

West London Economic Prosperity Board - Agenda

Wednesday 27 February 2019 at 10.00 am
The Boardroom - Westminster University, 309 Regents
Street, W1B 2HW

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LONDON BOROUGH OF EALING



The West London Economic Prosperity Board

Venue: Westminster University Boardroom, 309 Regents Street, London, W1B 2HW

Date and Time: Wednesday, 27 February 2019 at 10:00

Membership

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

AGENDA

Open to the Public and Press

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| 2 | Urgent Matters | - |
| 3 | Declarations of Interest | - |

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West London Economic Prosperity Board

Tuesday 20 November 2018 at 10am
Minutes

PRESENT:

Councillors: Bell (Chair, London Borough of Ealing), Thomas (London Borough of Barnet), Tatler (London Borough of Brent) Henson (London Borough of Harrow) and Fennimore (London Borough of Hammersmith and Fulham).⁵

ALSO PRESENT: Amar Dave (Strategic Director Regeneration and Environment – Brent), Paul Najsarek (Chief Executive – Ealing), Linda Zimmerman and Paula Portas (Democratic Services – Ealing), Richard Griffin (Buckinghamshire New University), Clive Palfreyman (Hounslow), Paul Walker (Harrow), Rob Gray (Heathrow), Poorvi Patel (Heathrow Skills Taskforce), Bernadette Marjoram and Luke Ward (West London Alliance).

Presentations by: The Rt. Hon the Lord Blunkett (Heathrow Skills Taskforce); Ross Sturley (Capital West London)

1. Apologies for Absence

Apologies for absence were received from Councillor Cornelius (Barnet), Councillor Butt (Brent) Councillor Cowan (Hammersmith and Fulham), Councillor Curran (Hounslow) and Councillor Rajawat (Hounslow).

Officers: Tony Clements (Ealing).

Dr Peter Bonfield, Vice Chancellor of Westminster University, welcomed WLEPB members. He said that the University had one of the more diverse student bodies in the country and a focus on innovation and technology that fitted with the aims of the WLEPB.

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

In item 9, 'West London Orbital Update', pg. 6, the second paragraph referring to Mr Cox's intervention should be replaced by the following paragraph:

"Mr Cox, member of the public, criticised planning "short termism". For example, the WLO team could not even consider extending the WLO to Twickenham because vital 'unwanted' railway land there has just been sold. To avoid short-termism, he said that WLEPB minutes back to 2017 document his remarks about designing the WLO to allow future extra stations and services, and only choosing station sites that allow longer platforms. The WLO team must act fairly under common law because of the Supreme Court ruling to "consider alternatives at a formative stage"; he wanted to see evidence of that, to avoid legal challenge."

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.

Councillor Henson noted that he had sent his apologies to the meeting.

Resolved:

That, with the amendments mentioned above, the notes of the inquorate meeting of the West London Economic Prosperity Board held on 19 September 2018 be agreed and signed as a true and correct record.

6. Heathrow Skills Taskforce

The Rt. Hon the Lord Blunkett , (Chair, Heathrow Skills Taskforce) gave a presentation on the work and recommendations of the Heathrow Skills Taskforce.

The Rt. Hon the Lord Blunkett said that, whilst there were different views about the development of Heathrow airport, the Taskforce focus was on the key issue of skills and employment. This issue would have a clear impact on West London Boroughs. The Taskforce aimed to draw partners from diverse backgrounds together to achieve a collective view of what the future of employment and skills opportunities for Heathrow could bring. The country was living through two contradictory crises, one brought about by the need for a more skilled labour force, another brought about by the exiting from the European Union. These two crises exercised a pull in opposing directions.

The Heathrow Skills Taskforce proposed a programme to provide skills and opportunities, supporting people through schooling, college training and, if appropriate, higher education. It aimed for “a step change” in reaching people in the immediate locality who had not thought of accessing careers at Heathrow. It sought engagement from Heathrow and its business supply chain from London and beyond, as this issue could have a nation-wide impact.

The background to the work of the Taskforce was that Britain was at a key moment of implementation of major infrastructure programmes. Yet, at the same time, there was a danger for people who were training and gaining skills of not being appropriately employed at the right programme. The Taskforce sought dialogue with senior staff in HS2, TfL, Crossrail, and other similar organisations and projects for them to collaborate in working out how to provide the right jobs for those in training. Heathrow would be responding to the Taskforce’s recommendations in detail in early 2019. They had already taken steps in the right direction, such as adopting the London Living Wage (LLW). The Taskforce was keen to stress the social value of people obtaining skilled jobs and progressing in them.

There was an opportunity for the development of apprenticeships on and off-site. Hence, there was a need to strike a real partnership with schools and colleges and gaining their support. The Taskforce was trying to build on existing capabilities and excellence. They were working with the Institute of Education to achieve this goal. The Taskforce had also set up a monitoring group to check that Heathrow implemented their agreements. There had been some scepticism about the initiative in some of the neighbouring Boroughs and this group had been set up to address those concerns. There was a reputational cost for Britain if these initiatives were to fail. The Taskforce wanted to draw organisations to work in partnership and to be critical friends. Not only in relation to employment needs, but also on housing and transport needs.

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Questions and comments:

Board members:

- Noted that the Taskforce report was timely, interesting and positive on balance, yet it needed careful implementation to make the most of employment opportunities and of the social inclusion agenda. It would require the monitoring not only of Heathrow but of its suppliers.
- Noted that apprenticeships were often focused on providing opportunities to a younger workforce and asked whether there had been any thought about the provision of opportunities for an older workforce to be retrained.
Heard that apprenticeships could include older workers. There was an emphasis in getting 'returners' back in (i.e. women after maternity leave, carers, etc.), focusing on groups which were more difficult to reach.
- Asked about the provision of affordable transport to allow the mobility of workers employed in low pay positions (i.e. bus routes rather than trains).
The Rt. Hon the Lord Blunkett said that collaboration from West London boroughs and Transport for London was key in ensuring the provision of affordable transport. Part of the Taskforce thinking had included the securing of express services rather than relying on regular transport routes.
- Noted the difficulties for smaller business to cope with the requirements of apprenticeships schemes.
Heard that the Taskforce was keen to create new mini-hubs for small businesses where they could collaborate in offering apprenticeship opportunities whilst experiencing back office and logistical support. There was a need to map where small companies were located and what services they offered to reach them and pull them together.
- Mentioned that teachers and schools had limited capacity to deliver work experience and to encourage students to seek alternative pathways.
Heard that Taskforce members were mindful of the fact that traditionally there had been insufficient understanding of the opportunities for work in education. Schools tended to promote traditional academic pathways. The new technical qualifications, T levels, could potentially contribute to remedy this situation. The Heathrow careers programme should be funding coordinators, a network of Enterprise Advisors, to visit and support schools and colleges to show students the practical use of their education and skills and implement their careers strategy.
- Queried whether apprenticeships would pay the London Living Wage (LLW).
Heard that the Taskforce was holding meetings to reach smaller supply chain companies to help them achieve this objective. Paying the LLW would be a contractual requirement for companies bidding in the schemes. In addition, it was key to convince employers that it was in their own interest to pay the LLW, due to its benefits in terms of the retention of valued skilled employees.
- Noted that key points to be taken forward included social inclusion, the apprenticeship levy and using third sector in relation to apprenticeships, directing internships for hard to reach groups, the Living Wage and sustainable access to the airport – including cycling.

Bernadette Marjoram, West London Alliance Interim Director, said that she would feed back the points made in the discussion to the West London Skills and Employment Board.

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The Rt. Hon the Lord Blunkett asked for the close collaboration of the Board and its members with the Taskforce to make the recommendations work.

Resolved:

That the Board:

- i) noted the presentation of Heathrow Skills taskforce.
- ii) identified the following issues of shared interest to be incorporated onto the forward plan of the WLEPB:
 - a. the social inclusion agenda and the need to positively affect ‘hard to reach’ groups via apprenticeships and with the help of the third sector.
 - b. the need for the provision of the LLW.
 - c. the provision of affordable and sustainable means of transport (via bus, express services and cycling infrastructure).
- iii) agreed that the delivery of any actions relating to the item be delegated to the West London Skills & Employment Board, led by the Leader of the London Borough of Hounslow.
- iv) The Rt. Hon the Lord Blunkett be invited to return to the WLEPB in a year time to present an update.

7. West London Priorities Refresh

Paul Najsarek, Chief Executive Ealing Council, introduced this item noting the significant achievements in delivering the WLEPB Vision for Growth so far. However, this strategy required updating. Section four of the report identified areas to be incorporated into a refreshed work plan for the Board, yet there was capacity to produce a more comprehensive piece of work and he asked the board to agree to that, allowing officers to take a more in-depth look, and asked Board members to provide their views on the matters identified in that section of the report to guide this work.

Luke Ward said that the economic context had evolved over the last three years, and that the policy agenda that had moved on. There was a need to explore what initiatives could be pushed to a next level, i.e. the West London Orbital, and what other similar challenges could be taken on board. Reflection and work was required on what the new opportunities could be. Section four of the report made some suggestions, but those could change as consultation is undertaken.

Comments and questions:

Board members:

- Noted that it was desirable for the report to provide examples and tangible evidence of achievements.
Luke Ward noted the point to provide more evidence. There had been an effort not to duplicate what happened locally. The WLA was waiting for money awarded to be transferred from the City of London Corporation from the Strategic Investment Pool

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(SIP) to invest in digital infrastructure. The focus now was on bringing more money in.

- Suggested examining the cultural offer. This offer was strong in each of the boroughs, and it underpinned economic development and performance. It could be an emergent policy initiative to bring the boroughs' cultural offer together in a more coordinated manner.
- Mentioned high quality design housing supply, London did not fare well in terms of broadband connectivity –where private sector investment was key— compared to other world cities. The WLA had a role to play on achieving a sustainable transport network. There was a need to support business growth, via the provision of collaborative spaces to work.

Resolved:

That the Board:

- i) Noted the summary of progress to date delivering the West London Vision for growth.
- ii) Noted the comments and suggestions on sustainable transport through the West, growth opportunities via co-working spaces and connectivities for the initiatives.
- iii) Agreed that a refreshed work plan, incorporating these comments, be developed in consultation with officers and returned to a future meeting of the WLEPB.

8. West London Orbital Progress Review

The Chair noted that a considerable amount had been accomplished on the WLO rail line project. The key issue pending was that of funding for the realisation of the project.

Luke Ward said that the development of the outline Business Case was close to completion. Individual Borough Planning Services were working on respective plans. There would be a decision on the next phase of the WLO in early 2019. Efforts were being made to secure the attendance of the London Deputy Mayor for Transport, Heidi Alexander, at the next WLEPB meeting. She had been supportive of the project.

Board members:

- Noted that the wider context of TfL bus routes in outer London needed to be examined. Changes being brought about to these routes by London Government did not always fit well with the proposals around the WLO project. The Board had to ensure that changes fitted in with the WLO plans and infrastructure.

Resolved

That the Board:

- i) noted the Outline Case for the scheme was being developed and for it to be brought to a future Board meeting.
- ii) Noted the timeline and approach set out in sections two and three of the report
- iii) The fit of TfL bus routes in outer London with the WLO project be identified as action for consideration not already included within the WLO programme.

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9. Capital West London Update

The Board heard a presentation on Capital West London's progress to date from Ross Sturley. CWL aimed to work in partnership to embed the conditions for economic growth in West London, supporting business growth and growing the tax rate base. There was a big effort in generating public-private partnerships. CWL had already generated real investment enquires which had been passed on to the individual Borough's teams.

CWL had hosted a Growth Summit in October 2018 attended by two hundred delegates. It had achieved excellent political commitment and had hosted a range of private sector speakers. The Summit included a successful Business Forum that was aimed at local businesses with potential to grow. A report would be produced on the conference and shared with the Committee at a future date.

In the future, CWL would be hosting conferences and attending external events (Expo Real, Genesis, etc.). They had developed a new website that had been launched in May 2018. CWL sought deeper engagement with local authorities.

Board members:

- Noted that WLEPB members had been present at the conference and that it had been very well organised.
Luke Ward noted that CWL had been asked to organise an event in 2019 and they had managed to deliver it in October 2018. He noted that these types of events and the publicity they generated were essential to gain interest from investors.
- Asked how many attendees at the conference had been private investors.
Heard that detailed information would be available in the forthcoming report, but it had been estimated that the private -public attendance ratio had been 50-50. Mostly, attendees had been people already involved and investing.
- Suggested that it was an appropriate time to bring together the different Borough's thinking on Brexit. There should be a provision of different scenarios and this should be brought to the fore.

Resolved

That the Board:

- i) noted the presentation on Capital West London progress in delivering the programme and creating new investment opportunities for boroughs.
- ii) congratulated CWL on organising a positive event showcasing West London to investors.

10. Strategic Infrastructure Pot (Oral Update)

Paul Najsarek invited Luke Ward to present the oral update on the Strategic Infrastructure Pot.

Luke Ward said that the WLA was waiting for the £11.13m awarded from the Strategic Investment Pot for the successful bids on 'Investment in Digital' and 'Skills & Productivity' to be released. Officers in the City of London Corporation were at an advanced stage in

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the governance process for the funding pot and were working on how to get the money released to individual boroughs. In 2019 there would be a second round of SIP funding, however, this time London would retain only 75% of growth in business rates income.

The Chair noted that unfortunately that inferior retention of 75% had been confirmed. Boroughs had pushed back against this decision – as it was a 2-year pilot for the London boroughs and the City of London Corporation, with the agreement of the government, to establish the London Business Rates Pool whereby London retained 100% of any growth in business rates income over and above the business rates baseline set by central government. Fifteen per cent of the additional income available from pooling had been used to establish a collective Strategic Investment Pot. Despite efforts, it was confirmed that for 2019-2020 the retention would be of 75%, and therefore the Pot would be smaller.

