

West London Economic Prosperity Board

Agenda

Wednesday, 17 February 2021 at 2.00 pm

This meeting will be held remotely – you can watch it live on YouTube:
youtu.be/kvH6osbo00U

MEMBERSHIP

Councillor Stephen Cowan - Chair (Hammersmith & Fulham)
Councillor Dan Thomas (Barnet)
Councillor Muhammed Butt (Brent)
Councillor Julian Bell (Ealing)
Councillor Graham Henson (Harrow)
Councillor Steve Curran (Hounslow)

CONTACT OFFICER: David Abbott
Head of Governance
Governance and Scrutiny
☎: 07776 672877
E-mail: david.abbott@lbhf.gov.uk

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the [H&F YouTube channel](#)

Date Issued: 09 February 2021

West London Economic Prosperity Board Agenda

17 February 2021

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West London Economic Prosperity Board Minutes

Friday 3 July 2020

NOTE: This meeting was held remotely

PRESENT

Members

Councillors Stephen Cowan (Chair, Hammersmith & Fulham), Julian Bell (Ealing), Graham Henson (Harrow), and Shama Tatler

Other Attendees

Councillor Helen Rowbottom (Hammersmith & Fulham), John Hooton (Barnet), Paul Najsarek (Ealing), Tony Clements (Hammersmith & Fulham), Niall Bolger (Hounslow), Cath Shaw (Barnet), David Francis, Benaisha Daruwalla, Matin Miah (West London Alliance), Andrew Dakers (West London Business)

1. APOLOGIES FOR ABSENCE

Apologies were received from Councillors Curran (Hounslow), Rajawat (Hounslow), Thomas (Barnet), and Butt (Brent)

2. ROLL-CALL AND DECLARATIONS OF INTEREST

Attendance (listed above) was confirmed by roll call. There were no declarations of interest.

3. MINUTES OF THE PREVIOUS MEETING

The previous meeting held on 26 February 2020 was inquorate so notes of the meeting were circulated.

RESOLVED

The notes of the previous meeting were agreed as an accurate record.

4. WEST LONDON ECONOMIC RECOVERY - EVIDENCE AND EMERGING ACTION PLAN

Niall Bolger (Hounslow) introduced the item and noted that the report was in response to the extreme economic impact of the Covid-19 pandemic.

The Board had commissioned Oxford Economics to look at the impact of the pandemic to inform the economic recovery of West London, along with the latest London Economic Outlook published by the Greater London Authority and the most recent data on the economic impacts of Covid-19 locally, regionally and nationally.

He commented that the recommendations and actions in the report were practical, deliverable, and achievable – but they required Government support.

The Chair thanked everyone involved for producing the report. He echoed a point in the paper that the goal was not just to return to ‘normal’ – but rather to a better, greener, and fairer society.

Cath Shaw (Barnet) covered the report’s findings and recommendations in detail. She noted that the data showed that West London would be the worst affected London region, partly due to Heathrow and its network of smaller businesses.

The paper contained ‘priority asks’ in three areas:

- Build on our strengths – Heathrow, Imperial, White City, housing and growth delivery – and scaling up existing initiatives like the Skills Escalator
- Flexing existing funding streams – The apprenticeship levy, Community Infrastructure Levy, Section 106 funding, and aviation funding streams could be used creatively to support communities
- Invest in the future – London needed to position itself as crucial for economic recovery for the UK.

Members made the following points:

- Furlough numbers in the region were considerable and there was a cliff edge in October. We should strengthen the ask to Government here.
- There was concern that the upcoming planning reforms (i.e. converting commercial into residential) would have a negative impact on high streets.
- An issue was raised around small businesses that didn’t have access to credit. Could we provide grants or interest free loans?
- The Government seemed to be overlooking established economic development and investment structures like the Economic Prosperity Board, Hammersmith & Fulham’s Industrial Strategy Board, and the Mayor of London’s Recovery Board.

The Chair noted that the Government had only allocated London £22m of the £900m recovery fund, despite London being the engine of the UK economy.

London's recovery was essential for the economic wellbeing of the Country as a whole.

Councillor Bell commented that the recovery should address the climate emergency – adding that the lockdown had given many people a new appreciation of clean air and the parks and green spaces in their local communities. There was an opportunity around retrofitting buildings which would address the climate emergency, support low carbon housing, and create new jobs.

Andrew Dakers (West London Business) addressed the Board and said he welcomed the recovery plan and the practical focus of the actions and recommendations.

John Hooton (Barnet) also welcomed the report and made the point that the Treasury's investment in the economy to support this recovery should also support the shift to a low carbon economy.

The Chair summarised the discussion and said there was a strong consensus across region about how we lift this economy. He expressed disappointment over the small amount of money given to London as part of the recovery fund said and the Board should redouble its efforts to lobby Government on this issue.

Cath Shaw noted that the region needed to be prepared for both when funding came through and when the furlough scheme ended in October.

The Chair asked if members agreed to hold more regular meetings during this period, with the next meeting to be held in August. Members unanimously agreed.

He suggested that a meeting be held to discuss how to lobby the Government. The region needed to make strong economic arguments about how investing in London gives a greater return for the whole Country.

Councillor Helen Rowbottom (Hammersmith & Fulham) suggested taking the report to the Industrial Strategy Board for buy-in from them.

RESOLVED

1. To note the actual and forecast economic impact of Covid19 on West London.
2. To consider and agree the direction of travel for the West London economic recovery planning work.
3. To endorse the emerging package of 'offers and asks' outlined in the report, and delegate authority to officers of the West London Alliance and member boroughs to work with partner organisations to refine this package and seek to influence Government and others to ensure its effective delivery.

5. **DATES OF FUTURE MEETINGS**


It was agreed that dates would be circulated after the meeting.

Meeting started: 11.00 am

Meeting ended: 11.45 am

Chair

Contact officer: David Abbott
Head of Governance
Governance and Scrutiny
E-mail: david.abbott@lbhf.gov.uk

| | |
|---|--|
|  | <p style="text-align: center;">West London Economic Prosperity Board</p> <p style="text-align: center;">17 February 2021</p> |
| <p>Title</p> | <p>Data to inform economic recovery</p> |
| <p>Report of</p> | <p>David Francis – Director, West London Alliance</p> |
| <p>Status</p> | <p>Public</p> |
| <p>Sponsor</p> | <p>Cllr Stephen Cowan, Leader, LB Hammersmith & Fulham and Chair, West London Economic Prosperity Board</p> |
| <p>Urgent</p> | <p>No</p> |
| <p>Enclosures</p> | <p>Annex One: Presentation on economic data indicators.</p> |
| <p>Officer Contact Details</p> | <p>David Francis, Director, West London Alliance (francisd@ealing.gov.uk)</p> |

| Summary |
|---|
| <p>This report and the accompanying presentation outlines for the Board's information work underway to develop a data dashboard of economic indicators at the sub-regional level to inform delivery of the Build and Recover plan and understand key areas of focus as the economic impact of the pandemic evolves.</p> <p>It presents both data which can be collected from published sources - sub-regionally and at borough level - and includes opportunities to draw on new work undertaken at London level by GLA Economics to analyse and present relevant data previously unavailable to or not readily accessible to boroughs.</p> |
| Recommendations |
| <p>Leaders are asked to:</p> <ol style="list-style-type: none"> Note and comment on the proposed approach to develop a dashboard of economic indicators to inform delivery of the Build and Recover plan. |

1. WHY THIS REPORT IS NEEDED

- 1.1 To support delivery of the activity set out in the Build & Recover plan, access to economic data is important. This report sets out emerging thinking on how best to compile a dashboard of economic indicators for the Board to note and comment on.

2. EXISTING AVAILABLE ECONOMIC DATA

- 2.1 The presentation at Annex One details various economic datasets to supplement public health data monitoring the impacts of Covid and the headline numbers covering out of work benefit claimant numbers, unemployment and numbers on furlough in West London.
- 2.2 It also covers economic data being made available at the London level by GLA Economics, mostly at the borough level, to supplement other publicly available data to boroughs including:
- Google mobility data visualisation showing how movement in London has been affected by Covid-19 restrictions;
 - Detailed TfL network demand data;
 - Various measures of high street busy-ness covering footfall, spend and public perceptions.

3. PRESENTING AND MONITORING ECONOMIC DATA AT THE WEST LONDON LEVEL

- 3.1 Drawing together the various datasets above and exploring other potential, longer term measures, the presentation attached at Annex One sets out a proposed framework for a dashboard collating indicators across the domains of 'people', 'business' and 'place' relating to the themes of the Build and Recover plan.
- 3.2 This Board is asked to note and comment on the dashboard as a framework for understanding the economic impact of the pandemic in West London and to inform delivery of the Build and Recover plan.

4. REASONS FOR RECOMMENDATIONS

- 4.1 A clear understanding the changing economic impact of the pandemic on West London through use of relevant and timely economic data will help steer and focus the delivery of activity set out in the Build and Recover plan. Compiling a dashboard of indicators is the proposed way of doing that.

5. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

5.1 N/A

6. POST DECISION IMPLEMENTATION

6.1 Subject to this Board's view, officers will refine and build a dashboard of economic indicators to inform delivery of the Build and Recover plan.

7. IMPLICATIONS OF DECISION

7.1 Corporate Priorities and Performance

- This report supports delivery of activity set out in the agreed Build and Recover plan.

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

- It is anticipated that work to develop a dashboard of economic indicators to inform delivery of the Build and Recover plan will be undertaken at this point through existing, funded officer time, both within the core West London Alliance team and with relevant officers in West London authorities – supported by GLA Economics.

7.3 Social Value

- There is indirect social value from having timely and relevant economic data to steer delivery of the Build and Recover plan in that many of its aims directly address economic and social benefits to West London's communities.

7.4 Legal and Constitutional References

- This work falls within the following sections of the WLEPB's Functions and Procedure Rules:
 - Representing the participating local authorities in discussions and negotiations with regional bodies, national bodies and central government on matters relating to economic prosperity for the benefit of the local government areas of the participating authorities.
 - Representing the participating authorities in connection with the Greater London Authority, London Councils and the London Enterprise Panel, for the benefit of the local government areas of the participating authorities, in matters relating to the economic prosperity agenda.
 - Representing the participating local authorities in discussions and negotiations in relation to pan-London matters relating to economic prosperity.
- The Joint Committee's role and purpose on behalf of the Participating Boroughs relates to ensuring appropriate, effective and formal governance is in place for the purposes of delivering the West London Vision for Growth and advancing Participating Boroughs' aspirations for greater economic prosperity

in West London, including promoting “the Economic Prosperity Agenda”, in partnership with employers, representatives from regional and central government, and education and skills providers.

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

7.5 Risk Management

- This report will support the West London Economic Prosperity Board to oversee successful delivery of the Build and Recover plan and its aims.

7.6 Equalities and Diversity

- Equalities have been considered and embedded within the proposed set of economic indicators for steering delivery of the Build and Recover plan to help ensure West London’s economic recovery is an inclusive recovery, benefiting those most impacted by the economic impact of the pandemic.

7.7 Consultation and Engagement

- 7.8 The proposed dashboard of economic data indicators is being discussed by the West London Economic Recovery Taskforce at its February meeting and input from that meeting will help to shape it as it develops.

8. BACKGROUND PAPERS

Annex One: Presentation on economic data indicators.

Data to inform economic recovery

West London Economic Prosperity Board
17 February 2021

West London Alliance Boroughs – headline figures (2019)



ONS and PHE reports on COVID impacts

Personal & Economic Wellbeing

ONS, Jan 2021

Personal well-being quarterly estimate published on 4 Feb 2021, using Annual Population Survey (APS)

60% more likely to be furloughed if income under £10K

35% more likely to be furloughed if under 30

52% in top income quintile continued to be paid in full

9 million borrowed more money & proportion borrowing £1K or more increased from 35% to 45% since June 2020.

Social impacts on different ethnic groups

ONS, December 2020

27% from black backgrounds in financial difficulty compared with 10% for most white groups

White Irish more likely than most other groups to report increase in loneliness or continuing to feel lonely often.

Indian ethnic group greater difficulty with sleep and higher scores than other groups on self-reported mental health difficulties.

"Financial resilience was lower among black African or other black households before the pandemic, for example, which would explain why these groups found it harder to manage financially during lockdown. Perhaps unsurprisingly, mental health deteriorated across most ethnic groups during lockdown." (Glenn Everett, Deputy Director, Sustainability & Inequalities Division)

Review of disparities and outcomes

PHE, June 2020

Highest rates of COVID-19 per 100,000 found in Black ethnic groups (486 in females and 649 in males) and lowest was White ethnic groups (220 in females and 224 in males).

