employs 40,000 people across West London.

Our creative industries, particularly film and tv, are set for major expansion, with emerging hubs in places like White City and the Great West Corridor “Golden Mile”. This sector has experienced growth far above the average due to the combination of excellent infrastructure, a skilled population, good global links and a strong foundation of established media organisations. With 71,000 employees in West London the Information and communications sector makes up 7.5% of the West London workforce, compared with a London average of 4.5%. We will boost this number further as the “screen economy” in West London grows in the coming years.

Finally, the pace of change is expected to accelerate in the coming decade and this will impact a range of different sectors. Growth in Tech will be accelerated by the increasing ubiquity of high-speed fibre networks and 5G, automation, the growing use of machine learning and artificial intelligence, and the talented and flexible labour market in West London. These are all assets we will build on.

Some examples of what we will do (and what our partners have told us is important):

- Create the conditions for **strong and thriving creative, cultural and knowledge-based sectors**, providing facilities and workspaces through a coordinated and systematic planning system, to help underpin our regeneration priorities, particularly in existing and future growth centres and town centres.
- **Work with developers, infrastructure providers, investors and training providers to support construction industry growth and sustainability expertise in West London** to support the creation of successful places and long-term inclusive growth.
- Undertake a **review of key growth sectors and develop a targeted plan** to support them to succeed and grow in West London.

THEME SEVEN – devolution

We believe that resources and decision making should be devolved to the level at which they can be used most effectively and that key to this is genuinely reflecting local needs and priorities.

We will continue to engage with the opportunities of devolution across multiple levels and agendas, to benefit local communities and resource sub-regional projects that support the long-term financial sustainability of local public services. This includes devolution processes related to: Adult Education budgets, the Apprenticeship Levy, Business Rates pooling, as well as lobbying for investment linked to infrastructure, land value capture, and the expected Shared Prosperity Fund.

Some examples of what we will do (and what our partners have told us is important):

- Consider how best to secure **revenue-raising and funding powers to West London boroughs**, individually and collectively, to ensure the resources, skills and infrastructure are in place to help development come forward.
- Ensure London's current devolved skills system and future asks for further devolution **demonstrate in-built flexibility to respond to West London's specific needs**.
- Deliver the Skills Strategic Investment Pool (SIP) programme in partnership with business and the wider public sector, supporting over 4,000 individuals to progress in work.
- Influence planning for the future **UK Shared Prosperity Fund**, which is replacing European funding arrangements, so that West London gains maximum benefit.

6. REPORTING PROGRESS AND MEASURING DELIVERY

Delivery of this Strategy will be reported on to the WLA Borough Leaders, including the West London Economic Prosperity Board (WLEPB), on a regular basis. Individual programme areas will have an associated suite of defined KPIs against which delivery can be objectively assessed.

The WLEPB will also receive a full annual report setting out overall progress on delivering the strategic objectives set out in this Strategy. The skills and productivity elements of the strategy will be overseen by the West London Skills & Productivity Board, which contains a partnership of public and private sector leaders and is chaired by the Leader of LB Hounslow on behalf of the West London Alliance boroughs.

As well as specific indicators linked to programme areas, we will monitor a wider set of strategic economic indicators including: Index Multiple Deprivation (IMD) domains linked to employment, skills, income, health and living environment; labour market indicators from the ONS covering economic activity levels, worklessness, earnings, qualifications and business survival rates.

7. RESOURCES AND DATA SOURCES

West London Economic Assessment (2016), Peter Brett Associates

<https://wla.london/media/1015/thepluswestpluslondonpluseconomicplusassessment.pdf>

ONS Life Expectancies Analysis:

<https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/healthinequalities/bulletins/healthstatelifeexpectanciesbyindexofmultipledeprivationimd/2015to2017>

Schwab, C (2016) "The Fourth Industrial Revolution"

Mayor's Transport Strategy (2018): <https://www.london.gov.uk/sites/default/files/mayors-transport-strategy-2018.pdf>

Mayor's Economic Development Strategy (2017): <https://www.london.gov.uk/sites/default/files/economic-development-strategy-for-london-2017.pdf>

Skills for Londoners (2018): <https://www.london.gov.uk/what-we-do/skills-and-employment/skills-londoners/strategy-and-research>

Mori Foundation, Global Power Cities Index 2019: <http://www.mori-m-foundation.or.jp/english/ius2/qpci2/>

NOMIS Labour Market Statistics (2019): <https://www.nomisweb.co.uk/>


West London Vision for Growth (2016): <https://wla.london/our-programmes/economy-skills/>

West London Skills, Employment & Productivity Strategy (2018)