Board members:

- Expressed their disappointment at the reduced retention but noted that it was key to speed up the process of investing and spending the money already allocated for projects.
- Noted that the news of lesser retention raised problematic scenarios: if costs for the implementation of the projects were to run over budget boroughs would potentially find themselves unable to bail them out.
- Noted that the projects spending had passed and been cleared by Cabinets in individual boroughs.

Resolved

That the Board:

- i) noted the oral update on the Strategic Infrastructure Pot.

11. WLEPB Work Programme, November 2018

Board members thanked Bernadette Marjoram on her contribution to the Board and the WLA for the last six months as Interim WLA Director. David Francis, the new permanent WLA Director, would join the Board for the next meeting.

Resolved:

- i) noted the West London Economic Prosperity Board (WLEPB) work programme.
- ii) requested that the London Deputy Mayor for Transport, Heidi Alexander, be invited to a future meeting to speak on the West London Orbital.
- iii) noted that there would be WLEPB Future Priorities report to the next meeting of the Board.
- iv) noted that there would be a report on economic trends and Brexit to the Board for the next meeting.
- v) Identified the NHS state as a specific area arising from discussion that they would like to be incorporated into the workplan of the Committee: that London Councils should request control over NHS property to be devolved to boroughs to aide increase the borough's housing building effort.

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12. Date of Next Meeting

Resolved:

That the next meeting of the West London Economic Prosperity Board will be held on Wednesday 27 February 2019 at 10am in Westminster University Boardroom, 309 Regent Street, London W1B 2HW

Councillor Julian Bell, Chair (London Borough of Ealing)

The meeting concluded at 11:45am.

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 27 February 2019
Title	London First Policy Discussion
Report of	Cllr Julian Bell (LB Ealing)
Status	Public
Urgent	No
Enclosures	None
Officer Contact Details	Luke Ward, Head of Growth, Employment & Skills, West London Alliance, E: wardlu@ealong.gov.uk , T: 07738 802929

Summary

The purpose of this item is to enable the West London Economic Prosperity Board (WLEPB) to engage in a discussion about the evolving business environment in London, particularly considering factors affecting the current macroeconomic climate including Brexit, slowing demand for goods and services from places like China and Europe, and a historically constrained labour market.

The item will enable the Committee to identify any specific themes or actions in relation to the business environment in London that it would like to take forward or to incorporate into its Forward Workplan.

The Committee will be joined by the Chairman London First, Paul Drechsler CBE, who will give an overview of his views and priorities in relation to the above themes, followed by an opportunity to discuss and to ask questions. Paul was previously President of the CBI and Chair of the Skills Funding Agency, providing an opportunity for a wider discussion if desired.

Recommendations

Leaders are asked to:

- 1. Note the presentation from the Chair of London First, Paul Drechsler CBE.**
- 2. Identify, in discussion with Mr Drechsler, any actions arising or issues of shared interest in relation to the wider business environment, including Brexit, that the WLEPB considers should be incorporated onto its Forward Plan.**
- 3. Delegate to West London Growth Directors Board the delivery of any actions identified in this discussion, in collaboration with London First as appropriate.**

1. WHY THIS REPORT IS NEEDED

- 1.1 A key objective of the WLEPB is to work with external organisations to influence public and private sector investment decisions, policy, and priorities in relation to the economic growth agenda at the London and national levels.
- 1.2 This item provides an opportunity for members to hear from a voice representing the business community across London on a range of current issues, including Brexit, and to identify any areas of shared interest that the WLEPB may want to take forward together with London First.
- 1.3 Any actions identified in the discussion will be incorporated into the Forward Plan of the WLEPB, including if appropriate a refreshed version of the Vision for Growth, and taken forward by Growth Directors. Progress reported back to the WLEPB on at least an annual basis.

2. REASONS FOR RECOMMENDATIONS

- 2.1 To inform the Forward Plan and future priorities of the WLPEB.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 n/a

4. POST DECISION IMPLEMENTATION

- 4.1 Any actions identified by the WLEPB will be incorporated into the Committee Work Programme

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The West London Vision for Growth includes a theme on developing a Competitive Economy, Productivity and Skills, and Infrastructure of all kinds, all of which are relevant to this discussion.

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

- 5.2.1 None associated with this item, which is a discussion item.

5.3 Legal and Constitutional References

- 5.4 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.

12.2 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.

12.3.1 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.

12.4 **Risk Management**

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

12.6 **Equalities and Diversity**

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


5.5 **Consultation and Engagement**

5.6 This is a discussion item.

6. **BACKGROUND PAPERS**

APPENDIX 1: Link to further reading publications by London First:

<https://www.londonfirst.co.uk/news-publications/publications>

	West London Economic Prosperity Board 7 27 February 2019
Title	Brexit Analysis
Report of	Amar Dave, LB Brent
Status	Public
Urgent	No
Enclosures	Appendix One: Public report of the external London Resilience Forum on Brexit
Officer Contact Details	Luke Ward, Head of Growth, Employment & Skills, West London Alliance, E: wardlu@ealing.gov.uk , M: 07738 802929

Summary

At its meeting on 20 November 2018, the West London Economic Prosperity Board requested analysis be undertaken in relation to preparing for Brexit, which the Government expects to happen at 11pm on 29 March.

Section Three of the report contains a high-level summary of a range of issues for local economic growth in relation to Brexit, drawing on work from several sources including: individual boroughs, the London Resilience Forum, and Councils outside of London. Section Four identifies a range of possible actions and next steps that the WLEPB may wish to take forward in a coordinated way based on feedback from boroughs and activity being undertaken elsewhere. This item can also usefully be informed by the Committee's discussion with the Chairman of London First, which is immediately before this item on the meeting agenda.

Key points and actions identified by the Committee in this item will inform the future priorities of a refreshed Growth West London Vision for Growth, which is due to be discussed at a future meeting of the WLEPB.

Recommendations

The Committee is asked to:

- 1. Identify any specific issues in relation to Brexit relevant to their local areas that they consider to also be of greatest shared interest to other West London boroughs, to be incorporated into the forward plan of the Committee and taken forward by officers.**

2. Identify any specific action to be taken forward by boroughs immediately, ahead of 29 March 2019.

1. WHY THIS REPORT IS NEEDED

1.1 This report and the analysis it contains was requested by the WLEPB at its meeting on 20 November 2019.

2. DETAIL

2.1 The Government's intention is that the UK will leave the EU on 29 March 2019 at 11p.m, when the period for negotiating and agreeing a withdrawal agreement is scheduled to conclude.

2.2 The Government has stated that it is preparing for any outcome from Brexit negotiations, and has been implementing a programme of work that it intends will ensure the UK will be ready from day one in all scenarios, including a potential 'no deal' outcome.

2.3 There remain a wide range of potential scenarios and outcomes, and these are evolving on a regular basis. For that reason, this report does not seek to give a definitive position or set of specific recommendations in relation to Brexit. Rather, it describes the current issues identified by borough officers and networks at local level (both in terms of local economies/places, and councils themselves as corporate entities), bringing together the key activities and areas of focus for local government and local places.

2.4 This information will allow WLA boroughs, should they wish to do so, to identify any potential areas of shared priority, and to coordinate the resulting work in a joined-up and coherent manner.

2.5 It should be noted that Brexit is occurring at a time when the global economic cycle is passing the top of its current cycle, and that this will add an additional layer of complexity and uncertainty to be accounted in any response to Brexit.

3. EMERGING KEY ISSUES

3.1 This section is divided in to two parts:

- i. Wider macro-economic issues with implications for West London boroughs
- ii. Borough organisational issues (p.5)

3.1 A detailed overview of the work being undertaken by boroughs across London is contained within Appendix 1.

i. Macro-economic Issues for West London boroughs

- **Business**

- **Exposure to EU markets:** Approximately 26% of London's businesses export to the EU (£120.8bn of goods and services in 2014) and 19% import

from the EU¹ across all sectors. Different local authorities have various levels of exposure throughout their organisational supply chains.

- **Business relocation:** Relocation of businesses outside of the UK is a potential issue, particularly for sectors and businesses with significant international connections. It should be noted that not every business relocating abroad will be doing so for Brexit-related reasons.
- **Exchange Rate Impacts:** A prolonged weakness in the pound will have significant structural impacts in the medium and longer term, in particular reducing income growth and demand for goods and services (per-capita, via rising prices). This will make importing more difficult for companies with international supply chains or customer markets, but also make the exporting of goods and services more competitive as exported goods become cheaper for foreign customers, particularly in the shorter term.
- **Private Investment:** Many private investment decisions have been on hold since the referendum, with investment falling even lower over the last quarter, potentially resulting in a lower long-term rate of growth becoming hard-wired into the structure of the economy. A harder or uncertain Brexit is likely to prolong this period as some private firms will feel that they are less likely to generate a viable return on that investment. There is a risk that investments intended for the UK are made abroad if longer-term expectations about return on investment do not improve. This has implications for employment levels, living standards, and future competitiveness. It also suggests that interventions aimed at boosting investor confidence and reducing uncertainty may be particularly important.
- **Business continuity:** Impact on businesses that remain, which are potentially numerous and relate mainly to labour force dependence on EU workers, new trade barriers, and exchange rate effects on competitiveness.

- Housing

- **House prices:** A no-deal scenario or complicated Brexit may cause a reduction in house prices (although this is in no way certain), and London's housing is relatively more susceptible than the rest of the country to Brexit impacts because of its high EU citizen population, relative exposure to EU markets, and above-average prices².
- **Housing Supply and Development:** No major source is suggesting that Brexit would have an immediate and large-scale impact on development in London, although there are signs that the rate of planning applications are already falling, particularly for smaller household applications. It should be noted that wider global economic trends will also impact housing supply.

¹ <https://www.london.gov.uk/sites/default/files/london-and-europe-cin51.pdf>

² <https://www.ft.com/content/87b1f284-1452-11e7-80f4-13e067d5072c>

Furthermore, it is possible that there may also be a demand side effect that keeps house prices relatively stable as a result of reduced supply interacting with continuing insufficient demand. This could also suggest a continued growth in the relative size of the private rental sector.

- Transport

- **Airports:** Heathrow may face issues with airlines flying into and out of UK airspace in the event of no deal. There is no legislation in place yet for British airlines to fly into European airspace, or vice versa. The wider economic impact of this scenario means that the possibility of planes being physically unable to take-off/land is relatively small, although the impacts on the movement of people and goods would be significant and immediate – this is an area of priority focus for the UK Government.
- **Freight movement:** Freight vehicles may face delays and potential blockages, causing problems along the supply chain and potentially having an impact on West London businesses' operations, and putting Just in Time and time-sensitive freight (e.g. fresh food) at a higher level of risk.

- Employment & People

- **EU Workforce:** 14% of workers in London are EU citizens³ including in critical sectors such as social care (13%), construction (25%), health (9%) and the professional, scientific and technical sector (10%). Some construction sites have work forces in excess of 60%. The future citizenship status of these workers, and their willingness to remain post-Brexit, are unknown but we do know that sentiment is a key determinant of immigration choice. Positive and joined-up messaging by boroughs to immigrant groups why may be considering leaving is already happening in some places.
- **Wider labour market:** The GLA reports cited above have attempted to identify risks to London's labour market from Brexit, but the impacts largely remain unknown. It is possible that the recruitment challenge may intensify in various sectors as is already happening in the NHS. It is possible that a reduction in the supply of EU Labour creates more job opportunities for British workers. This could however be offset in a reduced supply of quality jobs associated with a lower level of investment and development. There is presently no way to know how these effects will offset or counteract each other.
- **Vulnerable groups:** All Brexit scenarios involve, to one extent or another, a reduction in the rate of economic growth. This reduced growth, as with all changes in growth, will have different levels of impact on different groups and individuals in society in terms of health and wellbeing, mental health, life expectancy etc. It will therefore be important for boroughs to understand

³ <https://www.london.gov.uk/sites/default/files/eea-workers-in-london-cin-56.pdf>

which groups are most vulnerable to relatively small changes in their economic and personal circumstances.

Research by the Greater London Authority (GLA)

GLA Economics has collected about the characteristics of EEA workers in London and how trends have changed over time. In summary, this evidence shows that:

- EEA workers have made an increasingly significant contribution to London's labour market since 2004. They tend to be younger and more qualified when compared to workers born in the UK or elsewhere. The rate of overqualification among EEA-born graduates is higher than for UK or non-EEA born residents.
- In relative terms, London's EEA workers make a stronger contribution to some industries than others – in particular construction, accommodation and food sectors – but also account for a considerable number of jobs in several other sectors and mostly work in permanent roles.
- Working age residents born in the EU in London have a higher employment rate than residents born in the UK and, overall, there is a positive correlation between labour productivity and the share of jobs filled by EEA workers between different parts of the UK (although there are differences at a sector level within the capital's economy).

Going forward, GLA has stated that it will continue to undertake further analysis on how the UK's decision to leave the European Union may translate into any impact on London's economy via its biannual economic forecast for London.

i. Borough-level issues

Boroughs in London and nationally are all undertaking work on Brexit preparations. The below identify some of the key issues they have identified:

- **Planning income:** Some boroughs are experiencing a falling number of small planning applications being submitted, particularly over the last year. For major applications (lower in number) the trend is less clear. In the short term some boroughs have increased their CIL rates which has offset any short term decline this year. This is not repeatable every year however and so if the trend continues there may be a financial implication for some councils in West London. It is not yet possible to say to what extent this effect is entirely due to Brexit or wider economic conditions.
- **Borough supply chains:** Boroughs buy a wide range of goods and services, with varying exposure to EU markets. The supply chains of sub-contractors also have their own exposures that will by definition be harder to identify and quantify.
- **Borough work forces:** Boroughs in West London have diverse workforces including in many cases a significant percentage of EU workers. There is

uncertainty about how these workers will make decisions about where they live in different Brexit scenarios, however there would be benefit in understanding the level of exposure and in engaging with these workers to offer advice and support e.g. in relation to securing settled status, as appropriate, in order to maintain resilience and business continuity. Some boroughs are already undertaking such exercises to some extent.