Bangladeshi group twice risk of death compared to people of White British.

Between 10 and 50% higher risk of death for Chinese, Indian, Pakistani, Other Asian, Caribbean and Other Black ethnicity when compared to White British.

In previous years all-cause mortality rates are lower in Asian and Black ethnic groups.

Latest headline unemployment and furlough data for West London

- Out of work benefit claimant count at end Dec 2020 up by 75,125 in West London boroughs since Mar 2020.
- Average unemployment rate at end Dec 2020 of 8.6% across West London boroughs, up 5.5 percentage points since March 2020 – higher than rates across London as a whole (8.2 %) and UK (6.3%).
- Latest furlough data (to end Dec 2020): 168,200 in West London - 16% of 'eligible employments' compared to 15% in London as a whole and 13% across the UK.

GLA Economics

As of 11 January 2021 the dashboard includes:

- CJRS/SEISS furlough take-up rates [Borough level]
- Universal Credit [Borough level]
- JSA claimants [Borough level]
- Google mobility counts [sub-regional]
- Home working [Borough level]

Google Mobility data visualisation

- Borough-level visualisation of [Google's mobility data](https://data.london.gov.uk/dataset/google-mobility-by-borough) at <https://data.london.gov.uk/dataset/google-mobility-by-borough>.
- Evidence of how movement in London has been affected by control measures for COVID-19 and how much they recovered once those measures were eased.

TfL Network Demand data

- Data from Oyster/contactless payments to provide an overall picture of Londoners travelling across the tube and bus network. C
- Can be viewed by mode (tube/bus) and location (filtered by station name or station type). View the dashboard [here](#).

As of 11 January 2021 High Street/busyness data includes:

- Footfall data –
- Origin / Destination data – Oct 2020.
- Mobility index by borough – Feb 2020 to present for 6 common location types:
 - retail and recreation
 - grocery and pharmacy
 - parks
 - transit stations
 - workplaces
 - residential
- Spend data – 2018 to present. Mastercard, aggregated to High Street / Town Centre level
- Polling data
 - Latest research on London public attitudes and behaviours in relation to the coronavirus outbreak. Includes results of a tracker poll which asks respondents the same questions each week to monitor how responses change over time.

Metro Dynamics – supporting London Councils

Commissioned by
London Councils to:

1. Reframe London narrative
2. Strengthen partnership working and collaborative economic governance
3. Develop a London recovery deal

Current phase: evidence gathering




Outputs

A workshop with relevant partners on the development of economic recovery scenarios.


Co-produced output(s)

A cohesive evidence base on the impacts of COVID-19 on London's economy, linking together dashboard and scenario modelling work with assessment of London's challenges and opportunities.

WLA Build & Recover Dashboard – Core Measures

| PEOPLE | BUSINESS | PLACE |
|--|---|---|
| <ul style="list-style-type: none"> Skills & Employment Aviation Communities | <ul style="list-style-type: none"> Entrepreneurs & Micro Businesses Growth Sectors | <ul style="list-style-type: none"> Town Centres Housing & Infrastructure |
| Green Recovery | | |
| Inclusion and BAME Equality | | |
|  | | |
| FREQUENT – WEEKLY OR MONTHLY | | |
| <ul style="list-style-type: none"> Out of work benefit claimants Long term unemployment rate Earnings/London Living Wage Job Retention & Job Support Scheme (employee numbers) Universal Credit Claimants BAME participation in support programmes and skills offer. Polling data | <ul style="list-style-type: none"> Redundancies Business births (& sectors) Business survival rates Inward investment Office Vacancy rates | <ul style="list-style-type: none"> Footfall (resident, workers, visitors) Local spend/credit card data Rough sleeper count Housing benefits claim Planning applications / delivery TfL Network data Google mobility data |
| LONGER TERM | | |
| <ul style="list-style-type: none"> BAME inequality measures ONS Annual Wellbeing survey Other measures? | <ul style="list-style-type: none"> GVA Knowledge Economy employees Other measures? | <ul style="list-style-type: none"> Net Zero road map Other measures? |

Agenda Item 4

| | |
|---|---|
|  | West London Economic Prosperity Board 17 February 2021 |
| Title | Approach to influencing and communication in support of the Build and Recover plan |
| Report of | David Francis – Director, West London Alliance |
| Status | Public |
| Sponsor | Cllr Stephen Cowan, Leader, LB Hammersmith & Fulham and Chair, West London Economic Prosperity Board |
| Urgent | No |
| Enclosures | N/A |
| Officer Contact Details | David Francis, Director, West London Alliance (francisd@ealing.gov.uk) |

| Summary |
|--|
| <p>The agreed West London Build and Recover economic recovery strategy sets out:</p> <ul style="list-style-type: none">• What West London local authorities commit to do collectively to enable economic recovery across the sub-region, within existing resources and powers.• Additional tools, resources and flexibilities required to optimise and enhance that recovery to benefit our communities and UK-wide recovery. <p>Influencing government and others to focus attention on the specific challenges faced by West London - and the opportunities which could be unlocked by doing so - is central to the Build & Recover plan.</p> <p>This report outlines a proposed approach to influencing and communicating to support delivery of the Build and Recover plan, and invites the Board's comments and suggestions.</p> |
| Recommendations |

Leaders are asked to:

Note and comment on the proposed approach to influencing and communications associated with the Build and Recover plan.

1. WHY THIS REPORT IS NEEDED

- 1.1 To enable delivery of the objectives outlined in the agreed Build and Recover economic recovery strategy there is a clear need to attract and maximise support and investment. This means reaching the right people with the right message at the right time.
- 1.2 Since the Build and Recover plan was published in September 2020 the backdrop of the second wave of the pandemic and the broader focus of government on the 'levelling up' agenda have made communicating the needs of London and West London vis a vis economic recovery markedly more challenging.
- 1.3 Working with partners across London we need to redouble our efforts to make the case for 1) the specific additional support our communities need and 2) investment required to allow West London to maximise its potential as an economic driver to support economic recovery in London and the UK more widely.

2. WORKING AS PART OF A PAN-LONDON APPROACH

- 2.1 London Councils, working closely with the GLA and with direct input from Boroughs and sub-regions, have commissioned Metro Dynamics to help with the development of a London economic recovery narrative and the case for a 'London recovery deal'.
- 2.2 The commission will help to reframe London's 'story' based on evidence of the economic impact of the pandemic and will propose specific interventions and projects to support recovery. It will inform the case for a London recovery deal with government, supplementing and complementing longer term work underway through the London Recovery Board.

3. SUGGESTED NEXT STEPS FOR A SPECIFIC WEST LONDON APPROACH TO INFLUENCING

- 4.1 To supplement the London level work outlined above a multi-pronged approach to influencing is proposed, which will be reviewed and developed as work at the London level progresses. This approach includes:
 - a) Briefing those members sitting on both the West London Economic Recovery Taskforce and the London Recovery Board on key West London issues
 - b) Feeding into the Economic Recovery Workstrand reporting into the London Recovery Board (via Niall Bolger, CE of LB Hounslow and Lead CE for WLA economic recovery)

- c) A West London specific influencing strategy, drawing on communications resource and expertise from public and private sector organisations represented on the West London Economic Recovery Taskforce.
- d) Engagement with London & Partners, including in relation to growth sector activity e.g. proposal to develop a West London Innovation District and work to support growth of the screen industries in West London.
- e) Ensuring wider West London links into communications work being undertaken on behalf of the London Borough of Hounslow on issues facing aviation communities nationally.
- f) Continuing and building on senior engagement with central government, specifically HM Treasury and MHCLG officials.

4.2 It is proposed that the approach outlined at 4.1 is reviewed in mid-March and this ties in with a review of sub-regional inward investment promotion needs, under the Capital West London contract.

4. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

4.1 An alternative option would be to rely on a more passive approach to influencing, either relying on London-level activity to meet West London's needs or for such activity to be dealt with at the individual borough level. Neither is recommended given the cross-borough and West London specific economic impacts of the pandemic, suggesting both West London input into London approaches and a sub-regional approach are a preferable course of action.

5. POST DECISION IMPLEMENTATION

5.1 Subject to input from Members at this meeting, officers will pursue the approach outlined above, reporting back to this Board's next meeting on progress and how the approach is evolving.

6. IMPLICATIONS OF DECISION

6.1 Corporate Priorities and Performance

- This report relates directly to the delivery of the agreed West London Build & Recover economic recovery strategy.

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

- It is anticipated that work to develop approaches to influencing will be undertaken at this point through existing, funded officer time, both within the core West London Alliance team and with relevant officers in West London authorities.

6.3 Social Value

- There is indirect social value from any approach to influencing and communications related to the Build and Recover plan in that many of its aims directly address economic and social benefits to West London's communities.

6.4 Legal and Constitutional References

- This work falls within the following sections of the WLEPB's Functions and Procedure Rules:
 - Representing the participating local authorities in discussions and negotiations with regional bodies, national bodies and central government on matters relating to economic prosperity for the benefit of the local government areas of the participating authorities.
 - Representing the participating authorities in connection with the Greater London Authority, London Councils and the London Enterprise Panel, for the benefit of the local government areas of the participating authorities, in matters relating to the economic prosperity agenda.
 - Representing the participating local authorities in discussions and negotiations in relation to pan-London matters relating to economic prosperity.
- The Joint Committee's role and purpose on behalf of the Participating Boroughs relates to ensuring appropriate, effective and formal governance is in place for the purposes of delivering the West London Vision for Growth and advancing Participating Boroughs' aspirations for greater economic prosperity in West London, including promoting "the Economic Prosperity Agenda", in partnership with employers, representatives from regional and central government, and education and skills providers.
- The purpose of the Joint Committee will be collaboration and mutual 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.

6.5 Risk Management

- This report will support the West London Economic Prosperity Board to oversee successful delivery of the Build and Recover plan and its aims.

6.6 Equalities and Diversity

- As the Build and Recover plan focuses on ensuring that West London's economic recovery is an inclusive recovery, benefiting those most impacted by the economic impact of the pandemic, the proposed approach to


influencing and communication will assist in promoting equalities and diversity across the sub-region.

6.7 Consultation and Engagement

- 6.8 The proposed approach to influencing was discussed by the West London Economic Recovery Taskforce at its February meeting and input from that meeting will help to shape it as it develops.

7. BACKGROUND PAPERS

None

| | |
|---|--|
|  | <p style="text-align: center;">West London Economic Prosperity Board</p> <p style="text-align: center;">17 February 2021</p> |
| <p>Title</p> | <p>Update on approach to Green Recovery</p> |
| <p>Report of</p> | <p>Paul Walker, Corporate Director – Community, London Borough of Harrow and Chair of West London Environment Directors’ Board</p> |
| <p>Status</p> | <p>Public</p> |
| <p>Sponsor</p> | <p>Cllr Julian Bell, Leader, LB Ealing (and sponsor of green recovery strand of Build and Recover work)</p> |
| <p>Urgent</p> | <p>No</p> |
| <p>Enclosures</p> | <p>Annex One: Presentation on Update on Approach to Green Recovery</p> |
| <p>Officer Contact Details</p> | <p>David Pack, Head of Economy & Skills (interim), West London Alliance (packd@ealing.gov.uk)</p> |

| Summary |
|--|
| <p>This report and the accompanying presentation set out progress on elements of the green recovery strand of the Build and Recover plan.</p> |
| Recommendations |
| <p>Leaders are asked to:</p> <ol style="list-style-type: none"> Note and comment on the progress presented on the green recovery strand of the Build and Recover plan. |

1. WHY THIS REPORT IS NEEDED

- 1.1 ‘Green recovery; is a discrete strand of the work sitting under the Build and Recover plan but it also cross-cutting in nature, with activity under various other themes of work supporting it. This report and the accompanying presentation set out, following an initial presentation of the general approach to the West London Economic Recovery Taskforce, updates on specific

elements of this strand of the Build and Recover plan to ensure this Board is abreast of its development.

2. BACKGROUND TO GREEN RECOVERY THEME

2.1 The specific activities which West London boroughs committed to work on collectively as part of the green recovery strand include:

- Encourage investment in green skills;
- Enable take-up of Green Homes Grant supporting retrofitting;
- Support Public Sector Decarbonisation Scheme
- Accelerate shovel-ready infrastructure projects
- Explore increasing carbon offset rates;
- Enhance low carbon procurement policies;
- Redefine town centres as low carbon hubs

2.2 In addition to the specific activities outlined above, the cross-cutting nature of green recovery as a theme is reflected in various other strands of the Build and Recover plan.