<https://wla.london/our-programmes/economy-skills/skills-and-productivity/>

Creative economy statistics, Creative industries Federation (2017): <https://www.creativeindustriesfederation.com/statistics>

Green economy statistics, ONS (2019): <https://www.ons.gov.uk/economy/environmentalaccounts/bulletins/finalestimates/2017>

	West London Economic Prosperity Board 8 26th February 2020
Title	West London Orbital and Strategic Infrastructure Update (Standing Item)
Report of	Amar Dave, LB Brent
Status	Public
Urgent	No
Enclosures	
Officer Contact Details	Andrew Barry-Purssell, West London Planning Policy and Infrastructure Delivery Manager, West London Alliance, E: barrypurssella@ealing.gov.uk ; T: 07525 388237
Summary	
<p>This report provides the Board with an update on work with regard to the proposed West London Orbital (WLO) Overground rail line. Since the Board's meeting in November 2019 work on the economic benefits the WLO will support and funding options for the project have got under way. Work has also started on the technical work required to work up the business case for the project, including identification of potential constraints that could raise particular risks for delivery of the project.</p> <p>The report also gives an update on work to prepare a West London Strategic Infrastructure Delivery Plan where consultants are completing preliminary work before identifying key strategic requirements for West London's future growth.</p>	

Recommendations
<p>Leaders are asked to:</p> <ul style="list-style-type: none"> (i) NOTE progress in development of the business case for the WLO; (ii) NOTE progress in work towards publication of a West London Strategic Infrastructure Delivery Plan; and (iii) IDENTIFY any additional actions or activities for consideration not already identified within the WLO programme, particularly in building stakeholder support for the project.

1. WHY THIS REPORT IS NEEDED

- 1.1 The WLEPB has consistently identified the West London Orbital (WLO) Overground rail line as a proposal of shared strategic priority for West London, integral to the development and sustainable growth of the sub-region. As a result of joint working with TfL and the GLA, it is included in the Mayor's Transport Strategy and the draft London Plan. The West London Alliance (WLA) and West London boroughs have worked closely with TfL/GLA and Network Rail to develop and refine the business case for the project and ensure it is reflected in relevant local plans. The Board has agreed that progress and next steps relating to the WLO should be a standing item on its agenda.
- 1.2 It will be recalled that the first stage of this work was completed with publication of a strategic outline business case published in June. The Deputy Mayor for Transport and Transport for London then confirmed that the next stage of work on the project would start, with a particular focus on feasibility. This next phase of work is jointly funded and commissioned by TfL and the WLA, supported by award of £3.6 million from the Strategic Investment Pot. This report provides an update on the work done so far.
- 1.3 It will also be recalled that as a key element of the work to ensure a sound, consistent evidence base for Borough local plan preparation and other strategic policy-making funded through the Planning Delivery Fund, consultants have been commissioned to prepare a West London Strategic Infrastructure Delivery Plan (SIDP) covering all types of infrastructure required to support West London's sustainable growth into the 2040s and 2050s, covering all forms of infrastructure, including transport. Again, this report provides an update on progress of the work to date.

2. DEVELOPING THE WLO BUSINESS CASE

- 2.1 It will be recalled that the WLO Strategic Outline Business Case (SOBC), published in June 2019 recommended that the work to develop the business case for the project should be taken to its next stage. This is now underway and comprises three workstreams. These have been developed further since the last report to the Board and are described below.
- 2.2 The first workstream consists of a series of technical studies being carried out by Network Rail and Transport for London:
- A timetable assessment to see whether an acceptable WLO timetable can be constructed without undue negative impact on other current and planned services on the lines involved. This will identify any infrastructure changes required to support the proposed WLO timetable. This is programmed for completion in summer 2020 and is a key piece of work that will feed into several of the other workstreams.
 - A study of level crossings along the route (including the two at Bollo Lane and the Acton Central level crossing) which will consider whether they need to be closed in order to deliver the level of service proposed for the WLO –

and if they do what mitigation measures should be put in place. This is programmed to report in summer 2020.