- **Advice to EU Residents:** A number of boroughs are pro-actively offering assistance to local EU Nationals to secure Settled Status, giving give them a greater level of certainty about their living arrangements following 29 March, and also reducing uncertainty about the change in size and composition of the labour market following Brexit.
- **Increasing demand for Services:** Economic challenges associated with a lower-growth economy may result in an increase in demand for council services associated with vulnerable groups and those at the margins, e.g. mental health, benefits, worklessness, homelessness, self-harm etc.
- **School Demand:** Some analysis suggests that there will be a fall in population growth associated with Brexit (and there is some evidence to suggest that this trend may have started before Brexit), meaning that there may not be the predicted demand for school places and new classrooms (particularly at primary school).
- **Pensions:** Paying pensions to ex-council staff (British and EU nationals) living in Europe.
- **EU Funding:** Maintaining continuity of external funding streams following the closure of the current EU Funding system, currently guaranteed by the government until 2023. EU Funding is due to be replaced by the UK Shared Prosperity Fund and linked to the UK Industrial Strategy. The Government is expected to consult on this during the first half of 2019.

4. Possible Actions for West London Boroughs (based on activity elsewhere)

The current level of uncertainty and the wide range of possible scenarios make it impractical to undertake detailed sub-regional analysis of all different implications, but there are a number of possible actions that boroughs could sensibly consider pursuing in a joined-up and coordinated way. The WLEPB should note that a number of these are already happening at the individual borough level and at the pan-London level, and that the list below is in no way exhaustive:

- Identify key sectors at-risk by borough or sub-regionally, including business/employment and transport/logistics
- Identify the groups most vulnerable to any negative economic changes e.g. those on lower incomes, with mental health conditions, EU nationals, those at the margins etc to allow planning and appropriate resource allocation to anticipate any possible new demands for services.

- Engagement with policymakers at a national level to enable a joined-up response at local, sub-regional and national levels.
- Focus on promoting the competitiveness and investment potential of West London boroughs and the sub-region more broadly to investors, businesses and developers abroad.
- Advice to local workers (in particular EU nationals, those on lower incomes, and vulnerable groups).
- Identify local businesses with the highest level of exposure to EU markets and offer support and advice as required.
- Develop specific contingency plans for worst-case no-deal Brexit based on Bank of England projections.
- Planning for the future growth and investment in infrastructure and jobs, should Government launch any Brexit-related funding rounds.

Recommendations:

The Committee is asked to:

1. Identify any specific issues in relation to Brexit relevant to their local areas that they consider to also be of greatest shared interest to other West London boroughs, to be incorporated into the forward plan of the Committee and taken forward by officers.
2. Identify any specific action to be taken forward by boroughs immediately, ahead of 29 March 2019.

3. REASONS FOR RECOMMENDATIONS

- a. To enable boroughs in West London to coordinate effectively and to the extent that they wish in relation to the possible impacts of Brexit, before the Government's deadline of 29 March 2019.

4. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- a. It would be possible to not put in place any response to the possible effects of Brexit, however this may result in a sub-optimal outcome or missed opportunities.

5. POST DECISION IMPLEMENTATION

6. Any key issues or actions in relation to Brexit identified by the WLEPB will be incorporated into its Forward Plan of the Committee. Decisions will be brought back to the Board on a case-by case basis as required or requested.

7. IMPLICATIONS OF DECISION

a. Corporate Priorities and Performance

This report relates to supporting the economic prosperity and success of the West London as set out in the West London Vision for Growth.

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

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

c. Legal and Constitutional References

i. 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.

ii. 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.

iii. 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.

d. Risk Management

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

f. Equalities and Diversity

i. This report notes that different groups and individuals in society are likely to be impacted differently by the effects of Brexit. These are being monitored nationally, at the London Level and in some cases at the individual borough level. The Recommendations within this report are intended to reflect this and to inform any future activity to be focused at those groups with the highest levels of need.

g. Consultation and Engagement

- h. The content in this report has been developed in close coordination between senior officers across the West London boroughs, who have also shaped the issues identified and the associated recommendations within this report.

8. BACKGROUND PAPERS

9. APPENDIX ONE: REPORT OF THE LONDON RESILIENCE FORUM

[HTTPS://WWW.LONDON.GOV.UK/SITES/DEFAULT/FILES/LONDON_RESILIENCE_PARTNERSHIP - BREXIT RESILIENCE REPORT.PDF](https://www.london.gov.uk/sites/default/files/london_resilience_partnership_-_brexit_resilience_report.pdf)

London Resilience Partnership Report: Brexit Contingency Planning

7

1. Introduction

- 1.1. This report details the findings to date of the London Resilience Partnership Brexit Contingency Planning Project. The findings are based on the outcomes of the London Resilience Partnership Strategic Summit on Brexit held on 17th September 2018 and subsequent research undertaken with Partnership organisations.
- 1.2. The Summit provided a good opportunity for the London Resilience Partnership to assess its understanding to date of the potential implications of a no-deal Brexit on the resilience of London. The findings highlighted in this report form the basis for packages of work that are now being taken forward to enable London to be resilient against the potential risks of Brexit.

2. High-level findings

Partnership engagement

- 2.1. Three key factors significantly influenced the ability of partners to effectively engage in the summit and need to be addressed to enable the Partnership to put in place effective contingency plans for Brexit.
 - 2.1.1. Some Partnership organisations and sectors have been undertaking contingency planning since the referendum result and are delivering mature programmes of work. In contrast, for many the resilience summit itself was a first step or very early phase in their contingency planning.
 - 2.1.2. There is a significant gap in information and planning assumptions necessary to inform detailed contingency planning. Partners will require further information from central government about the residual risks (i.e. risks once mitigations and contingencies planned by central government have been taken into account) and subsequent planning assumptions (e.g. the potential magnitude and length of disruption to the import of goods at the border) going forward. The [technical notices](#) and details of the [government's preparations](#) published by central government, while helpful for some sector specific issues, do not alone contain sufficient information to inform contingency planning.
 - 2.1.3. It was clear from informal discussions with some representatives of partner organisations and sectors, both in the run up to, and during the summit, that many felt unable to speak openly. In some cases this related to commercial sensitivities and/or non-disclosure agreements, and in others because the organisation has a national remit for their Brexit preparedness and local representatives were limited in how they could engage with the London Resilience Partnership.

- 2.2. The need to ensure absolute political impartiality in the work to develop contingency plans for Brexit, and to de-weaponise information was noted at the summit. This is believed to be reflective of a general concern that information prepared by professional bodies is often appropriated for political use in pro and anti Brexit campaigning.

Information availability

- 2.3. There is a significant gap in information required to inform contingency planning for Brexit. Some of this information will be produced as partners and the Partnership as a whole further develop their contingency planning. For example, comprehensive assessments of the implications for critical supply chains and personnel need to be conducted by Partnership organisations where they have not yet been fully considered. However, delegates overwhelmingly felt that further information will need to be provided by central government to inform their own local assessments going forward.
- 2.4. Central government has provided some limited information and has given a commitment to provide further information and support to local planning. Without further detailed information and its timely dissemination to all agencies with a requirement to plan for a no-deal scenario, it will not enable further focussed local planning.
- 2.5. Following approval of this report, it is proposed that a letter on behalf of the LRF will be sent to central government to formalise a request for further specific information and planning assumptions to inform London's preparedness for Brexit. Regular engagement with MHCLG is in place and will continue throughout the planning process.

Contingency planning and emergency response capability

- 2.6. Partners are generally confident in their ability to implement adequate contingency plans for Brexit, and in the Partnership's capability to respond to specific risks such as increased protest activity and the potential for civil unrest. These issues are considered to be within the Partnership's extant emergency response capabilities.
- 2.7. There is a gap in information about potential risks that may require the Partnership to respond to an emergency, including a need to develop detailed planning assumptions. E.g. Residual risk (following central government mitigation) of disruption to food supplies, energy supplies, fuel supplies, and borders (people and goods). The information received in the technical notices to date does not indicate significant concerns in the areas of energy and fuel supplies, but there remains uncertainty about the implications for food supplies and border disruption. The Partnership has standing capabilities for some of these risks (e.g. fuel and energy disruption), but without further information about the risks posed, will be hampered in its ability to undertake further contingency planning.

Impact of a no-deal Brexit on resilience

2.8. Sector based syndicate groups were asked to provide an initial assessment of the potential implications on the resilience of their sector of a worst case scenario no-deal Brexit (with no transition/implementation period from 29th March 2019) against a scale ranging from significant positive impact to significant negative impact. Sectors¹ responded as follows:

- Health sector: Significant negative impact on resilience
- Local authorities: Negative to significant negative impact on resilience
- Emergency services: Negative impact on resilience
- Business: Slight negative to negative impact on resilience
- Transport and utilities: Negative to significant negative impact on resilience
- Environment, voluntary, faith: Slight negative to negative impact on resilience

Priority areas for further contingency planning

2.9. Sectors and organisations should undertake comprehensive assessments of potential supply chain disruption on critical services in the event of significant disruption to freight transiting through ports of entry to the UK in Kent and elsewhere, where they have not already done so. As an indicative planning assumption, based on multiple sources, the London Resilience Group recommends at this point in time that the Partnership prepares on the basis that disruption at ports may occur for a number of weeks, possibly even months. Due to market forces and uncertainty about the arrangements that will be put in place on the European mainland we can give no certainty about the length of these disruptions.

2.10. The London Resilience Partnership should undertake further assessment of the potential consequences of disruption to people and goods at borders within London including Heathrow and City airports, St. Pancras International Station and the Port of London.

2.11. The London Resilience Partnership should further consider the implications for communities and community tension and develop plans for a joint approach to supporting community cohesion.

2.12. The London Resilience Partnership should review extant capabilities for dealing with protests and civil unrest against an evolving assessment of this risk.

2.13. The London Resilience Partnership should share information about the approach being taken to provide guidance and support to workforces.

2.14. The London Resilience Partnership should work with critical sectors including health, utilities, transport, fuel and food to improve understanding of the potential implications of a short-notice no-deal Brexit and identify any requirements for the partnership to develop contingency plans.

¹ Delegates were seated in syndicate groups. The sectors identified in these results are indicative and the syndicate group may have included other organisations.

Policy issues outside the scope of contingency planning for a no-deal Brexit

- 2.15. A range of issues were discussed at the summit which are considered to be longer-term policy issues rather than within the purview of contingency planning for a short-notice no-deal Brexit. Nonetheless they were noted as significant concerns which may impact on the resilience of London, organisations and sectors over time.
- 2.15.1. Potential for economic decline and/or a rise in costs, and the implications for individuals, communities and public services (potential increase in demand for services versus a reduction in resources).
- 2.15.2. Impact on capital programmes as a result of changes to the economic landscape such as a down-turn in revenue, access to EU grant funding, downgrading of credit ratings increasing the cost of borrowing.
- 2.15.3. Workforce availability and implications for critical sectors with a current dependence on non-British EU nationals.

3. Recommendations and next steps

- 3.1. The London Resilience Forum should determine further contingency planning requirements for Brexit. The London Resilience Group proposes the following actions based on the findings of this report.
- 3.1.1. **October 2018** Maintain a bespoke Partnership project board for Brexit preparedness. The London Resilience Programme Board agreed (19th September 2018) to a regular programme of Partnership meetings to oversee multi-agency preparedness for Brexit. Monthly meetings will be held from October 2018. This will provide a mechanism for information sharing on Brexit risks, issues and preparedness.
- 3.1.2. **October 2018** Undertake further research to clarify planning assumptions, to be sourced from within the Partnership and through engagement with central government and other national and regional representative bodies as required.
- 3.1.3. **November 2018** Develop a London risk assessment for Brexit. This is expected to evolve over time from November 2018 to March 2019 as further clarity emerges from the planning process.
- 3.1.4. **November 2018 to March 2019** Develop bespoke contingency plans, if required, to address identified risks for which extant capabilities do not exist or need to be adjusted for the context of Brexit.

- 3.1.5. **October / November 2018** Develop and maintain a mechanism to provide assurance of Partnership preparedness for Brexit to include:
- 3.1.5.1. Business continuity - ability to maintain essential services (with support from partner organisations if required).
 - 3.1.5.2. Emergency response capability - ability to deploy Partnership capabilities to respond to incidents or emergencies should they arise (e.g. protest, civil unrest, fuel, energy (for all of which there are extant capabilities), food supply or border disruption (no extant Partnership capabilities²).
- 3.1.6. **December 2018 / January 2019** Confirm strategic coordination arrangements (based on London's [Strategic Coordination Protocol](#)) for the period preceding and following 29th March 2019 if deemed to be required. As an indicative planning assumption, based on multiple sources, the London Resilience Group recommends at this point in time that the Partnership prepares on the basis that strategic coordination arrangements may be required for a number of weeks and possibly months to oversee the response to the potential disruptive impacts of a worst case scenario short-notice no-deal Brexit.
- 3.2. London Resilience Forum Chair and the London Resilience Group to maintain regular engagement with central government throughout the planning process.

Annexes

Annex A: Background

Annex B: Approach and alignment with London Resilience Partnership Strategy

London Resilience Group, October 2018

² Single sector and local capabilities do exist but there are no documented London Resilience Partnership capabilities.