3. PROGRESS TO DATE

3.1 The presentation accompanying this report sets out in more detail progress in delivering specific elements of the green recovery work highlighted by the West London Economic Recovery Taskforce for further exploration. These include:

- Developing a clear narrative for green recovery and its links across the themes of the Build & Recover plan;
- Emerging thinking on an approach to reskill and develop routes into work in the green economy;
- Considering how best to shape work on green innovation and links to growth sectors work;
- Exploring how best to work with NHS partners on linking green recovery to well-being and wider determinants of health.

3.2 Wider progress beyond this and across the strands of activity highlighted under point 2.1 above include:

- Exploring how best to secure social value from Green Homes Grant Local Authority Delivery funding to retrofit homes in the private rented sector e.g. through local recruitment or use of local supply chains
- Sharing best practice across boroughs' procurement teams to develop tools and materials in order to drive both carbon reductions and green growth via our supply chains.

4. REASONS FOR RECOMMENDATIONS

- 4.1 The progress update presented in the accompanying presentation is for this Board's information and comment only.

5. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 5.1 N/A

6. POST DECISION IMPLEMENTATION

- 6.1 Informed by any comments / input received from this Board officers will continue to deliver the activity set out under the green recovery theme of the Build and Recover plan, reporting back to this board as appropriate.

7. IMPLICATIONS OF DECISION

7.1 Corporate Priorities and Performance

- This report relates directly to the delivery of the agreed West London Build & Recover economic recovery strategy.

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

- It is anticipated that work to take forward activities under the green recovery theme of the Build and Recover plan will be undertaken at this point through existing, funded officer time, both within the core West London Alliance team and with relevant officers in West London authorities including the West London Environment Directors' Board and Climate Emergency Officers' Group.

7.3 Social Value

- There is potential to use activity e.g. the Green Homes Grant Local Authority Delivery Fund funding to secure social, including in relation to skills and employment benefits.

7.4 Legal and Constitutional References

- This work falls within the following sections of the WLEPB's Functions and Procedure Rules:
 - Representing the participating local authorities in discussions and negotiations with regional bodies, national bodies and central government on matters relating to economic prosperity for the benefit of the local government areas of the participating authorities.
 - Representing the participating authorities in connection with the Greater London Authority, London Councils and the London Enterprise Panel, for the benefit of the local government areas of the participating authorities, in matters relating to the economic prosperity agenda.
 - Representing the participating local authorities in discussions and

negotiations in relation to pan-London matters relating to economic prosperity.

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

7.5 Risk Management

- This report will support the West London Economic Prosperity Board to oversee successful delivery of the Build and Recover plan and its aims.

7.6 Equalities and Diversity

- There are no specific equalities and diversity implications to the update report provided but as part of the wider Build and Recover plan delivery of the green recovery strand will consider inclusion as a central part of its delivery as it mobilises.

7.7 Consultation and Engagement

- 7.8 The presentation accompanying this report was presented to the West London Economic Recovery Taskforce at its February meeting for their input and steer.

8. BACKGROUND PAPERS

Annex One: Presentation on Update on Approach on Green Recovery

Update on Approach to Green Recovery

West London Economic Prosperity Board

17 February 2021

Green recovery progress since last Economic Recovery Taskforce meeting – Dec 20

- Focus for green innovation developing, likely to cover retrofitting, last mile decarbonisation and circular economy.
- Appointment of managing agent to deliver £4.7m Green Homes Grant Local Authority Delivery scheme to retrofit up to 800 homes.
- Activity underway to address actions raised at December Economic Recovery Taskforce meeting:
 - Developing a clear narrative for green recovery and its links across the themes of the Build & Recover plan
 - Emerging thinking on an approach to reskill and develop routes into work in the green economy
 - Considering how best to shape work on green innovation and links to growth sector work
 - Exploring how best to work with NHS partners on linking green recovery to well-being and wider determinants of health.

Green recovery as a cross-cutting recovery theme

- Work underway to develop a clear narrative for and tell a better story about West London's green recovery, drawing on activity across Build & Recover strands and building in a comms angle:
 - **Skills and employment** – encouraging investment in green skills
 - **Growth sectors** – developing and fostering green innovation
 - **Town centres** – promoting town centres as low carbon economic hubs
 - **Aviation communities** – developing green economy/green aviation jobs through Heathrow and supply chain
 - **Entrepreneurs and microbusinesses** – supporting small businesses in the green economy.
 - **Housing and infrastructure** – promoting and enabling retrofitting at scale

Developing clear routes into green economy jobs for those needing to reskill


- Key to work with West London's FE/HE base on this agenda.
- Jointly we can position West London well to benefit from any GLA investment into green skills
- But we should also shape our own 'prospectus' for a West London green skills academy:
 - Establish our broad definition of 'green skills'.
 - Specify our aspirations for a:
 - 'light green' skills programme – directed towards all sectors
 - 'dark green' skills programme – targeted to West London's key green economy sectors
 - Develop our thinking on a programme to help those needing to reskill to transition into green economy jobs

Green innovation: linking our work on green recovery and growth sectors

- Need to identify key areas of focus for green innovation in West London:
 - Retrofitting (*building on Green Homes Grant funding*)?
 - Circular Economy?
 - Last Mile Decarbonisation?
- Explore how to weave into wider thinking on a West London Innovation District.
- Work with Imperial and other partners to engage with private sector.
- Potential to support London Recovery Board 'Green New Deal' mission aim of doubling size of green economy by 2030.

Connecting green recovery to well-being and wider determinants of health

- Potential to collaborate with NHS sub-regionally as it develops its 'Green Plan', building on the 'Delivering a Net Zero NHS' work nationally.
- Opportunities to link up boroughs' Climate Emergency Officers with emerging NHS thinking on a green champions network.
- Need to explore how best to align NHS thinking on a sustainability network with boroughs' work.

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|---|---|
|  | <p style="text-align: center;">West London Economic Prosperity Board</p> <p style="text-align: center;">17 February 2021</p> |
| <p>Title</p> | <p>West London Innovation District concept</p> |
| <p>Report of</p> | <p>David Francis – Director, West London Alliance</p> |
| <p>Status</p> | <p>Public</p> |
| <p>Sponsor</p> | <p>Cllr Stephen Cowan, Leader, LB Hammersmith & Fulham and Chair, West London Economic Prosperity Board</p> |
| <p>Urgent</p> | <p>No</p> |
| <p>Enclosures</p> | <p>Annex One: Catalysing a Silicon Valley for aviation and logistics</p> |
| <p>Officer Contact Details</p> | <p>David Pack, Head of Economy & Skills (interim), WLA packd@ealing.gov.uk Fin Kelly, Strategic Lead – Digital & Smart Cities, WLA fin.kelly@ealing.gov.uk</p> |

| |
|--|
| <p>Summary</p> |
| <p>The concept of West London Innovation Districts is central to the Growth Sectors strand of the agreed Build & Recover economic recovery strategy for West London.</p> <p>This report sets out a proposed way forward to establish a shared definition of the innovation district concept for West London, including established activity at White City.</p> <p>Members will also receive by way of example a presentation outlining the specific work underway around Heathrow to develop an innovation district focused on the aviation and logistics sectors.</p> <p>Recommendations</p> <p>Leaders are asked to:</p> <ol style="list-style-type: none"> Note work underway to establish a shared definition for West London Innovation Districts and identify places best suited to roll out the concept |

| |
|--|
| 2. Comment on the proposed approach set out and suggested next steps. |
|--|

1. WHY THIS REPORT IS NEEDED

- 1.1 The West London Build & Recover strategy for economic recovery contains a focus on growth sectors as one its seven themes. A central part of that strand of work is the development of a 'West London Innovation District' focused on growth sectors, spanning the sub-region and branching out across the country. The Build & Recover plan describes the district as having at its heart a series of sector-specific clusters that collaborate to provide government, academia and industry with a testbed for cross-sector research and innovation.
- 1.2 The growth sectors theme of the Build & Recover plan is led by the London Borough of Hammersmith & Fulham, that borough being home to Imperial College and the established and developing cluster of innovation at White City. There is an opportunity to consider how best to define and identify clusters of innovation across West London more widely to enable us to shape and develop an innovation district approach spanning the sub-region. We are working with key sectors, academic institutions and others to adopt a collaborative plan for West London.
- 1.3 This report sets out a proposed working definition for a West London Innovation District and suggested next steps to take the development of the concept further. It also presents to the Board (detailed at Annex One) work underway around Heathrow focusing on the aviation and logistics sectors.

2. HOW TO DEFINE A WEST LONDON INNOVATION DISTRICT

- 2.1 As set out in work undertaken by Arup for the UK Innovation Districts Group¹, Innovation districts are typically urban areas with networks of knowledge-producing organisations such as universities, research bodies, teaching hospitals, cultural institutions, and knowledge-intensive businesses. They bring together innovators, entrepreneurs, researchers, creatives, knowledge workers and investors to work together, to collaborate, compare and compete, creating the conditions for business growth.
- 2.2 Examples of innovation districts in London can be found at the Knowledge Quarter developing at King's Cross and at the Queen Elizabeth Olympic Park, both building on strong engagement from academic institutions and knowledge intensive businesses. A motivated anchor institution(s) facing challenges innovation can help solve is critical element of an innovation district.

¹ [Innovation Districts: How can we drive growth in major UK cities - Arup](#)

- 2.3 These and other innovation districts in UK cities are becoming the locations of choice for spin-out, start-up, and scale-up science and technology driven firms, as well as for larger businesses undertaking research and development. They are attracting new, high-quality jobs in accessible locations and provide a focus for knowledge organisations and employers to engage with people and communities in new ways; increasing awareness of and access to the range of learning and career opportunities available in the knowledge economy.
- 2.4 A 2016 report by the Centre for London² also provides a steer on how best to develop and promote innovation districts, which include:
- Local Authorities should understand local innovation assets and build skills for the long term;
 - There is a role for planning and scope for sectoral and spatially focused inward investment plans aligned with innovation districts;
 - Universities and other 'knowledge producers' should develop their role at the civic level to promote economic growth
 - Developers should take an active role in place-shaping with a focus on creating spaces and places that promote collaboration and entrepreneurship, and are attractive to skilled people and knowledge-intensive firms.
- 2.5 Drawing on the broad definition and suggested criteria above there are a number of existing West London clusters which fit the Innovation District concept, including:
- White City in Hammersmith and Fulham where Imperial College London and Blenheim Chalcot have opened Scale Space, a 200,000 sq. ft innovation hub for high growth businesses looking to scale. Work has commenced on a further 1m sq. ft of office space in White City for the growth sectors.
 - Old Oak and Park Royal Development Corporation are developing a 5G testbed strategy looking at how 5G can be tested and commercially deployed in range of sectors represented in the Park Royal area to solve business problems and drive up productivity.
 - West London Business are developing the concept of a Heathrow / 'London West' Innovation District. Two strategic drivers have been identified that will shape the future of transport and the economy surrounding Heathrow – green growth and the impact of digital and virtual technologies. The district proposes a hub and spoke model, leveraging the expertise of the CRL accelerator in Hayes as a base for its initial development.

3. PROPOSED NEXT STEPS

² Spaces to Think: Innovation Districts and the Changing Geography of London's Knowledge Economy, Centre for London, April 2016

- 3.1 Subject to discussion at this Board meeting it is proposed that officers refine a definition of a West London Innovation District, to establish a clear approach for building the concept across the sub-region. This work will draw on existing activity as outlined in point 2.5 above.
- 3.2 As a first step, a workshop of potential anchor institutions will be convened to establish a shared definition and identify priority sectors, places and the needs of local businesses and residents to focus activity.

In tandem with the above, officers will also work with partners to generate a map of potential 'nodes' of a West London Innovation District, presenting potential sectors, clusters and academic partners to engage.

- 3.3 Officers will also explore with West London Business and other partners how best to support and engage in development of the specific plans for an aviation and logistics focused innovation district centred on Heathrow.

4. REASONS FOR RECOMMENDATIONS

- 4.1 The proposal to develop a West London Innovation District is at the heart of the Growth Sectors strand of the agreed Build & Recover economic recovery strategy. The work proposed above to define and shape this will support the delivery of the plan and complement other strands of work within it, including the focus on skills/employment and green recovery.

5. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 5.1 The growth sectors theme of the Build & Recover plan contains various discrete strands of work which could continue independently of an overarching West London Innovation District concept e.g. work to develop digital connectivity and opening access to borough assets, services, data and supply chains for innovators to test, trial and develop emerging technologies and business models at scale. However, bringing together these discrete strands into a coherent wider concept under a West London Innovation District will ensure a joined-up approach to innovation development and allow good practice to be shared across the sub-region.

6. POST DECISION IMPLEMENTATION

- 6.1 Subject to input from Members at this meeting officers will proceed to scope the approach to developing a West London Innovation District and return to this Board with firm proposals at its next meeting.

7. IMPLICATIONS OF DECISION

7.1 Corporate Priorities and Performance

- This report relates directly to the delivery of the agreed West London Build & Recover economic recovery strategy.

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

- It is anticipated that development work for the West London Innovation District will be undertaken by existing, funded officer time, both within the core West London Alliance team and with relevant officers in West London authorities.

7.3 Social Value

- There is scope to link development of a West London Innovation District to other elements of the Build & Recover plan addressing social and economic inclusion more directly, including work to support reskilling and upskilling among those communities most affected by the economic impact of the pandemic.

7.4 Legal and Constitutional References

- This work falls within the following sections of the WLEPB's Functions and Procedure Rules:
 - Representing the participating local authorities in discussions and negotiations with regional bodies, national bodies and central government on matters relating to economic prosperity for the benefit of the local government areas of the participating authorities.
 - Representing the participating authorities in connection with the Greater London Authority, London Councils and the London Enterprise Panel, for the benefit of the local government areas of the participating authorities, in matters relating to the economic prosperity agenda.
 - Representing the participating local authorities in discussions and negotiations in relation to pan-London matters relating to economic prosperity.
- The Joint Committee's role and purpose on behalf of the Participating Boroughs relates to ensuring appropriate, effective and formal governance is in place for the purposes of delivering the West London Vision for Growth and advancing Participating Boroughs' aspirations for greater economic prosperity in West London, including promoting "the Economic Prosperity Agenda", in partnership with employers, representatives from regional and central government, and education and skills providers.
- The purpose of the Joint Committee will be collaboration and mutual 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.

7.5 Risk Management

- This report will support the West London Economic Prosperity Board to understand proposed approaches to supporting growth sectors and longer term job creation across West London as part of our vision to deliver economic recovery.

7.6 Equalities and Diversity

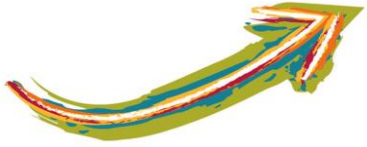
- Work to develop an innovation district framework for West London provides an important opportunity for long term job creation and, with that, the potential to ensure routes into those jobs for diverse communities, and accompanying skills provision to enable that.

7.7 Consultation and Engagement

- 7.8 While there have been elements of engagement with key external stakeholders in developing the initial thinking on a West London Innovation District, extensive engagement is planned as part of the proposed next steps.

8. BACKGROUND PAPERS

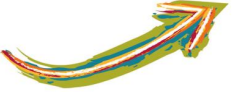
Annex One: Catalysing a Silicon Valley for aviation and logistics.



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DISTRICT

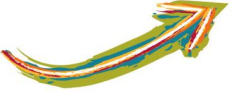
Catalysing a silicon valley for aviation and logistics

February 2021



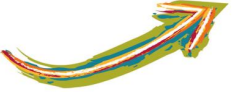
Overview

- Journey to date
- Ambition
- Objectives – what's different?
- Emerging opportunity areas
- Learning from other places
- Next steps



Journey to date

- Innovation for Sustainable Airports, SIA, Brunel for BEIS, Summer 2018
- Sub-regional innovation district idea seeded in the WLA's Build & Recover Plan; but we already have a local district at White City and investment in pipeline for a Slough Innovation Space, for example
- Soft launched concept at Blue Skies Conference, Nov 2020 – over 250 participants and supports including Dnata, SAP, Heathrow, govt and academia
 - Delivered and supported on a cross party basis including the Aviation minister and Kwasi Kwarteng MP; keynotes from OECD and Singapore High Commissioner
- Local steering and advisory groups – currently co-chaired by Seema Malhotra MP Feltham & Heston and Andrew Dakers, CEO, WLB
- CRL accelerator, Hayes – UK's leading accelerator for hardware based start-ups – has agreed to be home of innovation district hub, with many spokes

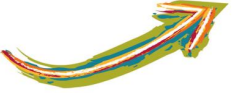


Ambition

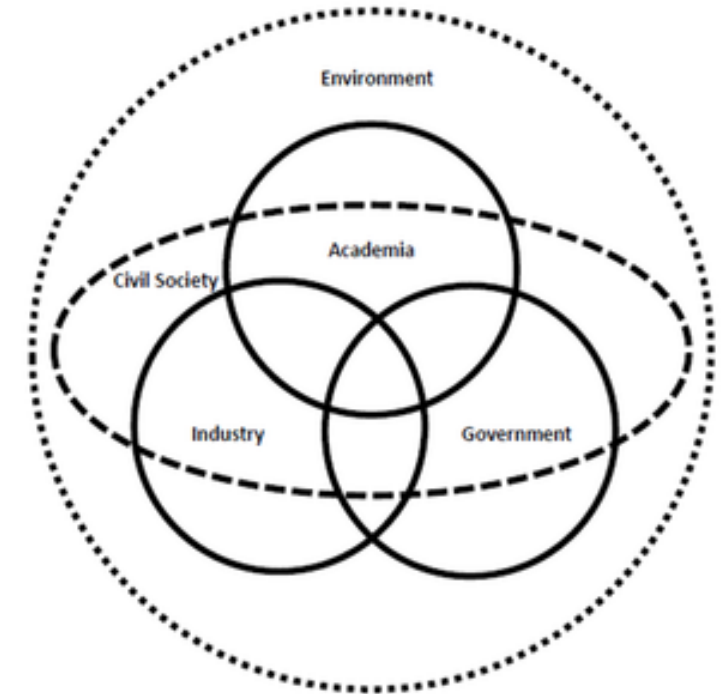
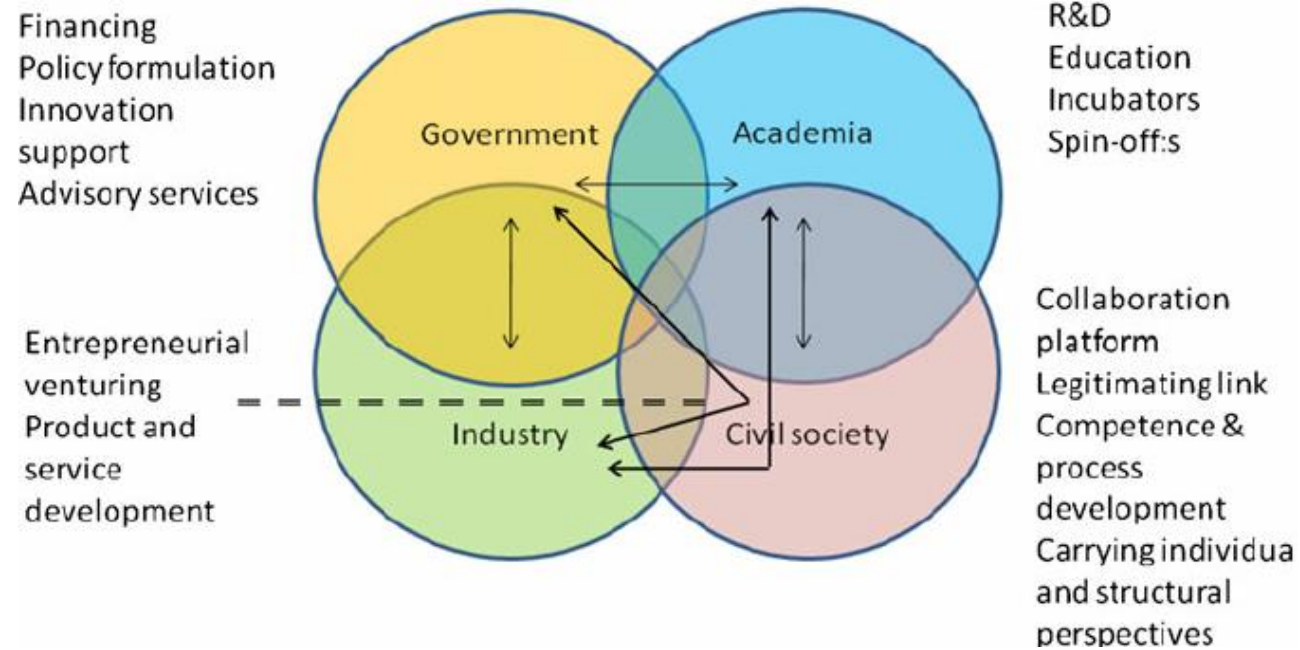
“A new platform through which players can come together to collaborate and innovate for the future and secure larger scale opportunities for new investment, growth and jobs. As an aviation and logistics based innovation district, it is the first of its kind.

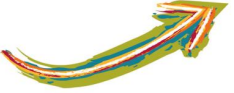
“Over time, the new innovation district will become the Silicon Valley of aviation, networking people and places across the UK and internationally, nurturing new skills, new products and reshaping services.

“Collaborations will support innovations in materials, manufacturing, as well as hardware and software technologies, including AI, for national and global markets; driving growth through supply chains.”



It will pursue a quadruple or quintuple innovation helix approach...

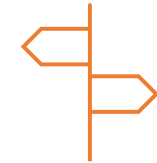
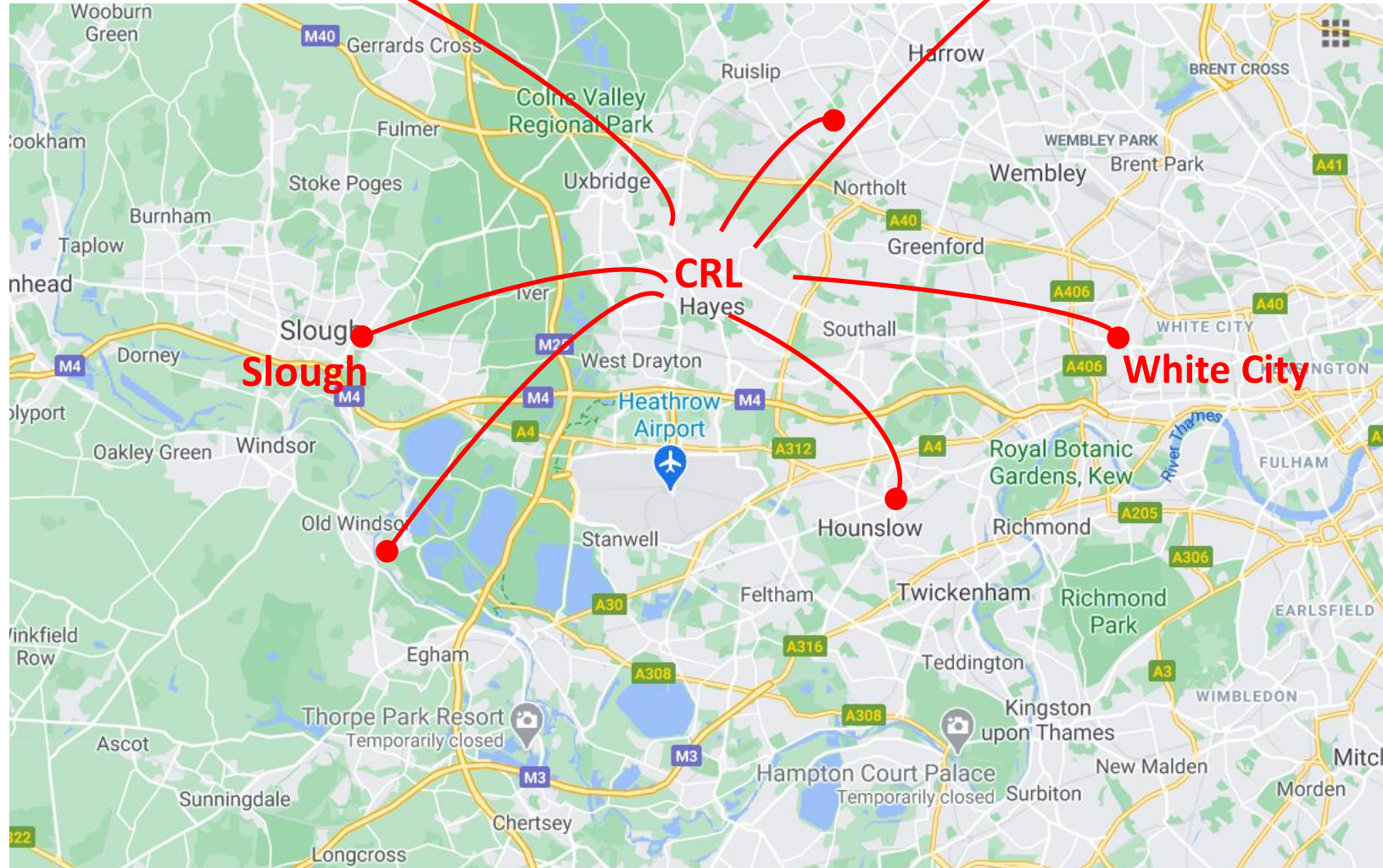




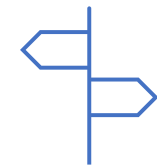
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National

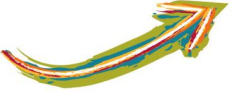
International



Associated
Freeport at
Heathrow?

