

West London Economic Prosperity Board

Agenda

Wednesday 9 February 2022 at 2.00 pm

Main Hall (1st Floor) - 3 Shortlands, Hammersmith, W6 8DA

MEMBERSHIP

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

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West London Economic Prosperity Board Agenda

9 February 2022

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West London Economic Prosperity Board Minutes

Monday 11 October 2021

NOTE: This meeting was held as an informal remote meeting

PRESENT

Members

Councillor Stephen Cowan – Chair (Hammersmith & Fulham)
Councillor Dan Thomas (Barnet)
Councillor Graham Henson (Harrow)
Councillor Peter Mason (Ealing)

Other Councillors

Councillor Shama Tatler (Brent)
Councillor Shantanu Rajawat (Hounslow)

Other Attendees

David Pack (West London Alliance)
Andrew Barry-Purssell (West London Alliance)
Fin Kelly (Strategic Lead – Digital, West London Alliance)
James Nolan (Senior Programme Manager, West London Alliance)
Andrew Dakers (Chief Executive, West London Business)
John Hooton (Chief Executive, Barnet)
Lucy Taylor (Director of Place, Ealing)
Cath Shaw (Deputy Chief Executive, Barnet)
Jon Pickstone (Strategic Director of Economy, Hammersmith & Fulham)
Karen Galey (Assistant Director for the Economy, Hammersmith & Fulham)
David Abbott (Head of Governance, Hammersmith & Fulham)

1. WELCOME, APOLOGIES FOR ABSENCE, DECLARATIONS OF INTEREST

Apologies for absence were received from Councillor Steve Curran (Hounslow) – Councillor Shantanu Rajawat attended in his place.

Apologies for lateness were received from Councillor Muhammed Butt (Brent)

There were no declarations of interest.

2. MINUTES OF THE PREVIOUS MEETING

RESOLVED

The minutes of the meeting held on 26 May 2021 were approved.

3. WEST LONDON ECONOMIC RECOVERY - UPDATE ON BUILD & RECOVER PLAN DELIVERY AND ASSOCIATED WORK

David Pack (West London Alliance) gave a short presentation on the report which updated the Board on work at the sub-regional level to support West London's economic recovery.

Councillor Henson asked if the plan needed to be fine-tuned to account for the impact of rising energy costs on communities and smaller businesses. The Chair, Councillor Cowan, echoes those concerns and noted that some businesses were seeing huge price rises from increased energy costs. David Pack added that the also end of the furlough scheme should also be factored in.

The Chair, Councillor Cowan, asked for the plan to be reviewed by the next meeting to account for rising energy prices, fuel bills and the impact of the end of the furlough scheme.

ACTION: David Pack

RESOLVED

1. The Board note and commented on the progress in delivering activity under the West London Build & Recover plan.
2. The Board noted work underway to make West London's case to government and to engage businesses in West London's economic recovery

4. WEST LONDON INNOVATION DISTRICT CONCEPT

David Pack (West London Alliance) gave a presentation on the report showing the current picture of government investment in innovation across West London and initial analysis to understand the impact this can have on supporting economies in the UK more widely.

The Chair, Councillor Cowan, welcomed the report and spoke about the effectiveness of introducing a borough industrial strategy in Hammersmith & Fulham with Imperial College in 2014. His experience was that it brought in private investment capital and the goal should not just be to attract Government funding. He asked officers to look at the factors in other

innovation districts across the world and consider what the pitch to the private sector should be. David Pack agreed that would be useful.

ACTION: David Pack

Councillor Thomas asked for clarity about the financial benefits of setting up innovation districts. The Chair, Councillor Cowan, explained that innovation districts could be created to attract entrepreneurs, start-ups, and businesses. They tended to be areas with good infrastructure and strong links with research and development institutions, academia, and business. There was Government funding available to support the districts and they could also attract private investment.

RESOLVED

1. The Board noted the mapping work undertaken to better understand the innovation landscape across West London and suggested analysis to develop this further.
2. The Board noted the initial analysis undertaken to understand innovation investment in West London and how that can benefit other parts of the UK.
3. The Board noted the potential to explore how best to support and enable green innovation across West London.