Annex A: Background

1. In July 2018 the Mayor of London asked the London Resilience Forum (LRF) to:
 - 1.1. Establish the impact of a no-deal Brexit on critical areas such as access to medicines, energy and food, as well as the ability to maintain emergency care, law and order.
 - 1.2. Assesses London's resilience needs in the instance of a no-deal and deal scenario.
 - 1.3. Determine what planning and preparation is taking place.
 - 1.4. Make recommendations on any planned or additional measures.
2. In parallel MHCLG is leading on engagement with LRFs on Brexit, working with other government departments, and the government has encouraged LRFs to undertake work on planning for the resilience impacts of Brexit. Guidance included:
 - 2.1. The work was intended to be reassuring while prompting people to take action.
 - 2.2. LRFs need to scope the risks and plan accordingly.
 - 2.3. Technical notices, when published, should be used to inform LRF planning.
 - 2.4. Planning should consider disruptive challenges and preparations for deal or no-deal scenarios.
3. Central government wrote to Local Resilience Forum (LRF) chairs in August 2018 to encourage LRFs to consider how the positions outlined in the Government's technical notices could impact on local plans. The specific technical notices set out what business and citizens would need to do in a 'no deal' scenario so they can prepare accordingly.
4. In response to the request by the Mayor of London and guidance from central government, the London Resilience Group convened a Brexit Contingency Planning Project Group comprised of members or appointees of the London Resilience Programme Board (LRPB). The Group met on 23rd August 2018 to confirm the project scope and to commence planning for a London Resilience Partnership Strategic Summit on Brexit Contingency Planning.
5. A London Resilience Partnership Strategic Summit was held on 17th September 2018. The aim of the event was to bring together strategic representatives of all sectors of the Partnership to consider the implications of Brexit for the resilience of London.

ANNEX B: Approach and alignment with London Resilience Partnership Strategy

1. The approach taken to the Brexit Contingency Planning Project has been to follow the same approach to consideration of other resilience risks and issues addressed by the London Resilience Partnership. This follows the Integrated Emergency Management cycle – a holistic approach to preventing and managing emergencies:

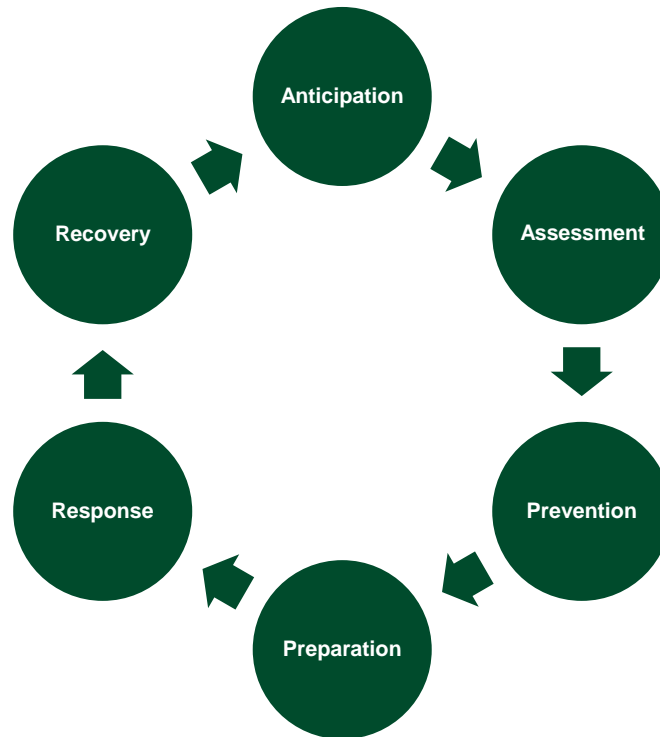


Figure: Integrated Emergency Management Cycle

2. The Brexit Summit and work undertaken to date has mainly focussed on the anticipation and assessment phase of the cycle. While further assessment and analysis is required, the report to the LRF on 18th October marked a milestone in transition towards prevention and preparation. The approach taken also aligns with the [London Resilience Partnership Strategy](#) represented in the following diagram.

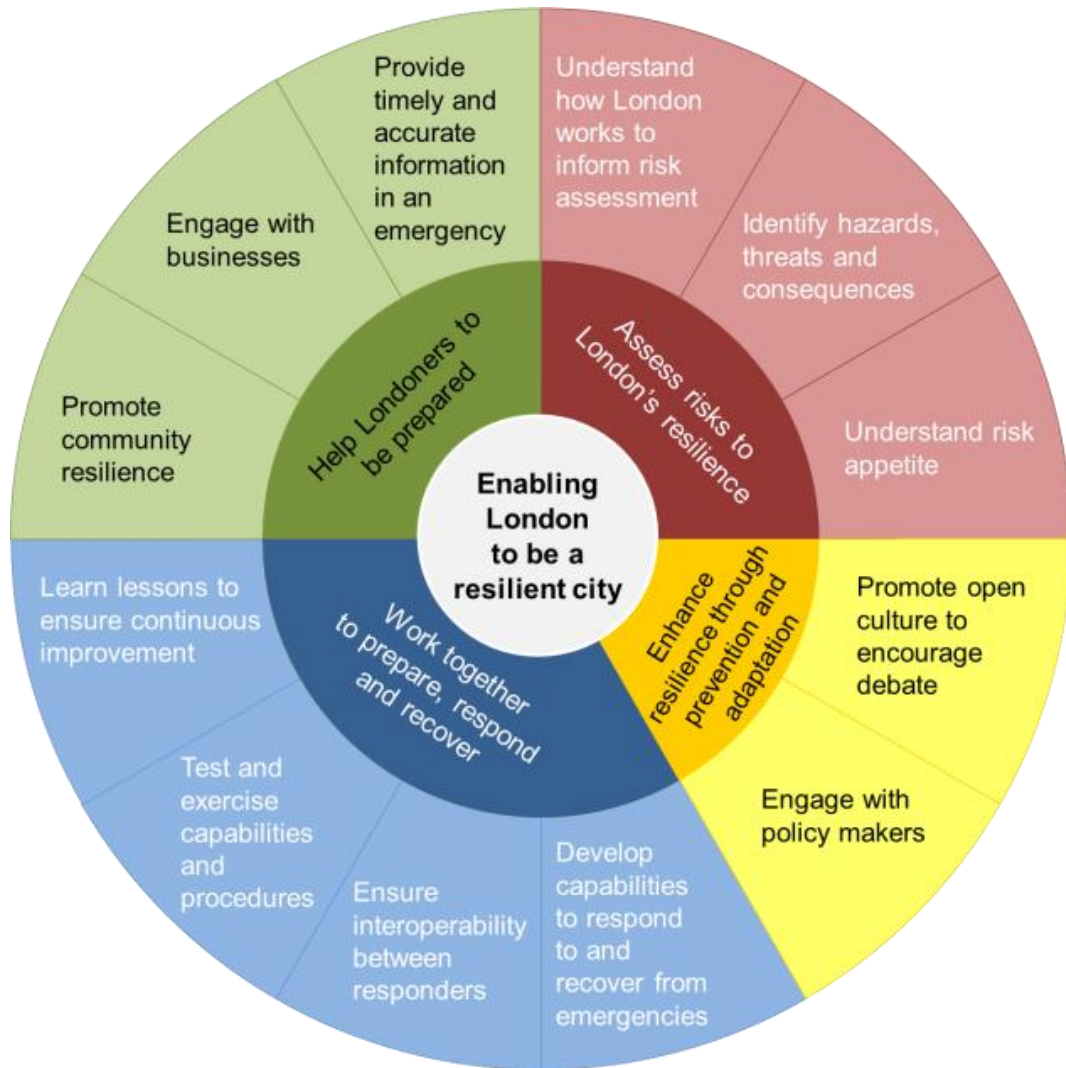


Figure: London Resilience Partnership Strategy

	West London Economic Prosperity Board 8 27th February 2019
Title	West London Orbital – Progress and Next Steps (Standing Item)
Report of	Amar Dave, LB Brent
Status	Public
Urgent	No
Enclosures	None
Officer Contact Details	Luke Ward, Head of Growth, Employment & Skills, West London Alliance, E: wardlu@ealong.gov.uk , T: 07738 802929

Summary

This report provides the Board with an update on work with regard to the proposed West London Orbital (WLO) heavy rail line. Since the last report to the Board in November, close working between West London boroughs, Transport for London (TfL) and the Greater London Authority (GLA) has continued on development of a strategic outline business case (section 3). This is expected to be completed in February 2019.

A decision can then be taken on starting the next phase of work which would develop the scheme design and the project business case in a higher level of detail, and also include the first round of public consultation with local communities and businesses. This report outlines the basis on which it is proposed that the WLA and West London boroughs work with TfL during this phase, should the scheme continue to move forward.

Recommendations

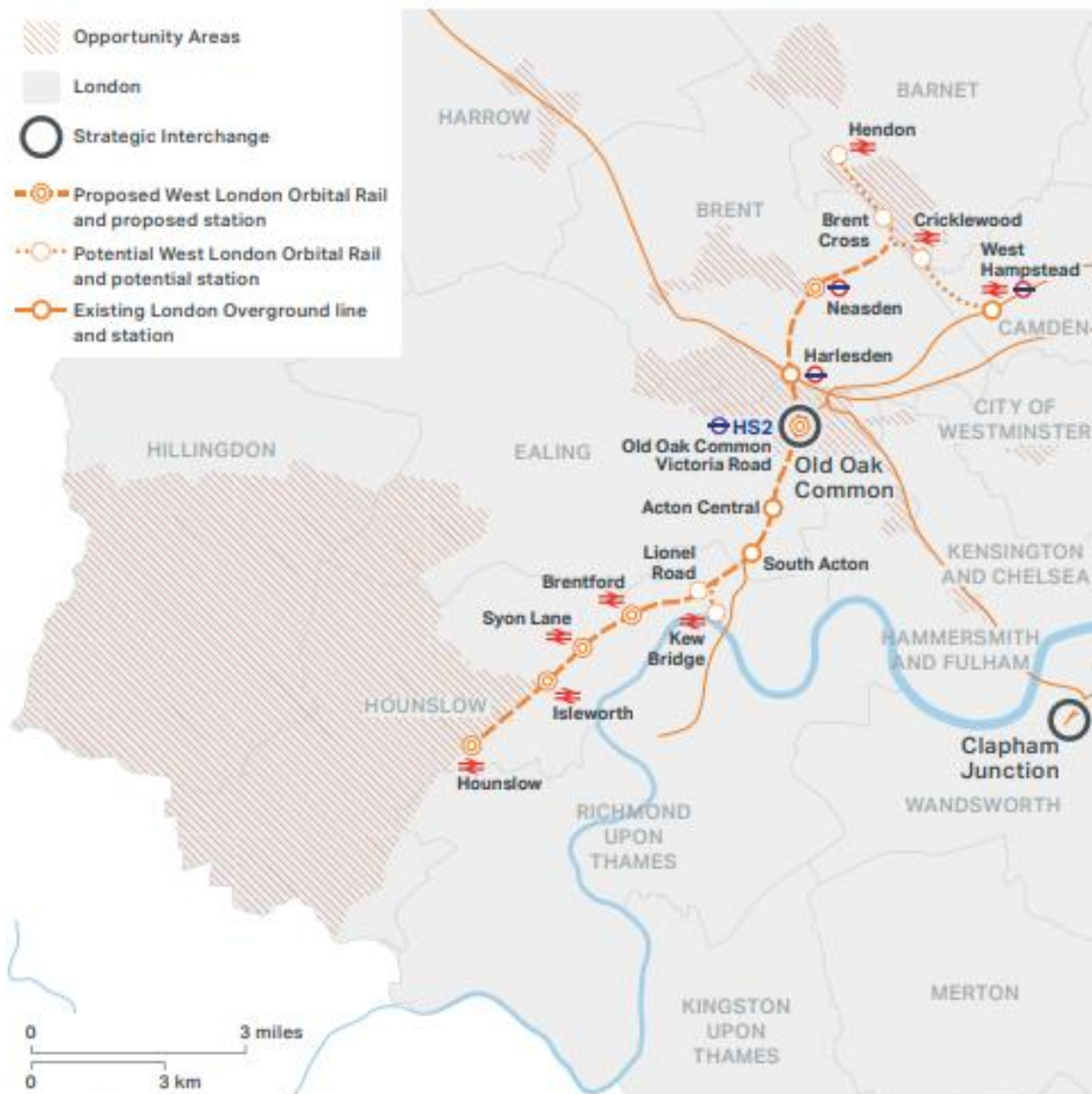
Leaders are asked to:

- 1. NOTE progress in development of the strategic outline business case for the WLO made by WLA boroughs and Transport for London working together.**
- 2. NOTE arrangements for the joint work between the WLA/West London boroughs and Transport for London/Greater London Authority in the next phase of work to take the project forward.**
- 3. IDENTIFY any additional actions or activities for consideration not already identified within the WLO programme.**

1. WHY THIS REPORT IS NEEDED

- 1.1 The West London Economic Prosperity Board (WLEPB) has consistently identified the West London Orbital heavy rail line as a proposal of shared, strategic priority, integral to the development and sustainable growth of the sub-region (figure 1), and to enabling boroughs to bring forward the many thousands of high quality homes and jobs that they want to see their communities benefit from.
- 1.2 Close joint working with TfL and the GLA has ensured that the project is included in the Mayor's Transport Strategy and the draft London Plan – and now also in the TfL 5-Year Business Plan that was published in December 2018. The WLEPB has agreed that progress and next steps relating to the WLO should be a standing item on its agenda, something suggested by the then Deputy Mayor for Transport at its meeting with her in Summer 2017.

Figure 1: Route of the West London Orbital Line (including connections and new housing)



1.3 WLA/West London borough work on the WLO has shifted from lobbying/influencing to detailed work with TfL/GLA in developing the business case for the project and ensuring it is reflected in boroughs' local plans. This report gives the headline findings of the current phase and identifies two areas where the WLA proposes to take a leading role in the next one, addressing issues of particular concern to West London boroughs.

1.3 It is encouraging to note that TfL's 2018 Business Plan (covering the period 2019/20-2023/24) expresses continued support for the WLO:

"In west London, we are continuing to develop proposals for a new West London Orbital rail link which will connect a number of major growth areas."

2. DEVELOPING A BUSINESS CASE FOR THE WLO

2.1 Through 2018 West London Alliance (WLA) boroughs have been supporting Transport for London (TfL) to develop a business case for the WLO, building on previous work commissioned by the WLA in 2017. TfL has an established process for developing project business cases of this kind:



The first stage of this work is almost complete; it will result in a “strategic outline business case” – a baseline report that will inform TfL’s decision whether to proceed to the next stage in the process.