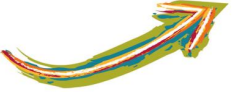


LWID can
signpost to
local non-
aviation/
logistics
innovation
clusters



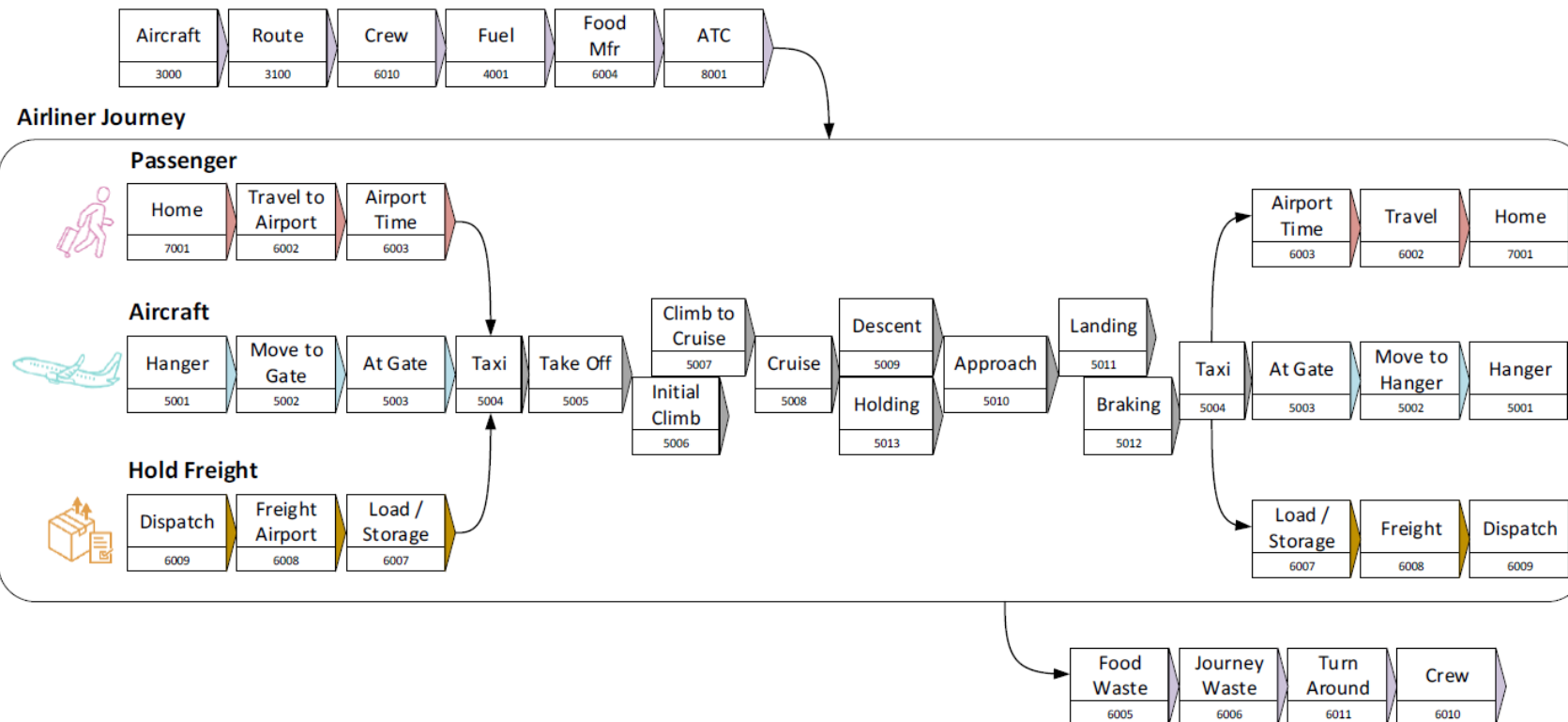
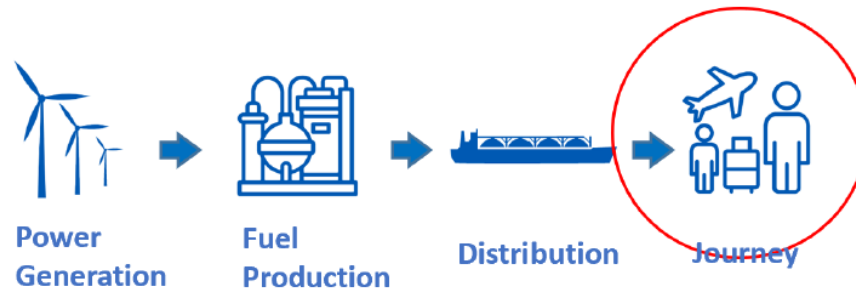
What's different?

- A 'mega district' that will create an environment where innovators and entrepreneurs develop and test new ideas in cross-sector partnerships close to problems/ opportunities relating to the future of green, circular economy aviation and logistics.
- Members of the Innovation District will **create a vision of the future of the Heathrow ecosystem/ economic area** together with a roadmap for realising that vision.
- **National and international connector**
- **Innovations will be piloted, developed and hopefully scaled, in one of the world's largest living laboratories.**
- **Strong links to education system** (schools, colleges and HE) to help alignment to future emerging needs through visibility of innovation pipeline.



Emerging opportunity areas

- Data and open data
- Digital logistics and cargo
- Jet Zero
- AI and ways of working for greater productivity
- Improved passenger experience
- Low carbon food
- Cyber security



Opportunity to find London West focus areas in Whittle Lab/ WEF/ McKinsey model for aviation's carbon footprint

Learning from other places



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Copenhagen Science City, Denmark



Oslo Science City, Norway

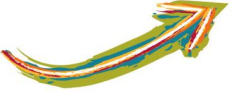


Porto Digital, Brazil



Tallinn Airport, Estonia

...and the UK Innovation Districts Group



Next steps

Three events Feb – June '21 to hone business plan:

- Feb - Briefing for City Hall officers with CBI / WLA reps
- Mid-March - Mini conference (40-50 people) invite only. Unpack London West contribution to zero carbon aviation drawing on Whittle Lab model and identifying practical opportunities.
- May/June - Skills and talent strategy roundtable; how do we ensure schools and colleges have line of sight into Innovation District's work?

Ongoing stakeholder engagement and input, including on:

- Governance
- Funding – project director/ coordinator first priority

Baseline research on innovation landscape: HE, patent filings, Innovate UK funding...



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Appendices

Initial thoughts on Governance options – decision to be made in Q1/2 2021

- **Option 1:** Initially constitute as an unincorporated association. Need to be clear with all partners that IP is vested in the association from outset; CRL funded to employ one member of staff to service WLID development and WLB to run conference. After year one, or as funding available, we incorporate.
- *Advantages: Avoids initial admin burden, need to set up bank account during COVID etc. Allows governance model to be tested/ evolved and for this to inform design of incorporated legal entity. Leverages partners infrastructure. Partner(s) could hold fund on behalf of association.*
- *Disadvantages: Needs carefully management of org's IP (e.g. brand collateral) to avoid any later disputes between founding partners – and asset transfer of IP etc when incorporated.*
- **Option 2:** Constitute as a CIC, CIO or company limited by guarantee and try to set-up bank account immediately. Could then potentially employ staff member directly. Would still look to CRL for space/ process design etc and WLB for major events support.

Agenda Item 7

| | |
|---|---|
|  | West London Economic Prosperity Board 17 February 2021 |
| Title | West London Build and Recover plan progress update |
| Report of | David Pack – Head of Economy & Skills (interim), West London Alliance |
| Status | Public |
| Sponsor | Cllr Stephen Cowan, Leader, LB Hammersmith & Fulham and Chair, West London Economic Prosperity Board |
| Urgent | No |
| Enclosures | Annex One: Build and Recover progress report (detailed theme updates) |
| Officer Contact Details | David Pack, Head of Economy & Skills (interim), West London Alliance (packd@ealing.gov.uk) |

Summary

This report provides an update on delivery of activity set out in the West London Build and Recover plan for economic recovery published in September 2020.

Recommendations

Leaders are asked to:

1. **Note** the progress update in connection with the West London Build and Recover plan.

1. WHY THIS REPORT IS NEEDED

- 1.1 This Board agreed the outline of the Build and Recover plan as an economic recovery strategy for West London ahead of its publication in September 2020. This report provides the Board with an update on progress made to the end of January 2020 in delivering the plan.

2. OVERVIEW OF BUILD AND RECOVER PLAN OBJECTIVES

- 2.1 The Build and Recover plan provides a framework for addressing economic recovery from the pandemic at the sub-regional level in West London, supplementing and complementing activity undertaken at the individual borough level.
- 2.2 The plan is framed as a way of making the most of the opportunity to 'build back better' by taking a place-based approach and working with the public sector across West London and London, including further and higher education, the NHS, central government, the private sector and our communities to:
- Protect and create thousands of good jobs
 - Secure better alignment of existing public sector funds and attracting new private and public sector investment
 - Understand and address inequalities
 - Provide timely and good quality employment support and skills provision
 - Drive innovation and embed a green recovery
 - Revive the UK economy as part of London's overall contribution

3. HEADLINE OUTCOMES SOUGHT

- 3.1 The headline outcomes sought through delivery of proposals outlined in the plan include:
- 9,000 people to be supported on the extended Work & Health Programme (Job Entry: Targeted Support - JETS), integrated into existing employment support provision across boroughs, further education and skills providers to benefit participants and business.
 - Alignment of employment support and skills system at a sub-regional level with a specific focus on BAME equality
 - Retrofitting of up to 800 homes with BEIS grant; and pursue further Green Homes Grant and Social Housing Decarbonisation Fund monies leading to reduction in carbon emissions from buildings.
 - Development of a strategic and place-based West London plan - with buy-in from business, skills providers, universities and the NHS in support of:
 - Growth sectors
 - Innovation clusters
 - Anchor institutions
 - Micro businesses/entrepreneurs
 - Town Centres
 - A Green Recovery roadmap linked to the London Recovery Board's 'Green New Deal' mission
 - Plan in place for improved digital and transport connectivity which reflects new home working patterns and business needs.
 - Case made to Government for additional investment to support skills development and infrastructure including specifically in relation to aviation communities.

4. PROGRESS UPDATE

4.1 Below are highlights of activity undertaken across the various themes of the Build & Recover plan, with further detail and outline next steps on each theme provided at Annex One:

- **Growth sectors:** As detailed in a separate paper on today's agenda, work is underway to scope the West London Innovation District concept, working to align existing work on White City as an innovation district with emerging thinking on proposals around Heathrow - as launched at the Blue Skies Conference in November - and more widely.
- **Aviation communities:** Following the Aviation Communities Conference in November 2020, which secured media coverage making the case for our proposed Aviation Communities Fund, work is also underway to establish an Aviation Communities Taskforce. The focus of this strand of work is also being refined to target specifically: reskilling/deployment of residents losing work; and articulating and making the case to government for investment, both in aviation communities and specifically to target innovative growth sectors around Heathrow.
- **Skills and employment:** There has been a strong start to the £12m Job Entry: Targeted Support (JETS) scheme, engaging 1,100 unemployed residents to date, with a target of supporting 9,000 over a year. Joint working across boroughs is also underway with the NHS on local recruitment to mass vaccination hubs with more than 2,400 referrals made through a joint approach between sub-regional employment support providers and borough job brokerages, setting foundations for longer term work with the NHS and informing our 'single front door' model. Labour market data tool to aid improved understanding of demand and supply of skills completed in initial form.
- **Entrepreneurs and microbusinesses:** Most activity within individual boroughs has been focused on disbursing the various business support grants. We have, however, explored collectively the potential to build on best practice in small business support and shape principles for a common business support offer across West London covering e.g. business diagnostics, accredited advice and guidance and consistency of advice provided.
- **Green recovery:** £4.7m has been secured in BEIS funding to retrofit 700 homes (the largest allocation nationally) with a further bid planned during 2021. A focus for green innovation is developing, complementing work underway in the Growth Sectors theme, and likely to cover retrofitting, last mile decarbonisation and circular economy. Additional cross-borough work is underway to develop detailed action plans covering: alignment of sustainable planning policy; development of low carbon & sustainable procurement;

encouraging the circular economy: scoping a sub-regional emissions measuring framework; shaping a sub-regional approach to green skills.