- A traction power assessment examining how the entire route can be powered, looking at whether there is sufficient power supply within the existing rail system to cater for the WLO – and if not whether there is a need for an upgrade to the current system (and how much this might cost). This will include confirmation of Network Rail’s proposals for the parts of the WLO route that are at present unelectrified (the Dudding Hill line and Kew Curve). This is projected for completion in autumn 2020.
- Development of an initial strategy for operation and maintenance of the WLO. This will include a high-level assessment of rolling stock options, including consideration of motive power and electrification potential. This will look at options avoiding the need to use diesel, including battery powered trains. It is programmed for reporting in spring 2020.
- A study of existing station capacity (including at the London Underground stations at Neasden and Harlesden which would have an interchange with new WLO stations) and the potential impact of additional WLO services, considering the need for station enhancements or upgrades. This is a particular priority for borough planners, as it will enable early negotiations with developers proposing schemes along the route and help inform masterplanning of areas around WLO stations. It is projected to report in spring 2020.
- A route infrastructure study – this will look at the engineering feasibility of known key infrastructure requirements of the WLO such as signalling, junctions (including the feasibility of remodelling Acton Wells Junction – a key pinch point for the project) and stations. This study will identify whether there are any engineering showstoppers, review the infrastructure options for the WLO and inform updated final cost estimates based on a detailed engineering assessment of the proposal. This is programmed to start in autumn 2020 for final reporting in spring 2021.

2.3 The second strand of work deals with non-engineering aspects and is being led by the WLA in conjunction with TfL. The first area of work is development of an economic benefits narrative which will explain – and so far as possible, quantify – the wider economic benefits of the WLO, explaining why it is needed to deliver the scale and type of growth likely in West London over the next decades. This will be carried out with the degree of rigour typically used in transport analysis and will ensure all the project’s economic benefits are identified and properly taken into account. This work has been awarded to Steer Group and is well under way. The consultants are meeting all the local planning authorities (LPAs) along the route to discuss likely opportunities that might be supported by the WLO. There was a workshop for West London authorities and private sector stakeholders to help inform this work on December 16th 2019.

2.4 The workshop was attended by representatives of: West London local planning authorities along the route and those served indirectly by interchange; West London and London-wide business organisations; and the Greater London Authority and Transport for London. It was held to inform the economic benefits work by asking attendees for their views about the local economy, key transport and other constraints, market failures and ambitions for growth. There were

sessions looking at employment and productivity, housing delivery and the likely effects of the WLO on the West London economy. Key issues raised included:

- The importance of addressing the fact that West London does not have a centre of gravity and so does not currently generate the kind of agglomeration benefits other parts of London do – linking growth areas was felt to be an opportunity to address this.
- The need to ensure delivery of the transport infrastructure and capacity required to support the degree of growth envisaged for West London, especially to link places where housing is expected with those where new jobs will be created.
- The importance of policies and provision to match West London people with the jobs being generated by the sub-region's economy.
- The need to ensure the most efficient use is made of land, including by promoting mixed use development and co-location of residential and commercial uses.
- The value of increasing certainty about development objectives within boroughs and across West London as a whole.

Participants agreed that the WLO was crucial for employment in the area, connecting jobs and people and improving work journey patterns to relieve congestion which, in turn, would improve business productivity, reduce reliance on road-based transport and boost the attractiveness of the area as a place to live and do business. The additional connectivity from the WLO would support development of key growth areas like Brent Cross and the Great West Corridor. There was general agreement about the scope for the WLO to help provide the kind of anchors for the agglomeration benefits West London currently lacks through a “corridor” dynamic; this did not need to be through a single centre of gravity; a multi-centre “string of pearls” model, with the WLO facilitating a number of centres providing complementary kinds of development and roles would enable these places to add up to more than the sum of the parts. This would also enable each borough to focus on their unique identity and seek inward investment on a cooperative basis. All these benefits would be maximised through investment in complementary measures to encourage public transport usage throughout West London.

- 2.4 Steers are now in touch with LPAs to update the development capacity work that was undertaken as part of the first round of work. There will be a briefing session on emerging findings organised for late March 2020. The final report is programmed for delivery in spring 2020.
- 2.5 The second area of work is a funding and financing study. This will examine the options for funding the construction and operation of the WLO, drawing on experience of other major transport projects in London and elsewhere. From this a long list of potential funding options will be prepared and the practicality of each option will be examined, narrowing them down to a short list for further consideration. The study will identify the practical steps required to be taken to secure and implement each of the options identified, to provide a basis for discussion with national government and other stakeholders. This work has been awarded to Grant Thornton/Mott Macdonald. The work will be informed

by a workshop with senior borough officers from relevant disciplines that will consider the whole range of options available to fund the WLO and identify the most promising for more detailed work. This study will also take account of the outputs from the economic benefits work. The final report is projected for summer 2020.