2.2 Following the Treasury’s Green Book there are five elements to the developing WLO business plan. These have been informed by a number of workstreams both commissioned and resourced by TfL, including:

- A funding study, commissioned from Mott MacDonald
- A development capacity study commissioned from SNC Lavelin
- Strategic transport modelling carried out by TfL

This section gives some headlines for each element of the strategic outline business case.

Strategic case

2.2 This establishes the overall case for the scheme and how it furthers strategic policy objectives. It describes three elements of West London’s development the WLO would support. These are: housing and employment growth;

improvement to orbital connectivity and the mode shift this would deliver; and addressing congestion and capacity challenges in west and north-west London.

- 2.3 The strategic modelling and development capacity study show that the WLO could deliver benefits against each of these objectives:
- It could support boroughs to bring forward up to 20,000 new homes in growth areas, as well as over 10,000 high quality new jobs as a result of the additional accessibility the WLO would bring to the areas along its route.
 - It would improve orbital connectivity, improving journey times – the direct Old Oak/Park Royal – Brent Cross/Cricklewood link would have a journey time of 12-15 minutes compared with 30-40 minutes at present; direct services between the Hounslow Loop and North London line could see time savings of 20 minutes Hounslow – Wembley Central and 12 minutes Hounslow – Tottenham Court Road.
 - It could help to relieve crowding elsewhere in London, including central London where the existing network is under strain.

Economic Case

- 2.4 This part of the case will set out the benefits of the scheme, its cost and cost:benefit ratio.
- 2.5 The development capacity study has involved an examination of development potential around proposed WLO stations in discussion with each of the boroughs along the route. It has developed three scenarios for residential development – a without scheme one, based on sites identified through the London Strategic Housing Land Availability Study; a WLO-dependent one which applies growth assumptions based on the increased accessibility the WLO will bring; and a maximum development one, which identifies sites that might be unlocked with more flexible planning approaches.

The study also developed a WLO-dependent scenario for employment uses (retail, office and industrial). This identifies capacity for a significant amount of new employment floorspace in retail, office and industrial uses where appropriate for the area and in line with local borough priorities. As noted in paragraph 2.3 above, this new space would provide space for many thousands of new full time equivalent jobs.

- 2.6 The Economic Case identifies the capital cost of the project as £273 million in line with the earlier work carried out by WLA and acknowledging the early stage of scheme development. At time of writing further work was under way to refine the operational costs and revenue. Benefits have been identified based on modelled time savings. Savings from road decongestion, accident and noise reduction and environmental improvements have also been taken into account in accordance with Department for Transport guidance.
- 2.7 At time of writing the Economic Case - and an overall assessment of the project's value for money - was being finalised; an oral update will be given at the meeting.

Financial Case

- 2.8 The starting point is that as things stand, there are no funds directly available from TfL for either the construction or the operation of the project, consistent with the financial constraints faced by TfL at the current time. This means that it will be important to identify alternative sources of funding in this section of the Business Case
- 2.9 For the capital costs of construction, two development-based approaches have been identified. The first is to identify potential to use Community Infrastructure Levy revenue, section 106 or other contributions from the residential development supported by the WLO. For the commercial development element, it explores options for business rate retention – both from the incremental increase in revenue paid by new development and from increases in rateable value. Revenue from development of public-sector owned sites near stations is also considered. The conclusion is that there are funding sources sufficient to cover the cost of the project, although the fact that costs are likely to be incurred before development-based income becomes available creates a significant challenge in financing the project. Retention of business rate growth would require support from national government and some policy innovation (business rate retention is usually linked with designation of enterprise zones, as with the Northern Line Extension – but this has never been done for a series of stations along a new rail line as would be required with the WLO).
- 2.10 There is scope to reduce operating costs through efficiency measures, technology or adjusting timetables. The remaining gap could be addressed by changes to fares, such as making changes to fare zones to take better account of orbital services.

Commercial and Management cases

- 2.11 It is currently anticipated that the construction of the project would be led by Network Rail and/or TfL, with best practice incorporated from both Network Rail and TfL's experience of rail construction procurement and construction. Project risk would be managed in line with best practice.

Technical Assessment and Consents

- 2.12 High level work has been done to assess technical deliverability, looking at engineering complexity, constructability, challenges and risks relating to the project's infrastructure works and their operational implications. A range of issues have been identified that will be considered in more detail in the next stage of work. Work has also started on a Consents Strategy; powers to implement the project – and acquire the land required – are likely to be sought through a Transport and Works Act Order.

Borough work

- 2.13 West London boroughs have played an important role in this stage of work, particularly in ensuring the WLO is fully supported in local plans and working with the consultants working on the development capacity study. Through the WLA they have helped shape and commission the project funding study.
- 2.15 Once complete, the Strategic Outline Business Case will be formally reviewed by TfL officials, so they can satisfy themselves that moving to the next stage of the project business planning process is justified. Assuming the project proceeds, TfL's indicative timetable for the remaining stages of the project is shown below:

Milestone Description	Date
Further feasibility	2019-2020
Planning, Design, Approval and Procurement	2020/21
Construction	Early 2020s
Operation	2026 for Phase 1 2029 for Phase 2

3. NEXT STAGES

- 3.1 The next stage in developing the WLO business case, should the scheme proceed, will be to go into the issues raised at stage 1 in more detail, with greater emphasis on establishing project feasibility.
- 3.2 It is proposed that through the WLA, West London boroughs should support this phase of work making use of externally secured resources from MHCLG for this purpose - both as a practical expression of support for the project and also to ensure a continued degree of influence over key areas of work as it progresses and that the scheme delivers against the priorities of councils across West London.
- 3.3 There are two areas where it is proposed that the WLA/West London boroughs should take a particular lead:
- 3.4 The first is developing funding options. Given TfL's financial position, there is a particular need to build on the high-level work done in the Stage 1 Funding Study, which focused on development-linked funding options. This further work would focus on providing a technically robust analysis of the options for funding the WLO, identifying the best ways forward and what TfL, the WLA and West London boroughs should do – and could jointly support - to secure and implement them. This would develop the options identified at Stage 1, but would go on to consider the whole range of other options that might be drawn upon, including those used to fund projects like Crossrail, the Northern Line and Barking Riverside extensions. The output of this project, which would be funded by new external resources secured from central government, would form the basis of a funding/financing strategy for the WLO.

- 3.5 The second area is to set out how investment in the WLO will help achieve sustainable growth in population and jobs in West London into the 2030s and beyond. This is intended to provide a technically robust account of the importance of the WLO to West London's sustainable development and the meeting of individual West London borough objectives, explaining (and where possible quantifying) the link between investment in the project and growth. This work, also funded by external resources, could then be used to making the case for the project and in supporting the public consultation that will have to be carried out in the next stages of work.
- 3.5 This work will start by checking that all the economic benefits the Treasury methodology says can be counted in looking at the WLO's value for money have been taken into account. The product will be a document that explains why the WLO is needed to achieve the scale and type of development envisaged, how it can be expected to help achieve them and the complementary policies and initiatives that might be required to optimise their delivery – creating quality new jobs, homes, and opportunities for people and businesses across West London and beyond. This will be drawn on in preparing the WLO Business Plan. It can also be used by West London boroughs, the WLA and TfL to help support and promote the case for the WLO to a range of audiences and could also be used by boroughs to inform local plans and Community Infrastructure Levy charging schedules.
- 3.6 Specifications for these commissions have been approved by the WLA Growth Directors' Board. They will be procured once TfL have taken the formal decision to move to Stage 2.
- 3.7 The examination in public of the Mayor's draft London Plan (DLP) is currently under way. It will consider the transport schemes identified in the DLP and the extent to which they are necessary and adequate to deliver the type and scale of development it anticipates in May. It is proposed to submit a written statement to the examination firmly supporting the case for the WLO and seeking a strengthening of the terms in which it is put forward in the final London Plan.
- 3.8 Any comments made, or issues identified by the WLEPB will be incorporated into the work programme outlined in this report. Coordinated delivery across boroughs and with TfL will continue.

4. REASONS FOR RECOMMENDATIONS

- 4.1 Projections of the London population and economy into the 2030s and 2040s show that transport 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. The recommendations in this report are part of a strategic approach to addressing these issues 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.

6. POST DECISION IMPLEMENTATION

- 6.1 The project development programme set out in paragraph 2.15 of this report setting out how the WLO will be brought forward for services to start in the late 2020s will be refined and defined in further detail. It will be incorporated into the medium and longer-term planning activity of individual West London boroughs and of the WLA.

7. IMPLICATIONS OF DECISION

7.1 Corporate Priorities and Performance

- 7.1.1 The West London Vision for Growth highlights improved orbital transport infrastructure as a priority for the Sub-Region.

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

- 7.2.1 As explained in this report, delivery of the WLO will require resourcing should it progress. This will be sought from a variety of sources, in particular external sources wherever these are available; 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.

7.3 Social Value

- 7.3.1 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.

- 7.3.2 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.

7.4 **Legal and Constitutional References**

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

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

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

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

7.5 **Risk Management**


7.5.1 The risk of not taking early action to improve connectivity across West London 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.

7.6 **Equalities and Diversity**

7.6.1 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.

7.7 Consultation and Engagement

7.7.1 This work does not currently involve public consultation, although this is something that will take place in later stages of the work on the business case. 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. Should it proceed, one of the major elements of work will be to develop a communications strategy to explain the project and the benefits it would bring – this is a key aspect of the work described in this report. As the project moves towards the point at which public consultation will be required a full community engagement and consultation plan will be developed.

	West London Economic Prosperity Board 9 27 February 2019
Title	West London One Public Estate Programme Update
Report of	Paul Najsarek (LB Ealing)
Status	For information
Urgent	No
Enclosures	Appendix 1: Summary of Phase 6 Projects and progress
Officer Contact Details	Rachel Ormerod, Head of West London Housing Partnership, E: ormerodr@ealing.gov.uk M: 07714 597916
Summary	
<p>This paper updates members on the progress of the West London One Public Estate Programme, and outlines the projects contained in the next funding bid.</p>	

Recommendations
<p>Leaders are asked to:</p> <ol style="list-style-type: none"> Note the progress on the West London OPE programme

1. WHY THIS REPORT IS NEEDED

1.1 Background

The Government's One Public Estate Programme seeks to release public sector land for new homes and jobs, reduce running costs and create more integrated services through more efficient use of assets and co- location of services.

In 2017 the Government launched phase 6 of the OPE programme. Four West London boroughs (Harrow, Hammersmith & Fulham, Ealing and Hounslow) submitted a joint expression of interest, via the WLA, for a variety of schemes across the 4 boroughs, and set up the West London OPE Partnership which also includes major public-sector land holders in West London. Barnet and Brent both have existing OPE Programmes and officers from these boroughs also sit on the West London OPE Board.

The West London OPE Partnership was awarded an initial £50,000 in September 2017 to help develop the full bid, and then in January last year, the boroughs were awarded funding totalling £677k for 7 projects across 4 West London boroughs. This award was the highest cash grant offered under the phase 6 OPE programme anywhere in the country.

1.2 Governance

The West London OPE programme is managed by the WLA, and reports to the West London OPE Board which is chaired by Paul Najsarek. The Board includes representatives from the main public sector land owners in West London, including NHS property services, the London Fire Brigade, the Met, London Ambulance Service, the MoD, TfL, the GLA, as well as the London Boroughs of Barnet, Brent, Ealing, Hammersmith & Fulham, Harrow and Hounslow. The West London OPE Board meets quarterly and has agreed Terms of Reference and its key aims. These are:

“..to bring together key public sector bodies to shape a shared strategic direction to get the best, long term social value from the public estate in terms of the delivery of affordable housing and social infrastructure on land currently owned by public sector bodies, and more efficient services through better use of existing assets.”

These aims reflect those of the **West London Vision For Growth**, which seeks to increase housing supply and boost employment in West London.

The Board also reviews progress on each of the existing OPE projects with a view to addressing any blocks or risks. A summary of the projects and progress on the Phase 6 programme is given in Appendix 1 and summarised below.

1.3 Existing programme (Phase 6) update:

- The two Hounslow MoD land projects are on track (Cavalry Barracks – planning brief to be published shortly; and Feltham MoD site: ditto).
- Harrow Civic is paused due to a viability gap. This is the basis of Harrow’s phase 7 bid but they still envisage going to the market for a development partner in April 2019.
- Hammersmith OPDC feasibility study and legal titles work is complete (funded by OPE) and the results are currently being reviewed.
- Hammersmith White City Health Centre: community consultation has identified some issues that will need to be worked through. Hammersmith continues to work closely with the NHS on the disposal of the NHS site and is looking at all options.
- Ealing Blue Lights: order to progress further with this project, engagement with the Met, London Fire Brigade and London Ambulance Service will require additional resources within the services themselves, hence the phase 7 bid.
- Pre qualification criteria have been met in terms of information recorded on EPIMs.

1.4 **The Phase 7 bid for West London:**

In September 2018 the Government announce phase 7 of its One Public Estate Programme. The emphasis of Phase 7 is the delivery of additional housing supply. The West London OPE Board asked partners to consider options for phase 7 bids for the West London Partnership to collate and lead on it.

An announcement on the funding award is expected in February 2019.

To summarise, the Phase 7 bid is for the following:

- Blue Light Extension Project: this bid is a development of the existing Ealing Blue lights project and is for a resource within each of the Blue lights services to review their respective assets and develop options for co-location and collaboration
- Hounslow East TfL site: This bid concerns the redevelopment of an existing bus station and adjacent sites to create a new electric bus garage with 680 homes above it. It includes investigation of the CPO potential to unlock third party sites, community consultation, feasibility studies covering issues such as daylight and site capacity studies
- Harrow Civic Centre: this is an enhancement of their existing bid, which has stalled due to a rather large capital funding gap. The revised scheme seeks to generate 50% more housing which will help close the viability gap.
- The phase 7 bid also includes a request for additional programme management support to help ensure delivery of the very large West London programme.