- **Town centres:** Most activity under this strand is taking place at the individual borough level. At the sub-regional level we are considering the appropriate timing – given lockdown restrictions - for undertaking a likely two-stage programme covering strategic and policy issues under a town centre needs assessment.
- **Housing and infrastructure:** Work to progress the West London Orbital passed another milestone with TfL agreeing work should proceed to next stage, including thinking around the timing of first round of public consultation. Commissioned work to analyse and articulate the economic benefits was also completed. Further detail on the West London Orbital is covered by a separate item on today's agenda.

5. REASONS FOR RECOMMENDATIONS

- 5.1 The Board is provided with this update to ensure it is abreast of activity under the agreed Build and Recover plan for sub-regional economic recovery in West London.

6. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

N/A

7. POST DECISION IMPLEMENTATION

- 7.1 This report provides an update on progress since November 2020. Delivery of activity set out in the Build and Recover plan will continue across the year and be reported to this Board.

8. IMPLICATIONS OF DECISION

8.1 Corporate Priorities and Performance

This report relates directly to the delivery of the agreed West London Build & Recover economic recovery strategy.

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

It is anticipated that work to develop activity set out within the Build and Recover plan will be delivered in the first instance through funded officer time, both within the core West London Alliance team and working with relevant officers in West London authorities.

8.3 Social Value

The aims of the Build and Recover plan focus on securing an inclusive economic recovery, ensuring benefits are spread across West London's communities, particularly those most acutely affected by the economic impact of the pandemic.

8.4 Legal and Constitutional References

- This work falls within the following sections of the WLEPB's Functions and Procedure Rules:
 - Representing the participating local authorities in discussions and negotiations with regional bodies, national bodies and central government on matters relating to economic prosperity for the benefit of the local government areas of the participating authorities.
 - Representing the participating authorities in connection with the Greater London Authority, London Councils and the London Enterprise Panel, for the benefit of the local government areas of the participating authorities, in matters relating to the economic prosperity agenda.
 - Representing the participating local authorities in discussions and negotiations in relation to pan-London matters relating to economic prosperity.
- The Joint Committee's role and purpose on behalf of the Participating Boroughs relates to ensuring appropriate, effective and formal governance is in place for the purposes of delivering the West London Vision for Growth and advancing Participating Boroughs' aspirations for greater economic prosperity in West London, including promoting "the Economic Prosperity Agenda", in partnership with employers, representatives from regional and central government, and education and skills providers.
- The purpose of the Joint Committee will be collaboration and mutual 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.

8.5 Risk Management

- This report provides the West London Economic Prosperity Board with an update to enable its oversight of delivery of the Build and Recover plan.

8.6 Equalities and Diversity

- As the Build and Recover plan focuses on ensuring West London's economic recovery is an inclusive recovery, benefiting those most impacted by the

economic impact of the pandemic, the proposed approach to influencing and communication

8.7 Consultation and Engagement

- N/A

9. BACKGROUND PAPERS

Annex One: Build and Recover progress report (detailed theme updates)

West London Build and Recover strategy

Progress report and outline theme delivery plans

3 February 2021

WEST LONDON BUILD AND RECOVER PLAN

January 2021 progress update

1. Build & Recover Plan Objectives

Make the most of the opportunity to 'build back better' by taking a place-based approach and working with the public sector across West London and London, FE/HE, NHS, UK Government, private sector and communities to:

- Protect and create thousands of good jobs
- Secure better alignment of existing public sector funds and attracting new private and public sector investment
- Understand and address inequalities
- Provide timely and good quality employment support and skills provision
- Drive innovation and embed a green recovery
- Revive the UK economy as part of London's overall contribution

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Headline outcomes sought

- 9,000 people to be supported on extended Health & Work Programme (JETS) - integrated into existing employment provision across boroughs, FE and HE to benefit participants and business.
- Alignment of employment support and skills system at sub-regional with a focus on BAME equality
- Retrofit up to 800 homes with BEIS grant; and pursue further Green Homes Grant and Social Housing Fund monies leading to reduction in carbon emissions from buildings.
- Strategic and place based West London plan - with buy in from Business, skills providers, HEIs and NHS - for:
 - Growth sectors
 - Innovation clusters
 - Anchor institutions
 - Micro businesses/entrepreneurs
 - Town Centres
 - Green Recovery roadmap linked to GLA Recovery Board Mission
- Plan in place for improved digital and transport connectivity which reflects new home working patterns and business needs.
- Case made to Government for additional investment to support skills development and infrastructure. Including Aviation

WEST LONDON BUILD AND RECOVER PLAN

January 2021 progress update

3. Progress during December 2020 and January 2021

- Working to align existing work on White City as an innovation district with emerging thinking on proposals around Heathrow and more widely – as part of scoping a broader West London Innovation District concept.
- Focus for green innovation developing, likely to cover retrofitting, last mile decarbonisation and circular economy.
- Refined focus of aviation communities work following summit, including development of an Aviation Communities Taskforce.
- Some 1,700 referrals to NHS mass vaccination roles made through joint approach between sub-regional employment support providers and borough job brokerages, setting foundations for longer term work with the NHS and informing our single front door model.
- Labour market data tool to aid improved understanding of demand and supply of skills completed in initial form.
- Explored potential to build on best practice in small business support covering e.g. business diagnostics, accredited advice and guidance, consistency of advice provided.
- West London Orbital economic benefits work completed.
- Appointment of managing agent to deliver £4.7m Green Homes Grant Local Authority Delivery scheme to retrofit up to 800 homes.

1. Growth sectors

London has the opportunity to develop a growth sectors ‘innovation district’ spanning the sub-region and branching out across the country. At the heart of the district are a series of sector- specific clusters that collaborate to provide government, academia and industry a testbed for cross-sector research and innovation.

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| Workstream | Next steps |
|--|---|
| 1. Improve business, economic and market analysis inputs to target resources more effectively and frame discussions. | <ul style="list-style-type: none"> • Confirm existing access to data and analytics for businesses available to WLA • Explore access to regional resources via GLA Economics • Review Oxford Innovation’s ‘Growthmapper’ offer. |
| 2. Create a map and high level overview of component projects of a West London Innovation district | <ul style="list-style-type: none"> • Convene workshop with project leads in February to understand current picture and establish shared definition of innovation districts. |
| 3. Launch and accelerate the White City Innovation District (WCID) | <ul style="list-style-type: none"> • Support the development of the WCID through the H&F Industrial Strategy Board and working groups |
| 4. Extend impact of UK Research & Investment by opening up borough assets and services in a managed way for innovators to test emerging tech and business models. | <ul style="list-style-type: none"> • Develop collaboration model for innovation, particularly SMEs in the green economy. |
| 5. Collaborate with the private sector to invest into West London scale deployments of 5G networks and use cases. | <ul style="list-style-type: none"> • Explore collaboration with OPDC’s 5G Strategy • Undertake detailed market engagement with mobile network operators |
| 7. Provide grant funding for a West London led programme of place based Small Business Research Initiative (SBRI) challenges to create opportunities for business innovation in growth sectors | <ul style="list-style-type: none"> • Progress as part of workstream 3 |
| 8. Deliver a new £9m fibre network in partnership with GLA and TfL. | <ul style="list-style-type: none"> • Close engagement with TfL to complete procurement process. |

2. Aviation Communities

Aims

Immediate term - to elevate the plights not just of airports and airlines, but communities and livelihoods dependent on the industry and its supply chain. Efforts to minimise job losses through the airport & supply chain, especially amongst BAME communities being disproportionately affected.

Medium term - to secure targeted support towards much-needed skills and re-employment initiatives, business support and investment in local infrastructure, with WL's recognition that impact of the airport on the totality of the local economy. Support unique make up of other local industries linked to the locality e.g., the film & creative sector; life sciences and tech to supplement decline in aviation.

Workstreams

Next steps

1. Redeployment of people losing jobs into other sectors

- Develop effective ways of supporting transition, including through Heathrow Academy, linking to growth sectors, e.g. Health and Care and Green skills review underway
- Link to work underway across themes: skills and employment, growth sectors, green recovery and micro businesses

2. Identify and further articulate the West London case for government investment linked to Heathrow

- Develop agreed propositions from the Blue Skies Conference and Aviation Communities Summit including progression of a sub-regional innovation district concept surrounding Heathrow.
- Progress Aviation Communities Taskforce to develop broader narrative around immediate support for West London's communities, and in the medium term a coalition of support for the Aviation Communities Fund – with particular focus on Heathrow implication.
- Coalesce around set of WL policy propositions to take to Government
- Build recognition of vital role of Heathrow in thriving regional airports, recognising importance of support in WL over other conurbations

3. Identify and further articulate the West London case for government investment linked to other unique WL offerings such as creative industries (e.g. concentration of screen industries)

- Convene a co-creation workshop with key Heathrow stakeholders, boroughs, digital companies, GLA, to explore the concept of a '5G innovation district for growth sectors and future public services' extending from the airport to adjacent business areas in neighbouring boroughs.
- Links to growth sectors, green recovery and micro businesses themes

3. Skills & Employment

Aims

- To support all residents losing work or at risk of job loss, using early intervention methods, with a focus on those most adversely affected by the impact of Covid19 and with a particular emphasis on residents of Black Asian and Minority Ethnic (BAME) backgrounds
- To work with employers to create jobs and training opportunities for new and existing staff

| Workstream | next steps |
|--|---|
| 1. Scale up employment support provision, including via expansion of Work & Health Programme (Job Entry: Targeted Support) | <p>Work via Shaw Trust as service provider to meet target of supporting 9,000 residents.</p> <p>Embed integration officers within boroughs to ensure a joined up approach with wider employment support and skills provision.</p> |
| 2. Develop a 'single front door' approach for those seeking work or re-skilling/upskilling | <p>Develop shared principles for a 'single front door', linking to London-level work on 'no wrong door'</p> <p>Build on collaboration developed for work on recruitment to NHS mass vaccination hubs for longer term work with NHS.</p> <p>Explore development of a shared CRM, piloted initially in boroughs working with OPDC</p> |
| 3. Facilitate improved sharing of labour market and skills needs data | <p>Finalise commissioned report and online data tool</p> <p>Deliver webinar for use of tool for borough and skills provider partners;</p> <p>Explore linkages with e.g. Nesta on automation and Open Data Institute on an open data standard</p> |
| 4. Adapt and work to expand Skills Escalator to support people back into work | <p>Embed work to flex model to support those newly unemployed</p> <p>Establish and make case for further investment to government</p> |
| 5. Make best use of levers such as Section 106 to support people into construction jobs | <p>Refresh work to establish priority areas for cross-borough collaboration</p> <p>Pilot elements of cross-borough working to demonstrate maximum benefit from S106 as a lever.</p> |
| 6. Maximise use of boroughs' adult and community learning provision to support reskilling | <p>Improve collaboration between boroughs' adult learning and job brokerage teams to enhance support for reskilling/upskilling.</p> |

4. Entrepreneurs & microbusinesses

Aims

- To increase productivity and job creation through supporting microbusinesses and entrepreneurs
- To increase skills of owner/managers microbusinesses and entrepreneurs

| workstream | next steps |
|--|--|
| 1. Increase the capacity of local agencies to advise entrepreneurs & micro businesses on accessing government programmes | Agree a shared approach to best practice for local agencies, to include business diagnostics, accredited advice and guidance, consistency of advice. Roll out provision where relevant. |
| 2. Increase access to universities' knowledge transfer and innovation provision. | Agree links with wider work on Growth Sectors |
| 3. Develop incubation and accelerator workspace in empty shops to develop skills within start-ups and micro-businesses and enable testing of products. | Agree links with wider work on Town Centres |
| 3. Address skill needs among owner-manager of small businesses, with a focus on ESOL and targeted digital training. | Work with boroughs' adult and community learning provision to ensure ESOL provision includes English for use in a business/regulatory context. |