- 2.6 The third workstream will focus on updating the WLO business case and strategic justification, drawing on the outcomes from the other workstreams. It will include work to validate earlier work by the WLA on other potential ways of meeting the strategic objectives set for the WLO. This is needed in order to strengthen the value for money assessment of the WLO and to strengthen the case that will have to be made when applications are made for powers to implement the WLO – where it will have to be shown that alternatives have been properly considered. This work is intended to complete in the spring of 2021.
- 2.7 All this work, which will include public consultation (the first round of which is planned for the autumn of this year), will feed into a revised WLO business case, ensuring it incorporates the latest information on benefits and costs as this becomes across these workstreams. This will reconfirm that the WLO represents value for money and provide the evidence base to support decisions to proceed through later stages of project development.
- 2.8 Officers continue to promote the WLO through discussions with key stakeholders, including a useful meeting with officers of the London Borough of Camden to discuss issues relating to the proposed WLO station at West Hampstead. Camden have included the WLO as an investment priority in their Transport Strategy.

Strategic Investment Pot

- 2.9 Arrangements are in hand to receive the Strategic Investment Pot (SIP) funding for developing the WLO. This includes £900,000 for West London LPAs for masterplanning places served by the WLO, either directly or by interchange. This will be allocated according to a formula that takes account of the amount of growth envisaged in each area supported by the WLA, with no LPA receiving less than £50,000. It is proposed that there will be a light touch memorandum of understanding with LPAs which will “step down” reporting requirements from the funding agreement between the WLA and the City of London Corporation. It will make clear that the funding should be spent on work that will help make more land available for housing and employment development; encourage effective joint working between local planning authorities and deliver new homes and employment space; providing a clear evidence base that the WLO can unlock or accelerate delivery of significant numbers of new and better homes and employment spaces; and/or diversifying the development market.

Dudding Hill line re-signalling

- 2.10 At the Board’s meeting on 20th November, a member of the public asked about Network Rail proposals to re-signal the Dudding Hill line (it is currently among

the last stretches of railway with semaphore signals). This is understood to be in connection with their working to move towards digital signalling with centralised control – similar work is being done for the North London line. Part of the further work on the business case will proactively identify future Network Rail proposals to enhance the WLO route.

3. STRATEGIC INFRASTRUCTURE DELIVERY PLAN

- 3.1 As reported at the last meeting, the WLA has awarded the contract for preparation of a West London Strategic Infrastructure Delivery Plan (SIDP) to Atkins. This is being overseen by the WLA Chief Planners' Group, with a steering group for the work comprises officer representatives from all West London local planning authorities. The SIDP will identify strategic infrastructure priorities required to support West London's growth on a sustainable basis having regard to current and likely policy imperatives in the period 2020-35 and into the 2040s and 2050s, covering all forms of infrastructure, including transport, energy, water and flood risk, information and communications technology, social infrastructure and green infrastructure.
- 3.2 It is being funded from Planning Delivery Grant funding secured to develop an evidence base for local plan preparation and other strategic policy-making and help demonstrate compliance with the statutory duty to cooperate. As such it is intended to complement, but not duplicate, work that boroughs do on local infrastructure delivery plans – the focus here is on infrastructure that will affect, or support growth, in two or more local planning authority areas (whether two or more West London LPAs or a West LPA and others either in other parts of London or outside Greater London). To be "strategic", infrastructure does not have to physically cross LPA boundaries; it is the extent of the area served and influence on delivery of growth that is key. The emphasis will be on strategic infrastructure needed to ensure sustainable growth in line with national, regional and local policy priorities, particularly those on environmental, economic and social issues.
- 3.2 The consultants have reviewed borough strategic documents and existing work by the WLA and others about West London infrastructure needs. They are drawing on growth and population projections, existing and planned infrastructure projects, and a spatial overview of the property market and key sites to help prepare the baseline for the next stages of work.
- 3.3 The second stage of the work is now underway. This is to identify West London's strategic infrastructure requirements, costs and phasing in conjunction with West London LPAs. As part of this stage the consultants will also meet with key landowners and utility providers to check infrastructure costs, delivery plans and related risks/issues and to investigate the link between development and infrastructure capacity.
- 3.4 The consultants will then develop three development and infrastructure scenarios, looking at different levels of growth, prioritisation of development opportunities, funding mechanisms and ways of catalysing additional growth.

These scenarios will be viability tested. The intention will be to identify the infrastructure and investment needed to support currently projected growth and what additional growth could be unlocked by extra investment in infrastructure.

- 3.5 The final phase of work will involve a detailed assessment of different funding and delivery mechanisms and preparation of an infrastructure delivery schedule for each of the scenarios.
- 3.6 The study is due to be completed in the spring/early summer. It will take the form of an overview and commentary document giving overall assessments of the overall cost of the identified infrastructure need, resources available and the funding gap, funding/financing options for closing this gap and an assessment of obstacles to delivery and steps that could be taken to overcome these. This will be accompanied by a detailed project schedule for each infrastructure project identified and by an infrastructure delivery map. The intention is that the SIDP will be a robust and soundly-based statement of West London's infrastructure needs that can be used to support LPA policy-making and Community Infrastructure Levy-setting and in making the case to national and regional government for investment needed to enable growth on a sustainable basis. The Board will be kept informed of progress.