1.5 **OPE Phase 8:**

It's not certain there will be one, but OPE suggested giving early consideration to possible bids as the announcement of rounds tends to happen quite late with limited time for project development. If a round occurs it is likely to be on a similar timetable as this year – Autumn 2019.

2. **REASONS FOR RECOMMENDATIONS**

2.1 For information

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

4

3.1 N/A

4. POST DECISION IMPLEMENTATION

4.1 N/A

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1

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

5.2.1 Funding received for this programme goes to each of the relevant boroughs as shown in appendix 1. Delivery is monitored by the West London OPE Board and the Cabinet office on a quarterly basis.

5.3 Social Value

5.3.1 The West London OPE programme seeks to extract long term social value from the public estate in terms of the delivery of affordable housing and social infrastructure on land currently owned by public sector bodies, and more efficient services through better use of existing assets.

5.4 Legal and Constitutional References

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

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

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

regional and central government, and education and skills providers.

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

5.5 **Risk Management**

- 5.5.1 Risk are identified by project managers in each of the boroughs and escalated to the West London OPE Board as necessary

5.6 **Equalities and Diversity**

5.7 n/a

5.8 **Consultation and Engagement**

5.9 n/a

6. **BACKGROUND PAPERS**

- APPENDIX 1 – PROGRESS OVERVIEW

APPENDIX 1

10 year outputs summary

Project / Item name	Project Description	Description of item for which funding is requested	Funding awarded	Capital Receipts (£)	Reduced Running (£)	Land Released (ha)	Potential Homes (Units)	Jobs
Hounslow								
Hounslow Cavalry Barracks	The London Borough of Hounslow has two MoD sites which are potentially coming up for development; The Cavalry Barracks and the Joint Services Defence Building, Feltham. These two sites have the potential to provide a large number of new homes and supplementary commercial and business space.	Project Officer and enabling consultancy works	£ 141,778.00	£ 50,000,000.00	£ -	14.85	1000	1500
Feltham MoD site		Project Officer and enabling consultancy works	£ 140,000.00	£ 75,000,000.00		13.9	1300	1950
Ealing								
Blue Light Strategy (OPE)	Reviewing 'Blue Light' assets, initially in Ealing, with a view to delivering either mixed-use development, maintaining e.g. local fire cover in-situ, or combining vehicles and crews on single strategic sites, achieving overall cost savings and releasing surplus sites for housing and employment uses. This approach will be scalable across the participating boroughs	Project management, scoping studies to demonstrate viability/feasibility of proposals and site/building surveys to determine scope for co-location, further development and release of surplus sites	£ 50,000.00	£ 4,700,000.00	£ 270,000.00	2	280	420
Harrow								
Harrow Civic Centre (OPE)	Relocation of current council offices to a new site, thus freeing up the existing site for more than 800 new homes. The new Civic Centre will support economic development in one of the borough's more deprived areas	Project management, options appraisal, site related feasibility investigations	£ 10,000.00			10	850	700
Harrow Belmont Health Hub (OPE)	The repositioning and development of the Belmont Health Centre will not only provide a brand new fit for purpose health facility for the east of the borough, but also support the redevelopment of three other sites which will contribute new community facilities and public realm around the Belmont Trail and contribute 119 new homes across the three sites. The CCG have sought approval through the appropriate NHS process to have the business case for a new Centre approved.	Project management, design development and related site evaluation costs	£ 110,000.00	£ -	£ -	5	119	180
Hammersmith & Fulham								
Hammersmith - White City Housing and Community Hub (OPE)	The redevelopment of multiple publicly owned sites, reconfiguring buildings and creating a new multi-use community hub with the capacity for joint service delivery from multiple agencies including NHS, DWP, Children's Services, Housing and Public Health, as well as community uses, and the delivery of 200 new homes.	Project management, Initial Feasibility Study and Progression towards masterplan	£ 80,000.00	£ 1,000,000.00	£ 1,050,000.00	2	200	300
Hammersmith - 'Triangle' Housing Site (OPE)	This site sits within the OPDC masterplan area for old Oak common and is owned by LBHF freehold, with several under-leases. Releasing this site would enable other sites to come forward, as it is unlocks a number of adjacent sites.	Project management, Feasibility and Legal Title Work/Detailed feasibility, including utilities feasibility	£ 75,000.00	£ 80,000,000.00	£ -	2	600	900
WLA								
West London OPE Partnership Project Management		Supporting the partners, coordination of the programme and ensuring delivery of the West London Programme	£ 70,000.00					
			£ 676,778.00	£ 210,700,000.00	£ 1,320,000.00	49.75	4349	5950

APPENDIX 2: PHASE 6 PROJECTS

Project / Item name	Project Description	Description of item for which funding is requested	Borough lead	Progress to 31/12/19	Risks and Mitigation	RAG
Hounslow						
Hounslow Cavalry Barracks	The London Borough of Hounslow has two MoD sites which are potentially coming up for development; The Cavalry Barracks and the Joint Services Defence Building, Feltham. These two sites have the potential to provide a large number of new homes and supplementary commercial and business space.	Project Officer and enabling consultancy works	Jackie Simkins/Joyce Ip	Both Projects have achieved the targets set in the first 2 quarters and there is good engagement with the MOD. Local consultation has begun with stakeholders on the potential future uses of the sites and the listed buildings. There is no identified barrier to achieving the goal of a clear planning brief for both sites to ensure certainty when they are released onto the market	The two Hounslow MoD land projects are on track .	
Feltham MoD site		Project Officer and enabling consultancy works	Jackie Simkins/Joyce Ip			
Ealing						
Blue Light Strategy (OPE)	Reviewing 'Blue Light' assets, initially in Ealing , with a view to delivering either mixed-use development, maintaining e.g. local fire cover in-situ , or combining vehicles and crews on single strategic sites, achieving overall cost savings and releasing surplus sites for housing and employment uses. This approach will be scalable across the participating boroughs	Project management, scoping studies to demonstrate viability/feasibility of proposals and site/building surveys to determine scope for co- location, further development and release of surplus sites	Mark Lucas/ Paula Virdee	The main focus has been to make organisational contact at a senior level in the 3 blue light services to be able to inform and influence decisions. The project lead officer is attending regular senior blue light rationalisation meeting of the three services to make the case for a pilot in west London. Also working with Brent on Wembley site where all 3 services are all on the same site. Overall the brief of the project is growing to act more as a West London resource. A round 7 OPE bid has been submitted to increase the police and fire services internal resources.	On track	
Harrow						
Harrow Civic Centre (OPE)	Relocation of current council offices to a new site, thus freeing up the existing site for more than 800 new homes. The new Civic Centre will support economic development in one of the borough's more deprived areas	Project management, options appraisal, site related feasibility investigations	Jan Rowley/Alex Dewsnap	The council is reviewing the project and the delivery of the new centre that frees up the former civic centre site for redevelopment. The current design is not sufficiently viable and the council is looking to increase the housing capacity of the site. A round 7 OPE bid has been submitted to fund this further work. However the council still envisages opening the procurement of development partner process in April 2019.	Delivery of new centre is now anticipated to be the spring of 2021. This will have a knock on impact on the eventual outputs which will be rescheduled in the Q2 monitoring reports to OPE. A round & bid will support the work to increase the capacity of the site	
Harrow Belmont Health Hub (OPE)	The repositioning and development of the Belmont Health Centre will not only provide a brand new fit for purpose health facility for the east of the borough, but also support the redevelopment of three other sites which will contribute new community facilities and public realm around the Belmont Trail and contribute 119 new homes across the three sites. The CCG have sought approval through the appropriate NHS process to have the business case for a new Centre approved.	Project management, design development and related site evaluation costs	Alex Dewsnap/ David Cox (CCG)	Some programme dates were revised in the first quarter return. The business case has been assembled and this shows the redevelopment of the health centre cannot be funded by the housing envisaged on the combined sites created by its redevelopment. .	A submission for NHS capital funding will be submitted this year to meet the shortfall - the eventual OPE outputs are dependant on the success of the capital funding bid.	
Hammersmith & Fulham						
Hammersmith - White City Housing and Community Hub (OPE)	The redevelopment of multiple publicly owned sites, reconfiguring buildings and creating a new multi-use community hub with the capacity for joint service delivery from multiple agencies including NHS, DWP, Children's Services, Housing and Public Health, as well as community uses, and the delivery of 200 new homes.	Project management, Initial Feasibility Study and Progression towards masterplan	David Burns/ Labab Lubab	The project is on track. The main focus has been to work with NHS property services to make an offer for the now vacant building. The ultimate disposal route is not yet agreed by NHS property services. If the offer is accepted the project should move faster than the timetable currently indicated.	On track - Liaison with NHS property services is good.	
Hammersmith - 'Triangle' Housing Site (OPE)	This site sits within the OPDC masterplan area for old Oak common and is owned by LBHF freehold, with several under-leases. Releasing this site would enable other sites to come forward, as it unlocks a number of adjacent sites.	Project management, Feasibility and Legal Title Work/Detailed feasibility, including utilities feasibility	David Burns/ Labab Lubab	The work on the legal titles review has been undertaken. This has shown the goals of the project are achievable but achieving vacant possession is going to be a more complex task given the site to a number of smaller operators on a range of lease lengths and terms. H&F are working with OPDC to look at new approach of developing this site.	H&F with OPDC developing a new approach to secure the sites	
WLA						
West London OPE Partnership Project Management		Supporting the partners, coordination of the programme and ensuring delivery of the West London Programme	Rachel Ormerod/David Hennings	Mapping complete.Q1 and Q2 monitoring submitted. Additional valuations info has been included. Project group meetings and Board meetings on track. Partners were supported to develop a round 7 OPE bid which was submitted.	on track - Q2 monitoring due 26th October	



West London Economic Prosperity Board

27 February 2019

10

Title	Chair's Review of 2018
Report of	CLlr Julian Bell, Leader, London Borough of Ealing
Wards	n/a
Status	Public
Urgent	No
Enclosures	Appendix 1: Chair's Review of 2018
Officer Contact Details	Luke Ward, Head of Growth, Employment and Skills, West London Alliance, Email: wardlu@ealing.gov.uk, Telephone: 07738 802 929

Summary

This report provides an opportunity for the West London Economic Prosperity Board (WLEPB) to review its progress and achievements to date against each of the four themes set out in the West London Vision for Growth Action Plan, and to comment on any issues it would like to be incorporated into the Board's future priorities, further detail on which will return to a future Board.

If approved the content of this review will be incorporated into the Committee Forward Plan and published.

Recommendations

The Board are asked to:

1. **TO NOTE** the Chair's Annual Review for 2018 setting out the key achievements and areas of practical delivery by the West London Economic Prosperity Board since the previous Chair's Review in February 2018.
2. **TO COMMENT** on the Chair's Annual Review as necessary to help inform future work programme of the Board.
3. **TO AGREE** that the Annual Review is published in final form, subject to any comments the Committee may have.

1. WHY THIS REPORT IS NEEDED

- 1.1 In February 2018 the WLEPB agreed to receive a regular annual report highlighting the key areas of progress and delivery over the previous twelve months. This is a good opportunity then for members to reflect on what has been delivered and their achievements since February 2018, and to highlight any areas of particular interest or priority that they wish to place additional focus on in the period ahead.
- 1.2 A more detailed forward plan and refreshed Vision for Growth will return to future meeting of the WLEPB.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The WLEPB has agreed to receive an Overview Report of its progress delivering the West London Vision for Growth on an annual basis. The last such report was received by the Committee in February 2018.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 n/a

4. POST DECISION IMPLEMENTATION

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

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

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

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

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

5.4 Social Value

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

5.6 Legal and Constitutional References

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

5.8 Risk Management

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

5.10 Equalities and Diversity

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

5.11 Consultation and Engagement

5.12 West London Growth Directors discussed the content of the Review when they met on 30 January 2019 to ensure focus on the highest priority areas and alignment between borough-level work and sub-regional activity in relation to economic growth.

6 BACKGROUND PAPERS

6.1 Appendix One: Prosperity Board Chair's Review for 2018

West London Economic Prosperity Board

Chair's Review of 2018

[Picture to be reviewed]



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FOREWORD [DRAFT]

It's the first year that I've had the opportunity to chair this Committee. Looking back, it has been one of progress and ambition.

One of my main observations has been the focus of the Board on delivering real change in the real world, turning the ambition we had as a group of leaders when we agreed our Vision for Growth in 2016 in to tangible improvements that residents, businesses and visitors can see and feel, and which improve opportunities for everyone no matter what their background.

Together, we've had notable successes in a number of areas; securing the largest award in London from the devolved Business Rates fund, which I'm certainly looking forward to seeing being made good use of in my community, and the continued progress of the West London Orbital Scheme. The WLO has been an example of what we can do when we work together with a sense of shared endeavour, and I'm looking forward to seeing how we can take that model and apply it to other major schemes in West London that we all benefit from.

I also recognise, as I'm sure do my fellow Board members, that one of the things we can do as a cross-party group of leaders is set the tone and use our shared voices to influence the London and national agendas. With that in mind the role of the Committee as a place to have significant discussions with public figures has become clear. Over the last year we've have productive meetings with the Deputy Mayor for Housing, James Murray, the GLA's Chief Digital Officer, the Chief Executive of the London Chamber of Commerce, Professor Tony Travers of the LSE, and, most Recently, The Rt. Hon. the Lord Blunkett to discuss the areas of greatest importance in relation to skills and the West London economy. All these have resulted in concrete actions that we have been able to take forward together. I hope that these conversations, at this level, continue as the work of the Board moves forward.

So we have a an opportunity then, that I hope we can make the most of together, to use the foundation we've built to respond in a really joined up way to some of the big changes that are one the way. Clearly this includes Brexit, but also the changing mood of the global economy, future rounds of devolved business rates funding, and the increasingly international nature of global investment cycles so that our group of West London boroughs is in the best position possible to succeed whatever is going on in the world.