5. Green recovery

Aims

- Support retrofitting to high energy-efficient standards and development of low carbon heating networks
- Enable West London to be a national leader in key elements of the green economy
- Redefine town centres and neighbourhoods as low carbon, low pollution economic hubs, through a systemic change to town planning

| Workstream | Next Steps |
|---|---|
| 1. Aligning planning policy: to lead in climate change-related planning policy, practice and innovation | <ul style="list-style-type: none"> • Organise a borough workshop to establish future focus, building on work undertaken to explore best practice. |
| 2. Low Carbon & Sustainable Procurement: to reduce carbon and environmental impacts through public procurement activities | <ul style="list-style-type: none"> • Identify best practice underway • Establish a baseline for West London • Explore joint commissioning of a sustainable procurement toolkit |
| 3. Encouraging the Circular Economy: to embed the circular economy into activities | <ul style="list-style-type: none"> • Establish a communication plan to raise awareness among residents and businesses of the circular economy • Develop a programme of support for circular economy activities for residents, businesses and public sector procurers. |
| 4. Emissions Measuring Framework: to achieve net-zero carbon by 2030 from our operations and as a sub-region by 2050 | <ul style="list-style-type: none"> • Analyse baseline information to establish West London's current position. • Agree key activities within Scope 3 (indirect emissions) |
| 5. Green Homes Grant /Retrofitting: to be a home retrofit hotspot and lead on innovation and job creation within the subregion | <ul style="list-style-type: none"> • Commence delivery of Green Homes Grant Local Authority Delivery scheme, working in social value where possible. • Continue to push BEIS to extend timescale for scheme delivery. • Undertake communications push to promote uptake of scheme. |
| 6. Green skills – work with providers to encourage investment | <ul style="list-style-type: none"> • Draft 'prospectus' for a West London green skills academy |
| 7. Green innovation/growth – create opportunities for business innovation and growth in the green economy | <ul style="list-style-type: none"> • Convene a co-creation workshop to map out actions, funding opportunities for development into firm project outlines around key areas of innovation: retrofitting, circular economy and last mile decarbonisation. |

6. Town centres

Aims

- Work with communities and businesses to strengthen local identity
- Make better use of vacant spaces to nurture entrepreneurship
- Promote and integrate Healthy Streets principles and extend cycle provision to better connect town centres
- Support businesses to embrace technology
- Unlock digital investment
- Attract inward investment
- Explore new models of investment to unlock town centre revitalisation

| Workstream | Next steps |
|---|---|
| 1. Strengthen local identity | <ul style="list-style-type: none"> • Move campaigns on-line; • Re-profile communications to be consistent with social distancing rules; • Embed identity/messaging into local promotion, where appropriate. |
| 2. Make better use of vacant spaces | <ul style="list-style-type: none"> • Continue to promote specific vacant units to market/brokering relationships; • Work with partners (e.g. universities and colleges) to link available vacant units to entrepreneurs and start-ups |
| 3. Town Centre Commercial, Business and Service Study | <ul style="list-style-type: none"> • Consider appropriate timing to undertake a likely two-stage programme covering strategic and policy issues under a town centre needs assessment. |
| 4. Cycling and active travel | <ul style="list-style-type: none"> • Continue to roll out cycling infrastructure, making permanent where necessary/possible; • Increase consultation, engagement and communications with residents and businesses |
| 5. Investment to unlock revitalisation | <ul style="list-style-type: none"> • Undertake on-going business and community engagement; • Prepare for CPOs, where applicable. |

7. Housing & infrastructure

Aims

- To support Councils and the development industry to deliver housing, commercial and community schemes to benefit communities
- To deliver the necessary infrastructure to support growth and communities – particularly developing the business case for the WLO

| workstream | next steps |
|---|--|
| 1. Strategic Infrastructure Delivery Plan | Produce revised draft report, taking account of comments received, for circulation, agreement and publication Spring 2021 |
| 2. West London Orbital | Progress work on funding options Develop formalised project governance arrangements. |
| 3. Statutory planning frameworks in place | Retain overview of progress made across individual authorities developing, submitting, consulting on and adopting local plans. |

Agenda Item 8

| | |
|---|---|
|  | West London Economic Prosperity Board 17th February 2021 |
| Title | West London Orbital (Standing Item) |
| Report of | Niall Bolger, LB Hounslow |
| Status | Public |
| Urgent | No |
| Enclosures | N/A |
| Officer Contact Details | Andrew Barry-Purssell, West London Planning Policy and Infrastructure Delivery Manager, West London Alliance, E: barrypurssella@ealing.gov.uk ; T: 07525 388237 |

Summary

This report provides the Board with an update on work with Transport for London and Network Rail to develop the business case for the West London Orbital. It seeks approval for proposed arrangements for providing funding for the project from the resources secured from the Strategic Investment Pot and for governance arrangements reflecting the fact that the project is being jointly funded and delivered.

Recommendations

Leaders are asked to:

- i) **NOTE** progress in development of the business case for the WLO;
- ii) **AGREE** the proposed arrangements for funding the project from Strategic Investment Pot resources held by the West London Alliance; and
- iii) **AGREE** the arrangements for governance of the project, including establishment of a Partners Oversight Group

1. WHY THIS REPORT IS NEEDED

- 1.1 The WLEPB has consistently identified the West London Orbital (WLO) Overground rail line as a shared strategic priority for West London, integral to the sub-region's sustainable development. The Board has agreed that progress and next steps relating to the WLO should be a standing item on its agenda. The West London Alliance (WLA) and West London boroughs have worked closely with Transport for London (TfL) and the Greater London Authority and Network Rail to develop and refine the business case for the project. The WLA has secured funding to contribute to the costs of the work, most recently £3.6 million from the retained business rates-based Strategic Investment Pot. TfL's current budgetary position has made the availability of this funding essential to work on the project proceeding. This has in turn highlighted the joint nature of the project and the need for robust governance arrangements to ensure it proceeds effectively, transparently and accountably and ensures best value in the use of public resources. This report takes stock of progress to date and proposes funding and governance arrangements to enable the project to move through its next stages.

2. DEVELOPMENT OF THE WLO BUSINESS CASE

- 2.1 It will be recalled that the Strategic Outline Business Case for the WLO, published in June 2019, recommended that work on the project should move forward. This started in the autumn of 2019.
- 2.2 Progress has been affected by the Covid-19 pandemic and, in particular, the impacts this has had on TfL's financial position. TfL had to adopt an emergency budget in June 2020 to deal with the immediate consequences, including funding from central Government; work on the WLO continued. At its Board Meeting on 29th July 2020, TfL adopted a revised budget for 2020-2022 which included projects which are in line with Government objectives and those of the Mayor's Transport Strategy, including longer-term projects with strong business cases – including the WLO. Other projects have been paused or dropped. However, continued delivery is subject to discussions with Government about what will be affordable over the next decade. TfL is clear that they cannot currently afford to progress them all.
- 2.3 The WLO is also mentioned in TfL's Financial Sustainability Plan published on 11th January 2021. This document is part of the process of agreeing a funding settlement with national government into the next financial year. It identifies funding for the WLO potentially available in the 2030s. This means that there may not be TfL funding available to deliver the project to the current timetable in the 2020s. In the meantime, work on the project continues on the basis of joint funding - the spending constraints TfL have had to impose mean that the funding the WLA is providing from the Planning Delivery Fund and Strategic Infrastructure Pot is essential to the work proceeding.
- 2.4 Many of the areas of work reported to previous meetings of the Board are now reaching a conclusion. Work to identify and explain the economic benefits the WLO would support across West London has now been published and the

findings were presented to a workshop for borough officers on 20th January 2021. The key findings were that:

- Given the West London context, the WLO would address identified market failures that are not captured by journey time savings alone. Under the rules of appraisal of transport projects this means that wider economic benefits and additional benefits from additional homes and jobs supported can be counted.
- The WLO could bring “wider economic benefits” (which cover agglomeration productivity benefits, from effectively bringing business closer together; labour supply benefits from supporting increased labour market participation from the WLO encouraging more workers to take up employment; and from improving competition in “imperfectly competitive” local markets) of £16 million per annum. Some 96% of these arise from agglomeration benefits; 65% will accrue to West London boroughs. Hounslow has the largest overall level; boroughs along the WLO route (Ealing, Barnet and Brent) also gain significantly, with the remaining WLA boroughs all featuring in the top 15 boroughs in terms of wider impact gains. These benefits can be counted in the business cost ratio in addition to those already identified.
- Delivery of 15,774 additional homes can be shown to be dependent on the WLO, generating £2.188 billion in additional value. This value includes £278 million from accelerated delivery of housing identified in local plans and £1.185 bn in a “place premium” – the increase in value for new housing in places near WLO stations which is in turn likely to improve development viability in those places.
- The WLO would be likely to bring locational and distributional benefits that would advantage West London over other sub-regions: significant supporting for local and regional spatial planning policies; enhancement of town centre retail and supporting successful local retail around stations; creating leisure, community and amenity opportunities across the corridor and enabling residents to better access key destinations and attractions for which poor orbital connectivity currently acts as a constraint; and helping foster and create a better sense of identity within and across areas service by WLO, with a “centre of gravity” for the sub-region.

The overall conclusions of the study are set out in the table below:

| Key issue | Impact |
|--|--|
| Housing shortage and affordability | <ul style="list-style-type: none"> Significant dependent residential development in areas with high density and sustainable travel options, increasing overall housing supply Existing homes likely also increasing in price due to the place premium Overall positive impact on affordability considering the increased overall supply and the significant amount of dependent) affordable housing supported by the scheme |
| Congested transport network and poor air quality | <ul style="list-style-type: none"> WLO will provide significantly enhanced orbital connectivity within West London and will improve journey times Viable and attractive public transport options for movements within West London and beyond, reducing car usage and improving air quality Enabling development in locations with high PT connectivity and accessibility is key to helping achieve MTS mode share targets |
| Social inclusion (unemployment and social deprivation) | <ul style="list-style-type: none"> WLO expected to help break poverty cycle of limited connectivity, high costs and low incomes, with particular potential in some of West London's most deprived areas Making the most of this opportunity will require coordination with e.g. adult/children social services and employment/skills initiatives |
| Productivity and employment | <ul style="list-style-type: none"> Improved orbital connectivity will have agglomeration benefits throughout West London through firms being 'effectively' closer together, benefitting many of the specialist employment clusters in the sub-region However, no dependent commercial development identified, with LPAs already considering industrial land as part of Local Plan development |

2.5 Work on funding options – being carried out by Grant Thornton and Mott Macdonald - is also nearing completion. It will identify potential funding sources including:

- Development-related options: Community Infrastructure Levy, planning obligations, development of public sector-owned sites along the route and public sector development of sites.
- Tax increment financing/hypothecation options: Business rate retention and Stamp Duty Tax retention.
- Transport taxation: Workplace parking levy
- Grant funding options: National Home Building Fund and monies available from the Rail National Enhancement Pipeline.

It has drawn on a substantial amount of detailed information from West London boroughs to help model the potential of these funding sources. The final report will include an Action Plan setting out the steps that will need to be taken to realise these and practical recommendations about next steps. Once complete there will be further discussions with senior officers and elected members, including a further workshop to decide ways forward.

2.6 Work by Network Rail to assess timetable options for the WLO has concluded that an 8 train per hour (tph) service cannot be achieved without substantial additional infrastructure, which would be likely to make the scheme unaffordable. The key technical issue is limiting the extra services running on the most congested section, through South Acton and Acton Central. Ways of doing this could include:

- Fewer services travelling end-to-end
- Greater use of Old Oak Common Lane as a key interchange station
- Altering the service pattern.

Subject to the further work required, it is considered that around 80% of the benefits of the 8 tph service would still be deliverable, even with a different service pattern, while the costs of delivering the scheme might be reduced. This means that the next stage of work will be focussed on looking at alternative service specifications that will maximise the WLO benefits that can be achieved and are deliverable without excessive cost.