4. REASONS FOR RECOMMENDATIONS

- 4.1 Projections of the London population and economy into the 2030s and 2040s show that transport and other infrastructure is likely to become an increasing constraint on growth. There are already issues of poor orbital connectivity and congestion across West London; over time these will reduce the scale of growth possible on a sustainable basis and undermine the sub-region's competitiveness, social outcomes and quality of life. There are other areas of infrastructure that will require additional investment if growth is to proceed on a sustainable basis. The recommendations in this report are part of a strategic approach to addressing these issues, including by providing a much-needed item of transport infrastructure connecting places where existing and new communities will live and work.

5. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 5.1 The work done to prepare the strategic outline business case for the WLO has examined all the alternative options for making orbital journeys across West and north-west London that might deliver the three strategic options of enabling new homes and jobs; improving orbital transport connectivity; and enhancing public transport capacity in West London to tackle congestion and ensure resilience as the population grows. The WLO proposal reflects the outcome of that analysis. The SIDP will consider a number of growth and infrastructure delivery scenarios to help inform policy-makers in choosing between strategic options.

6. POST DECISION IMPLEMENTATION

- 6.1 The project development programmes will be refined and defined in further detail. In particular the programme of detailed work that will be carried out in the short- to medium term on the WLO is being agreed with Transport for London. There is a detailed project plan for the SIDP, delivery of which is being overseen by the project steering group. The outcomes of the areas of work dealt with in this report will be incorporated into the medium and longer-term planning activity of individual West London boroughs and of the WLA.

7. IMPLICATIONS OF DECISION

a. Corporate Priorities and Performance

- 7.1 The West London Vision for Growth highlights securing investment in physical infrastructure in general, and improved orbital transport infrastructure in particular, as priorities for the Sub-Region.

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

- 7.2 Delivery of the WLO will require significant resourcing should it progress. This will be sought from a variety of sources; identifying these and the steps required to realise them will be a particular focus of the next stage of work in developing the business case, through a study being taken forward by the WLA as part of the next stage of business case development. The West London SIDP is being taken funded from Planning Delivery Grant funding secured from national government.

c. Social Value

- 7.3 The proposals set out in this report support improved health and wellbeing outcomes for West London's people and the enhanced competitiveness and success of its businesses by providing greater connectivity and cutting congestion. Better orbital public transport will improve air quality and other environmental issues.

- 7.4 In particular, the WLO will reduce the level of pollution travellers are exposed to compared to equivalent journeys by road. It will improve journey times, giving greater access to better paying jobs and so boosting disposable incomes. More specifically, the WLO will enable people living in areas of higher deprivation and lower incomes to access the 100,000 new jobs expected to be created in major regeneration opportunities at Brent Cross, Old Oak/Park Royal, Wembley and Hounslow.

d. Legal and Constitutional References

7.5 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.

7.6 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.

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

e. Risk Management

7.8 The risk of not taking early action to improve connectivity across West London and plan for delivery of other strategic infrastructure is that growth will be lower and of a poorer quality than would otherwise be the case – resulting in fewer new homes and jobs for a growing population, a smaller tax base and lower investment and quality of life than would otherwise be the case.

f. Equalities and Diversity

7.9 This work currently has no direct equality or diversity implications. If delivered, however, the WLO would connect many of the sub-region's most deprived communities with employment opportunities and growth areas. This will enable them to access job and other opportunities at a lower cost and more quickly than would be possible by other forms of public transport or the private car. A full Equalities Impact Assessment would be carried out as the project proceeds

to formal approval.

g. Consultation and Engagement

- 7.10 This work does not currently involve public consultation, although this is something that will take place in the next stages of business case development and the funding secured by the WLA from the strategic infrastructure pot funding includes an element to fund this area of work. All West London boroughs, the GLA, TfL and the Old Oak/Park Royal Mayoral Development Corporation and representatives of local businesses have been engaged with development of the project to date. As the project proceeds a communications strategy will be developed and implemented to explain the project and the benefits it would bring and to build stakeholder. As the project moves towards the point at which public consultation will be required a full community engagement and consultation plan will be developed.
- 7.11 Stakeholder engagement is a key element of the work to develop a West London SIDP; there is a steering group with representatives of all West London LPAs and Transport for London and there will be engagement with local landowners, developers and infrastructure providers as the project proceeds.