I look forward to the coming year, and to the opportunity to continue to work with my fellow leaders as we deliver this important agenda together.

Committee achievements at a glance

In 2018 the Committee has:

- Led the further development of the major **West London Orbital Scheme**, building on its successful work with the GLA and TfL in 2017 to have it included in the London Plan and TfL's 5-year Business Plan.
- **Secured £11.1m. of new resource** from the Strategic Investment Pool of devolved Business Rates monies to undertake a major programme of investment in high speed digital infrastructure and in a cross-borough skills programme that will benefit thousands of individuals and businesses,
- Responded jointly to the **Mayor's London Plan consultation**, allowing boroughs to have a stronger voice at the table when it comes to working with the GLA in relation to several important areas including housing supply, infrastructure and the unlocking of employment land.
- Led the bidding process to **secure £700,000 from Government** to deliver one of the largest **One Public Estate Programmes** in the country, identifying innovative new ways to deliver quality affordable housing on publicly-owned land, including bringing specific sites forward for development.
- Engaged with **a range of significant public figures to influence decision making, resource allocation and to set the London agenda** so that it is aligned behind West London borough priorities. Over the course of the year the Committee has met with the James Murray, Deputy Mayor for Housing, the GLA's Chief Digital Officer, Professor Tony Travers of the LSE, Colin Stanbridge, Chief Executive of the London Chamber of Commerce and, in November 2018, The Rt. Hon. the Lord Blunkett in relation to Skills and Employment.
- Completed a class-leading **Strategic Housing Market Assessment** that crosses borough boundaries and has enabled West London Boroughs to engage constructively with the Mayor of London and government to influence the way in which West London's housing needs are met, as requested by the Board at its meeting in May 2018.
- Working with chief planning officers, delivered a range of externally-funded projects to support the **delivery of borough local plans**, delivering significant savings to borough planning teams.

- Launched the **Capital West London Inward Investment programme** that allows West London boroughs to leverage their shared weight to have a greater presence on the global stage, supported by a range of external partners.
- Embedded delivery of the Shaw Trust's work to successfully deliver West London's £26m **work & health programme** contract package to 13,000 people over five years

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1. The Economic Prosperity Board

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

With the year completed, now is the right time to produce this Chair's annual report, which is intended to highlight some of the achievements of the Board over the last year. It also suggests some emerging policy areas and agendas that the Committee may wish to focus on in the year ahead, building on initial comments by the Committee at its meeting on 20 November 2018, and current messages from national and London government about future growth priorities and funding opportunities.

2. GROWTH, EMPLOYMENT & SKILLS

The last twelve months have involved the continued delivery of the Vision that was agreed by the Committee in September 2016, along with responding flexibly and proactively to a range of new and emerging opportunities as they have arisen, for example, the London Plan consultation in Spring 2018, influencing opportunities with key public figures, or bidding successfully on a number of occasions for external government resources.

The year has been characterised by a movement from planning and strategy towards the delivery of various projects and schemes that will have real-world benefits for local people and businesses in all West London boroughs.

The Vision for Growth represents a class-leading and increasingly widely recognised approach to delivering economic growth across borough boundaries in an area significantly larger than Greater Manchester. The principles underpinning the approach to delivering it: Subsidiarity, Accountability and Additionality mean that we are able to focus on those areas where we can build consensus and where boroughs are willing to speak with a single voice to external organisations such as the Government, the LGA, Transport for London, and London Councils – whilst at all times fully respecting the range of perspectives and positions of different West London boroughs.

Through this approach, West London boroughs have continued to build influence on both the London and national stages and secured significant new resources to make things happen and to realise the best possible results for local residents and businesses.

The programme has directly led the delivery of cashable savings to boroughs that can now be reinvested back in to service delivery, for instance by commissioning a range of planning products with external monies that has allowed boroughs to free-up scarce resources for other purposes, or the significant funding secured through the Strategic Infrastructure Pool.

We understand that the central idea underpinning the Vision for Growth is that West London Boroughs, by working with a wide range of partners across the public, private, and community sectors, as well as civic society, we do not need to always directly deliver everything ourselves “in-house”. By coalescing around a shared agenda, we have shown we are able to get more done, more quickly and with a greater likelihood of success.

With the current Vision for Growth well into its third year, 2019 will provide an opportunity to, in close step with boroughs and the widest range of external partners, ensure we have the most broadly supported and deeply rooted Vision possible for the coming period. This refreshed Vision for Growth should allow us as a group of boroughs to build the right foundations for growth that attracts external investment, new funding from government, and new employment opportunities for local people as the global economic cycle enters a new phase.

Our Four Priorities



Key Achievements in 2018

The following section sets out the main policy areas that the Committee has delivered against over the last twelve months, focusing in particular on those areas that members identified as shared priorities for delivery in the previous Chair's Annual Report in February 2018:

- **We will engage with the Opportunities for Financial Devolution in London to unlock investment in shared growth priorities**

West London boroughs engaged with London Councils and the City of London Corporation throughout late 2017 and the first half of 2018 as part of the devolution of Business Rates monies to London Government – the so called Strategic Infrastructure Pool (SIP), which was worth approximately £46m to London Government in 2018/19. Following a highly competitive and over-subscribed bidding process during the Spring and early Summer of 2018, WLA boroughs were successfully awarded the largest single amount from the SIP, at £11.13m in October 2018.

This represents an injection of genuinely new resource to West London and will enable the delivery of a significant programme of high speed broadband installation in areas with currently low internet speeds, and a range of evidence-based skills and employment programmes to be delivered by the West London Skills and Employment Board. In both cases these will leverage significant funding from external partners. For example the digital bid is linked to a larger £120m investment being led by TfL to install high speed fibre along the whole TfL railway network. The focus over the coming year will be on delivering against the programmes and demonstrating to London and national government that WLA boroughs are able to work together in invest in growth at scale.

A further round of SIP funding has been announced for 2019, for which further details are awaited from Government.

- **Continue to work with the Mayor of London and TfL to bring forward to aspirations to deliver the West London Orbital railway London railway line, unlocking tens of thousands of new jobs and homes across West London, and generating hundreds of millions of pounds of new Business Rates.**

on this scheme has progressed throughout the year, with borough Planning teams and chief planning officers embedding it into their local plans, and colleagues in TfL Progressing development of the technical aspects of the scheme, including the Outline Business Case, in consultation with boroughs.

Furthermore, a range of external organisations, including London Chamber of Commerce, West London Businesses and London First have indicated their growing interest in the scheme with a view to embedding it into their future influencing and lobbying activity, should the scheme progress.

A decision relating to the next steps of the WLO is expected from TfL in the coming weeks at which point the EPB will be in a position to influence further to ensure local people and businesses are able to benefit from the growth the WLO will bring. The key risk to the scheme is the financially constrained environment that TfL finds itself in, given well publicised challenges relating to Crossrail, and falling income from passenger fares.

- **Continue to deliver the Work and Health programme with the Shaw Trust, delivering 13,000 employment outcomes over a five-year period.**

Following our successful negotiation with the Government's for work & health programme to be devolved to the London sub-regions, working closely with London government this programme has now moved into delivery phase, following the successful appointment of the SHAW Trust in October 2017. This programme is due to report fully to the EPB in September 2018.

- **Deliver a completed Strategic Housing Market Assessment, Flood Risk Assessment and Gypsy and Traveller Needs Assessment for West London, and use these to influence decisions by London and national government, as well as to deliver cashable savings for WLA boroughs.**

At the very start of 2018 West London borough planning teams successfully secured significant funding (£769,000) from the Ministry of Housing, Communities and Local Government (MHCLG) to commission and deliver a range of evidence bases required as part of each boroughs local plan development process. By commissioning these together significant efficiency savings have been delivered to date, and the evidence-basis themselves are enabling boroughs to work more closely together to secure the change they need at London level to best meet local priorities.

- **Support an innovative electric bike sharing scheme working with businesses and universities.**

In mid-2018 and with support from TfL, the WLA initiated a pilot with the boroughs of Harrow and Hounslow to trial the use of electric bicycles for council officers to make use of for commuting and for work-visits e.g. by planning officers or environmental health teams. The objective was to see how such a scheme can improve health, the environment, and reduce congestion whilst also enabling efficiencies through reduces use of pool cars. An evaluation of the scheme will be produced in the coming year.

- **Continue to develop links with the business community and networking organisations, including Chambers of Commerce, West London Business, SMEs, and big businesses to ensure the West London growth programme retains a strong focus on what matters most to the sub-regional economy.**

This has been an area of particular progress over 2018, with the Committee meeting Colin Stanbridge, Chief Executive of the London Chamber of Commerce and Industry in November 2018, a close on-going dialogue with West London Business, and a wide range of engagements with major employers and investors over the course of the year in relation to West London growth opportunities. These engagements have unlocked access to significant industry and business leaders and are supporting West London boroughs to have a greater level of influence on the London stage in relation to our priorities. For example, the London Chamber of Commerce are supportive of the West London Orbital scheme and willing to assist in future work towards delivering it from a business perspective.

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

The West London employment & skills board was convened for the first time in April 2017 as part of the Area Review into Further Education. The Board has a broad senior partnership consisting of representatives from local authorities, the NHS, Heathrow Airport Ltd, Universities, Further Education, London Councils, the Greater London Authority and a range of other major employment sectors. Over 2018 it successfully led the bid for £3,4m of funding from the Strategic Infrastructure Pool, engaged with senior GLA representatives and ministers in relation to the apprenticeship Levy and devolution of Adult Education Budgets, and commenced a piece of research with the RSA to identify employment pathways to assist those in low paid jobs to progress to higher levels of income. The coming year will start with a review of Board priorities and membership.

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

In March 2018 West London Boroughs launched the Capital West London (CWL) Inward Investment programme, in partnership with White Label Creative. The purpose of the programme is to raise the visibility of West London nationally and internationally, and to “funnel” specific and measurable investment and business relocation enquiries to named officers within each borough to increase the chance of those enquiries being converted to investments that create jobs and opportunities.

The scheme, which was developed with input and support from London & Partners, is supported by external sponsorship from a range of stakeholders including universities, colleges and major employers. In October CWL held the first West London Growth Summit, attended by 230 guests including a number of deputy mayors, business leaders and government representatives. This event has created a foundation of awareness amongst the business and investment community, and the competitive advantages of West London, and has resulted

The focus on attracting value-added investment combined with the wider national and international economic climate, including but not simply relating to Brexit, means that schemes such as CWL have a growing role attracting investment to local areas and ensuring continued competitiveness in a fast-changing world with scarce resources.

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

In late 2017 West London boroughs were awarded £700,000 from the Cabinet Office and LGA-run One Public Estates programme that focuses on taking action to unlock and bring forward public land for housing development.

Our successful bid included eight projects spread across four boroughs and comes with the largest OPE cash grant in the UK. These projects are now in various stages of delivery, and strategic coordination is provided by the West London One Public Estate Board.

One example of how this programme is the Cavalry Barracks in LB Hounslow, where the programme is delivering a range of planning brief documents that will enable developers to come forward with high quality and locally appropriate applications that meet local priorities and the needs of local people.

Our other achievements in 2018

A range of other activity has been undertaken to delivery shared West London priorities. In September the Chair of the West London Skills and Employment Board, the Leader of LB Hounslow along with Leaders from other sub-regions and London Councils wrote to the Minister for Apprenticeships to ensure that local people are able to gain maximum benefit from the Levy and wider approach to skills policy in London and the UK. This will continue to be a major area of activity in the year ahead.

Work has been undertaken with TfL and borough transport leads to identify new high-priority strategic bus corridors that better connect the places West London residents want to get to and from. This work has gone well, and TfL are now taking a number of

these proposals forward internally with a view to implementing at least one new bus route across West London in 2019, shaped heavily by West London borough input and coordination throughout the past year.

West London Planning Officers, making use of new external resources secured from central government, have undertaken a range of joint local plan evidence bases focusing on areas such as affordable workspace for local micro businesses, identifying small sites that could be used to deliver new quality housing, and a study looking at flood risk across West London boroughs, something required as part of the Local Plan process. Together these projects have demonstrated an ability to secure external resources and to work together in a collegiate way to deliver high quality products that are now helping all West London boroughs to deliver on their key priorities locally, whilst also saving scarce resources.

Building on the success of the established West London Supported Internships programme, which helps learners with mild to moderate learning disabilities into gainful employment, the NHS has agreed to provide new funding, through the West London Skills Board, to expand its engagement with the programme. This will potentially enable many hundreds of additional people with learning disabilities to find employment within the Health and Social Care sector, whilst also filling skills the gaps that are a risk to the quality of local service delivery.

Finally, through the West London Orbital scheme, TfL have provided and resourced a team throughout the previous year. The skills and resource required to do this are scarce within local government, and were unlocked predominantly by the WLA boroughs previous work on this scheme. It also demonstrates the maturity of the West London Alliance partnership and the ability of WLA boroughs to have significant credibility at the London level in relation to major infrastructure schemes.

Engaging with our partners: Emerging priorities for 2019 and beyond

In November 2018 the Economic Prosperity Board considered an overview of emerging themes and priority areas that could form part of its future work plan, subject to a further and more systematic process of engagement throughout the first half of 2019 with wider partners and stakeholders.