- 2.7 Other work has looked at the potential for use of battery-powered rolling stock which would charge on the electrified sections. Research to date has shown that a battery product is available with the capabilities needed for the WLO route.
- 2.8 Although the Pandemic is expected to have a long-lasting impact on public transport demand with some permanent shift to remote working, the outer London location of the WLO scheme and the support it provides for additional housing development makes this scheme relatively more resilient than radial rail schemes. The project has been assessed against a number of scenarios about potential patterns of post-pandemic recovery and the WLO has been identified as a good investment in all but one of them (and in that case, which posits greater centralisation of the London economy, it was identified as being unlikely to be a bad investment). TfL expect that the places served by the WLO are likely to recover in terms of trips quicker than more central locations. Given the high level of uncertainty future work will continue to test the project in the light of changing circumstances.
- 2.9 The WLO continues to offer good value for money. The wider economic benefits identified help the project's business case, and the latest assessment gives a benefit/cost ratio of 1.6-2.3 depending on service levels and different assumptions about costs and making the project good value for money.
- 2.10 Consideration is being given to the timing and content of the first round of public consultation on the scheme, which could take place in the autumn at the earliest. Discussions about the strategy for consultation have started with TfL's Consultations Team. There will be discussions with borough communications teams as these plans develop.
- 2.11 Given TfL's budgetary constraints, we continue to look for additional funding sources to help support the costs of project development. A bid has been made for funding from the Government's Restoring Your Railway Fund, which supports the development of business cases for restoring "axed local services". The bid focusses on reopening the Dudding Hill line section of the WLO route to passenger use. The outcome will be reported to the Board.

3. FUNDING THE PROJECT

- 3.1 TfL's financial position has been outlined earlier in this report. They have indicated that as things stand they will not be able to fund the commissioning

of the work needed for the project to proceed – work on the WLO service specification and some early design work on rail junction enhancements that might be needed, so the costs associated with different service levels can be understood. Although the scope – and so likely cost – of this work are still being settled, they estimate this work will take around six months including procurement and will cost up to £350,000.

- 3.2 Up to now the WLA has contributed towards the costs of work on the WLO from funding it secured in 2017 from the Ministry of Housing, Communities and Local Government's Planning Delivery Fund. In 2019, the WLA was successful in securing £3.6 million from the business rate retention-based Strategic Infrastructure Pot (SIP) to support further work on the WLO. The intention was that £900,000 of this would be used to fund borough masterplanning of areas served by the WLO either directly or indirectly. It was envisaged that this would be passed to boroughs from the first tranche of funding.
- 3.3 Given TfL's financial position and the likelihood that without WLA funding work on the WLO would cease, it is proposed that the first tranche of SIP funding (£900,000) is retained to ensure the critical next stage of work on the project can go ahead and to ensure continuity while TfL agrees future funding arrangements with Government. This would mean the funding for masterplanning would be made available later, probably in the second half of the next financial year.
- 3.4 TfL's Director of City Planning has written to the WLA asking for conformation of this approach. He reiterates TfL's commitment to the WLO and to taking it forward and confirms that they will continue to dedicate staff time to move the scheme forward. They estimate the value of this staff time to be at least £125k over the six-month period of the next phase of work. They state that they would not make major changes to the team working on the project without informing the WLA in advance and would ensure that the amount of "in kind" match funding does not go below a level that would cause difficulties with the terms of the SIP funding (which was based on expected levels of "in kind" support over the project as a whole). They will also provide all the information the WLA will require to meet the SIP monitoring requirements. Should this arrangement be approved this Board would receive regular reports on the funding situation as part of this standing agenda item.
- 3.5 The Board's approval is sought for these arrangements.

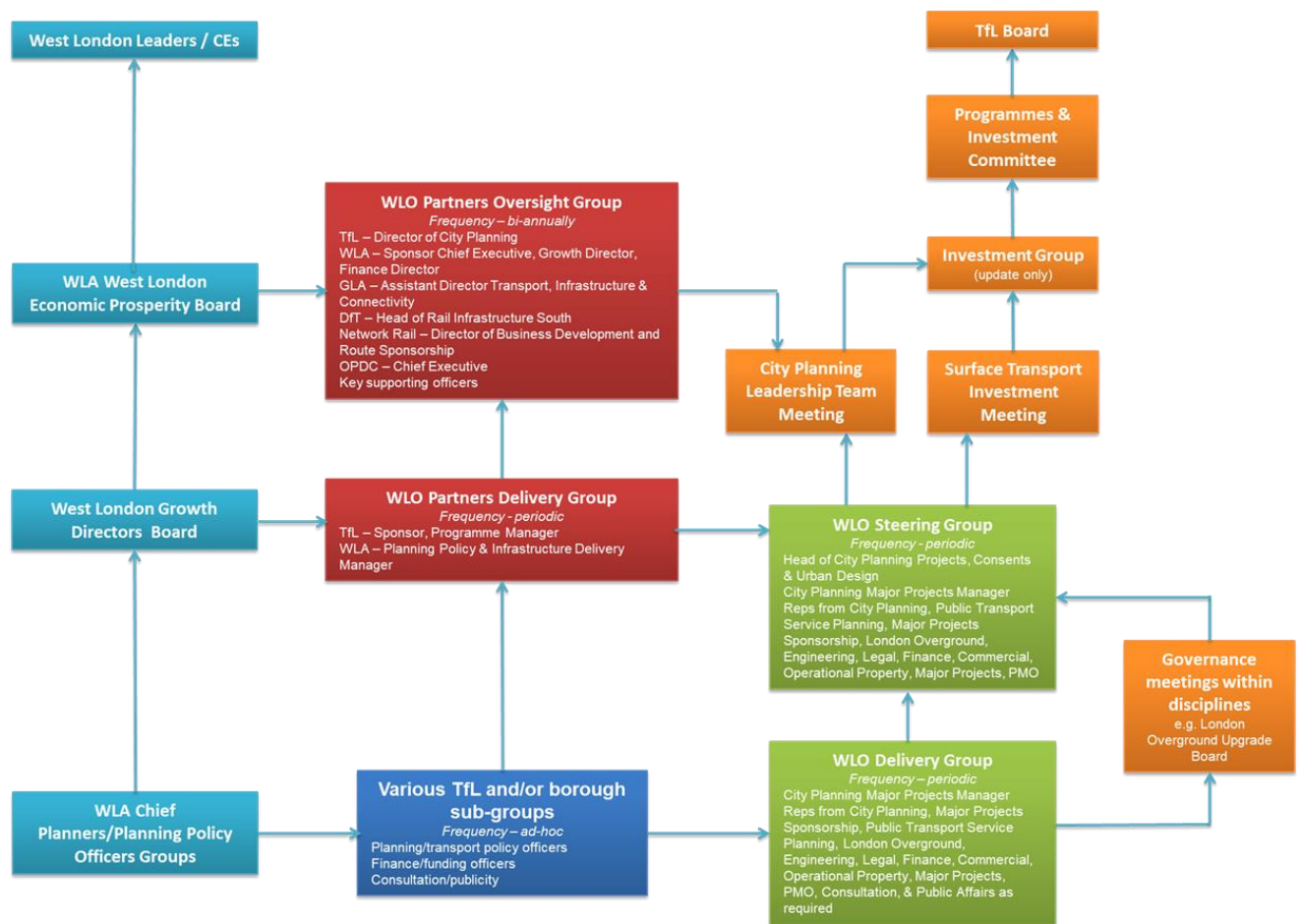
4. GOVERNANCE

- 4.1 The discussions about funding work on the WLO have reinforced the need for robust governance arrangements reflecting the joint nature of the project and

that funding secured and administered by the WLA will be vital to it proceeding. This will also be important in making bids for grant funding.

4.2 The proposed arrangements are shown in the diagram below. This shows the relevant WLA governance structures on the left and those within TfL to the right. The proposed joint governance arrangements are shown in the middle. These comprise:

- A high-level WLO Partners Oversight Group which would be jointly led by the WLA Chief Executive sponsor of the project (Niall Bolger) and TfL's Director of City Planning (Alex Williams) with representation from West London boroughs; the WLA; the GLA and Old Oak/Park Royal Development Corporation; Network Rail; and from the Department for Transport and Ministry of Housing, Communities and Local Government. This will provide high-level oversight of the project and ensure effective use of the funding provided in accordance with the SIP funding agreement with the City of London Corporation. It is proposed that this will meet at least twice yearly, more frequently if required.
- A more operationally-focussed WLO Partners Delivery Group comprising those leading on the project day-to-day at TfL and the WLA. This will provide detailed oversight of the project, including commissioning consultants and overseeing their work. It will also support the work of the Partners' Oversight Group. This will meet more regularly (at present not less than fortnightly).



- There is also provision for joint sub-groups to deal with specific aspects of the projects. There is an existing group of planning and transport policy officers that meets periodically; going forward there would be value in having groups considering funding and financing issues and overseeing forthcoming public consultation.

- 4.3 As shown in the diagram, these arrangements would sit within the existing WLA governance structure. This Board would continue to receive regular updates on the work as a standing agenda item.
- 4.4 The Board's approval is sought for these proposed arrangements.

5. REASONS FOR RECOMMENDATIONS

- 5.1 Projections of the London population and economy into the 2030s and 2040s show that transport and other infrastructure is likely to become an increasing constraint on growth. There are already issues of poor orbital connectivity and congestion across West London; over time these will reduce the scale of growth possible on a sustainable basis and undermine the sub-region's

competitiveness, social outcomes and quality of life. So far, the impacts of the Pandemic are not expected to make a significant difference to this.

- 5.2 The recommendations in this report are part of a strategic approach to addressing these issues, including by providing a much-needed item of transport infrastructure connecting places where existing and new communities will live and work. They are intended to ensure delivery of the WLO project in a transparent, cost-effective manner.
- 5.3 The impact of the Pandemic on Transport for London's finances means that without funding from the WLA, the WLO would not proceed. The recommendations in this report address this situation. They also propose robust governance arrangements appropriate to a joint project of this kind and to ensure accountability and that best value is being achieved in the use of public resources.

6. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 6.1 The work done to prepare the 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.
- 6.2 As far as the funding proposals in this report are concerned, the resources involved from the SIP were granted to support development of the WLO and cannot be used for any other purpose. Not providing the level of funding proposed at this stage would be likely to result in the project being postponed or possibly cancelled.
- 6.3 The governance proposals in this report are intended to be sufficiently robust to ensure accountability, transparency and best value in the use of public resources – while also being sufficiently flexible to respond to changing circumstances. Not having an agreed governance structure would increase risk to both the WLA and TfL.

7. POST DECISION IMPLEMENTATION

- 7.1 The project development programmes will be refined and defined in further detail in the light of the outcome of the various strands of work identified in this report.
- 7.2 If the funding and governance arrangements proposed in this paper are approved, WLA staff will work with their TfL counterparts to put in place arrangements for transferring funds and establishing the proposed

governance structures. A memorandum of understanding with TfL governing the SIP funding is being drawn up and this will be concluded to reflect the Board's decision.

8. IMPLICATIONS OF DECISION

8.1 Corporate Priorities and Performance

The West London Alliance's Growth Strategy "Winning in the New Economy" Vision for Growth identifies enabling the delivery of transport infrastructure, including the West London Orbital, to unlock development potential as a priority.

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

Delivery of the WLO will require significant resourcing should it progress. This will be sought from a variety of sources. As this report explains, a funding study is under way to identify these and the steps required to realise them.

This report sets out proposed arrangements to fund work on the WLO from SIP funding secured by the WLA.

8.3 Social Value

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. 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. It will also 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.

8.4 Legal and Constitutional References

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

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

the benefit of the local government areas of the participating authorities, in matters relating to the economic prosperity agenda.

- Representing the participating local authorities in discussions and negotiations in relation to pan-London matters relating to economic prosperity.

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 Growth Strategy and advancing Participating Boroughs' aspirations for greater economic prosperity in West London, including promoting "the Economic Prosperity Agenda", in partnership with employers, representatives from regional and central government, and education and skills providers.

The purpose of the Joint Committee will be collaboration and mutual 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.

8.5 Risk Management

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.

Given TfLs current budgetary position, the risk of not providing funding for work on the WLO is that the project would be postponed or cancelled.

The governance arrangements proposed in this report are intended to help manage the risks involved in the WLA and its constituent boroughs jointly promoting the WLO and providing funding towards the cost of this work.

8.6 Equalities and Diversity

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. There is a high-level Equalities Impact Assessment for the project, reflecting the stage which it has reached. More detailed assessments would be carried out as the project proceeds to formal approval.

8.7 Consultation and Engagement

This work does not currently involve public consultation, although as the report explains this is something that will take place in the next stages of business case development. All West London boroughs, the GLA, TfL and the Old Oak/Park Royal Mayoral Development Corporation and representatives of local businesses have been engaged with development of the project to date. As the project moves towards the point at which public consultation will be required a full community engagement and consultation plan will be developed by TfL and the boroughs.