This process of engagement will ensure the closest possible alignment between borough and sub-regional priorities, the emerging messages from London and national government about the Local Industrial Strategy and its associated funding, and the priorities of local employers and investors. A more developed work plan will be returned to a future WLEPB following this process of engagement over the Spring of 2019:

- Scaling up using devolved Business Rates resources the successfully evaluated skills pilots, particularly Skills Escalator, Opportunities for Young People and other productivity-related projects so that thousands of people are able to progress in meaningful work.
- Identifying future major infrastructure schemes: transport, digital or otherwise that will have the biggest impact unlocking future growth.
- Delivering the new jobs and homes associated with West London Orbital and any other major transport infrastructure programmes
- Delivering the West London high speed broadband investment programme with TfL and the GLA and identifying options to further scale it up.
- Focusing on “Good Growth” and ensuring that everyone is able to benefit from economic development, no matter what their background or circumstances.
- Working with businesses and London government to develop pooling arrangements for the Apprenticeship Levy, and to strengthen the way the pool is used to meet the needs of businesses and residents.
- Maximising the impact of the devolution of the Adult Education Budgets with the GLA and London Councils
- Attracting external funding that allows land for housing to be unlocked e.g. in relation to master planning, land assembly or change of use.
- Strengthening the role of public sector supply chains in relation to skills and employment, e.g. through London Living Wage, ESOL and the Apprenticeship Levy.
- Ensuring West London gains maximum benefit from the future UK Shared Prosperity Funding, which is expected to replace European funding arrangements in 2019.
- Information, Advice and Guidance (IAG) in schools joined up to support improved career progression and to address skills gaps, in particular through adopting the Gatsby benchmarks for careers advice.
- Supporting high potential business through the Capital West London programme and West London Business to grow by helping them to trade abroad, particularly for high-growth sectors.

- Supporting boroughs to help businesses to create affordable workspaces that benefit local and high potential businesses.
- Developing processes to ensure West London is highly responsive to inward investment leads and maintains a strong reputation as ‘open for business’ and effective public/private partnership.

CASE STUDY 1: delivering the orbital transport infrastructure West Londoners need

This time in 2018 the West London Orbital railway was an shared ambition of West London boroughs, and the objective was to have it included in the wider list of London infrastructure priorities.

Now, that scheme forms a significant part of the final Mayor’s Transport Strategy, the draft London Plan, and TfL’s recently published Five-Year Business Plan. The boroughs through which the route runs have embedded the scheme within their local plan consultations and a range of external organisations, including the London Chamber of Commerce and Industry and London First have also indicated their support.

A significant amount of work is yet to be done in order to bring the line to reality by 2026, against the context of an extremely challenging financial and economic context, particularly for TfL which no longer has a Government subsidy and is experiencing falling passenger revenue, however 2018 was one of continued progress and the scheme continues to move forward.

The “West London Orbital” Railway – from the Mayors Transport Strategy 2018



CASE STUDY 2: E-Bikes in West London

In June 2018 west London boroughs, through the WLA and supported by TfL began an innovative trial with electric bikes. The project aims to explore the role of e-bikes in the shift to sustainable transport, including their potential to improve employees' health and to increase accessibility to active travel. e-bikes were loaned to Harrow and Hounslow Councils, as well as a range of other organisations across West London, including a sports charity and a college, for their staff to try.



So far the bikes are proving extremely popular across a range of uses, departments and industries. The Harrow Parking Enforcement team found the e-bike so useful for their journeys around the borough that they have now purchased one of their own. Another staff member, who previously commuted on two buses, tried an e-bike and bought his own after discovering its speed and convenience.

Each bike is fitted with a GPS tracker, which – along with an online survey – is demonstrating the wide range of roles that e-bikes can play. We have heard from employees who are older or who have long-term health conditions but are able to cycle again using the e-bikes. The trial will continue until summer 2019, when we will report on the project and examine what it reveals about the role of e-bikes in encouraging West London's employees to try healthier and more sustainable modes of transport

CASE STUDY 3: West London Supported Internship Fair: 7 February 2019, West London College

Over 500 visitors attended the Supported Internship Fair which showcased the range of opportunities for young people with Special educational needs and disabilities In West London. “There was so much enthusiasm circulating in the room, it really made me feel that there is a brighter future out there for SEND young people”. This 4th annual Fair is growing every year and is held in a partnership with West London College and local employers.



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4. Delivering the Vision – Committee Scorecard

This scorecard based on the objectives set out in the West London Vision for Growth, September 2016.

1. Productivity, Skills and Employment

Activity	Progress	Narrative
Undertake Area Review of Further Education provision, based on best possible labour market forecasting	Complete	Area review completed. The review process has influenced the scope and composition of the West London Skills Commissioning Board, and resulted
Finalise skills devolution deal – Strategic Investment Pool	Under Way	The devolution of the Adult Education Budget (AEB) to London continues, with engagement from West London and London Councils to shape how it is used. In addition, WLA Borough also won £3.4m of devolved business rates monies to support a range of skills programmes in Autumn 2018.
Complete the current employment pilots for Working People Working Places, the Skills Escalator, and the Mental Health Trailblazer	Complete	All TCA pilots underway. Initial evaluation for Skills Escalator completed and being used to influence GLA strategy and borough approaches. SIP Resources is allowing Skills Escalator and Opportunities for Young People to be scaled up across West London.
Lead design work and commissioning of the Work and Health programme to maximise opportunities for people in West London from all backgrounds to gain employment and secure housing.	Under Way	Service procured and due to launch 28 th February 2018. Annual performance reports being presented to the WEPB, the next due in September 2019
Support development of a West London Apprenticeship Training Agency	Under Review	Since this action was developed, work on making the most of the Apprenticeship Levy has increasingly focused on working across borough boundaries to ensure the Levy is spent to benefit local people rather than clawed back by Government. This shift in emphasis means this action is no longer the correct course to pursue. This will be fully reflected in the refreshed Vision for Growth.

3. Infrastructure & Planning

Activity	Progress	Narrative
Model the current and future costs to the economy associated with inadequate orbital transport infrastructure and identify cost effective solutions	Complete	Completed in March 2017 by Regeneris. Findings informed approach to orbital transport and subsequent inclusion of the West London Orbital into the Mayor's Transport Strategy and the Draft London Plan.
Influence content of forthcoming Mayor's Transport Strategy the Sub-Regional Transport Plan	On track	WLA boroughs, by working together, have strongly influenced the content of London Strategy, particularly in relation to the West London Orbital Scheme, which is now included in Proposal 88 of the MTS and Table 10.1 of the Draft London Plan.
Compare the boroughs' work on "Smart Cities" and Open Data to identify opportunities and issues that are best addressed sub-regionally	On Track	West London Boroughs were awarded £7.7m from the Strategic Infrastructure Pool to deliver a programme of High Speed Fibre installation in partnership with TfL. This programme will also unlock a range of other smart cities opportunities that will

4. Boosting Housing Supply

Activity	Progress	Narrative
Develop and initiate delivery of the One Public Estate Programme to create space for housing and employment	On track	Successful joint bid secured the largest cash award in the country to bring forward sites; re-scoping completed with partners in line with grant award and recruitment to OPE coordinator planned. A range of practical outputs are coming out of this programme now, including planning briefs for several major housing opportunities.
Work with the Old Oak Common and Park Royal Development Corporation (OPDC) to deliver significant levels of new housing.	Underway	Discussions ongoing with OPDC in relation to master planning, strategic planning, transports, skills and housing.
Explore opportunities to give councils first refusal on buying land for housing at the existing value when other parts of the public sector are selling it.	Under Review	The intention underpinning this goal has been superseded by work to unblock housing on public land via the One Public Estate Programme. This will be reflected in a refreshed future Vision for Growth.
Engage with the delivery of wider housing devolution in London and consider a West London development vehicle if required as part of the devolution	Under Review	Devolution of some elements of housing supply, particularly social housing continues to be devolved and that work is continuing. At the Pan-London-level boroughs decided not to pursue a housing vehicle at this stage in the first part of 2018.

4.A Competitive Economy

Activity	Progress	Narrative
Modelling past, present and projected Business Rate bases by borough across the sub-region to inform coordinated response to Business Rates devolution. Understand options for sub-regional pooling and redistribution of business rates. Align with existing national and London work on BR and wider fiscal devolution	Complete	West London boroughs submitted three bids via the West London Economic Prosperity Board in May 2018. Two of these bids were successful, resulting in WLA boroughs securing the largest cash amount of SIP funding of any London sub-region - £11.13m.
Review approaches to inward investment and agree scope of work.	On track	Since Launch in March 2018, this programme, called Capital West London, has secured support from a wide range of public and private sector partners, and is driving investment inquiries to borough contacts to be taken forward. The Growth Summit in October 2018 was attended by over 200 guests including deputy mayors, investors, developers and major employers.
Align existing West London Procurement Strategy with Vision for Growth, particularly in relation to supporting local businesses	To be included in future priorities	This is an area for further future focus, including supporting councils and large local employers to support improved local outcomes via apprenticeships, supporting local businesses to win contracts from local public services, and supporting use of the London Living Wage.
Identify approaches to supporting economic and business growth through developing closer partnerships between universities and business.	On Track	This work has been incorporated into the inward Investment and Trade programme via the Capital West London programme, which includes representation from both the University and Further Education Sectors.
Map available workspace by use class and project this into the future based on development pipelines. Assess this against anticipated future growth sectors and mitigate the impacts of permitted development. Align with GLA incubator space project	On Track	Chief Planning Officers are jointly commissioning a range of studies using externally secured resources, including an assessment of available and needed employment land, and an identification of affordable workspace needs for local high-potential businesses. Expected to be completed by Summer 2019.



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

November 2018 – March 2020

Contact: Keith Fraser, Email: Fraserk@ealing.gov.uk, Tel: 0208 825 7497

Title of Report	Overview of decision	Report Of (<i>officer</i>)
20 November 2018		
External Speaker	The Rt. Hon the Lord Blunkett, Chair of the Heathrow Skills & Employment Task Force	The Rt. Hon the Lord Blunkett
Future priorities	TO CONSIDER a proposal for refreshing and possibly aligning the Growth, Employment and Skills programme with the priorities as set out in the Government's Industrial Strategy	Paul Najsarek, LB Ealing
Orbital Rail Outline Case	TO NOTE a detailed report setting out the emerging findings from the outline case and possible next steps in the programme.	Amar Dave, LB Brent
Strategic Investment Pool (SIP) – delivery and future rounds	TO NOTE the delivery timelines for the successful SIP bids, and TO NOTE emerging arrangements for a possible second SIP round in 2019.	Paul Najsarek, LB Ealing
Capital West London performance report	TO UPDATE the committee on progress delivering the service and the forward plan for the coming year.	Luke Ward, WLA
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chair
27 February 2019		
External Speaker	Chair of London First, Paul Drechsler CBE to discuss a range of issues including business priorities, Brexit, and infrastructure	Paul Drechsler, CBE
Brexit Analysis	TO NOTE emerging factual economic trends relating to Brexit	Luke Ward, WLA
Orbital Rail Outline Case Progress Review	TO NOTE progress towards the outline business case produced by WLA boroughs and TfL to bring forward this scheme.	Amar Dave, LB Brent
One Public Estate (OPE)	TO AGREE next steps progressing the West London OPE programme	Paul Najsarek, LB Ealing

Title of Report	Overview of decision	Report Of (<i>officer</i>)
Chair's Review of the Year/Annual Report	TO AGREE the committees annual report and forward plan	Paul Najsarek, LB Ealing
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chair
19 June (TBC)		
External Speaker	TBC	TBC
Orbital Rail Outline Case	TO AGREE next steps in relation to the outline business case produced by WLA boroughs and TfL to bring forward this scheme and agree next steps	Amar Dave, LB Brent
Strategic Investment Pool (SIP) – delivery and future rounds	TO NOTE progress delivering the successful SIP bids, TO NOTE emerging arrangements for a possible second SIP round in 2019 and .	Paul Najsarek, LB Ealing
Local Industrial Strategy	TO AGREE priorities and next steps in relation to West London borough engagement with London and national Government in relation to the LIS and associated funding opportunities	Paul Najsarek, LB Ealing
Refreshing the Vision for Growth	TO AGREE the emerging priorities and timeline for the future Vision for Growth, including a comprehensive approach to partner engagement and messaging.	Luke Ward, WLA
Apprenticeship Levy and AEB Devolution	TO IDENTIFY actions in relation to the Apprenticeship Levy and the devolution of Adult Education Budgets in London	TBC
Capital West London performance report	TO UPDATE the committee on progress delivering the service and the forward plan for the coming year.	Luke Ward, WLA
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chair

Title of Report	Overview of decision	Report Of (<i>officer</i>)
18 Sep 2019 (TBC)		
External Speaker	TBC – suggestions from the Committee welcome	TBC
Orbital Rail Progress and next steps	TO NOTE the outline business case produced by WLA boroughs and TfL to bring forward this scheme.	Amar Dave, LB Brent
Report of the West London Skills Board	TO NOTE the progress made by the West London Skills Board over the previous year,	TBC
Vision for Growth Refresh	TO AGREE, subject to final comment, the refreshed Vision for Growth	Luke Ward, WLA
Work & Health Programme performance update and next steps	TO NOTE the report updating on the progress of these two programmes	Paul Najsarek, LB Ealing
Strategic Infrastructure Pool	AT AGREE any actions required as part of the delivery of the SIP process, as well as in relation to Round Two SIP funding for 2019/2020.	Luke Ward, WLA
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chair
20 November 2019 (TBC)		
External Speaker	TBC – suggestions from the Committee welcome	TBC
Orbital Rail Progress and next steps	TO NOTE the outline business case produced by WLA boroughs and TfL to bring forward this scheme.	Amar Dave, LB Brent
Infrastructure Priorities	TO NOTE work being undertaken by boroughs to identify future Infrastructure Priorities and	Luke Ward, WLA

Title of Report	Overview of decision	Report Of (<i>officer</i>)
Capital West London performance report	TO UPDATE the committee on progress delivering the service and the forward plan for the coming year.	Luke Ward, WLA
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chair
26 Feb 2020 (TBC)		
External Speaker	TBC	TBC
Orbital Rail Progress and next steps	TO NOTE the outline business case produced by WLA boroughs and TfL to bring forward this scheme.	Amar Dave, LB Brent
Capital West London performance report	TO UPDATE the committee on progress delivering the service and the forward plan for the coming year.	Luke Ward, WLA
Chair's Review of the Year/Annual Report	TO AGREE the committees annual report and forward plan	Paul Najsarek, LB Ealing
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chair