5. WEST LONDON ORBITAL (STANDING ITEM)

Andrew Barry-Purcell (West London Alliance) gave a presentation on the report. The report provided an update on work with Transport for London and Network Rail to develop the business case for the West London Orbital. He noted the project oversight group had met for the first time and agreed a revised set of objectives, including social and environmental issues. He also noted that, while technical work was ongoing, the project team were looking at building support for it and welcome ideas on promotion.

Board members expressed their support for the scheme.

The Chair, Councillor Cowan, suggested that the Task Force and the Business Board chaired by John Holland-Kaye could formally endorse the project.

Councillor Tatler said the project would have a big impact on Brent and it supported some of Brent's most deprived areas. She felt it was important to show the public support behind the project and suggested a roadshow to raise public awareness and support.

The Chair, Councillor Cowan, asked if TfL funding issues would affect the project.

Andrew Barry-Purssell said there was a substantial issue there. Funding was in place for the current stage of the project, so work was continuing – and the Mayor was committed to the project. However, the team were looking at wider funding avenues.

John Hooton (Chief Executive, Barnet) said in his view there was a danger of waiting for discussions on funding – members should get out there and make the case and lever in funding rather than waiting for TfL. The Chair, Councillor Cowan, agreed.

The Chair, Councillor Cowan, said the project had the wholehearted support of the West London Alliance and the West London Economic Prosperity Board.

RESOLVED

1. The Board noted progress in development of the business case for the WLO.
2. The Board noted the proposed arrangements for funding the project from Strategic Investment Pot resources held by the West London Alliance.

6. WLA ECONOMY & SKILLS PROGRAMME UPDATES

David Pack (West London Alliance) presented the report that provided brief updates on the various elements of the West London Alliance's Economy & Skills Programme in line with the themes set out in the annual business plan, including good employment and the right skills, West London Orbital and mobility, and tomorrow's digital economy.

Councillor Henson congratulated the West London Alliance team on winning the Transforming Lives Award for the Individual Placement and Support (IPS) project at the MJ Awards. The IPS project provided dedicated and intensive employment support, targeted at the 15,000 people using drug and alcohol dependency services across West London. The team were also highly commended in the Inclusion and Diversity award category for work to recruit 1,400 West London residents from diverse backgrounds into roles at NHS mass vaccination centres

RESOLVED

1. The Board noted the updates provided on the West London Alliance's Economy & Skills Programme.

7. FORWARD PLAN

A draft forward plan for the Board's upcoming three meetings was presented for information.

RESOLVED

The Board noted the draft forward plan.


Meeting started: 11.00 am

Meeting ended: 11.50 am

Chair

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Agenda Item 3

	West London Economic Prosperity Board 9 February 2022
Title	Proposed next steps in supporting West London’s economic recovery at the sub-regional level
Report of	Niall Bolger, Chief Executive, LB Hounslow 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 Pack, Head of Economy & Skills, West London Alliance packd@ealing.gov.uk

<h2>Summary</h2>
<p>This report proposes a set of priorities to focus future sub-regional activity to support economic recovery in West London, taking account of the evolving economic and policy context including the Economic Recovery Framework for London developed between London Councils and the Mayor of London.</p> <p>It also updates the Board on progress in supporting economic recovery at the sub-regional level to date and proposes that the Board endorse in principle a collaboration between key business leaders across West London to contribute to and support the sub-region’s economic recovery.</p>
Recommendations
<p>Leaders are asked to:</p> <ul style="list-style-type: none"> • Note and comment on progress made in supporting economic recovery at the sub-regional level to date and the various factors influencing the proposed future priorities for sub-regional collaboration.

- **Agree** the six proposed future priorities for collaboration at the sub-regional level to support economic recovery and how they relate to the Economic Recovery Framework for London.
- **Note** the resources identified to deliver these priorities and those priorities for which resources still need to be identified/secured.
- **Endorse** in principle emerging strands of work led by the group of West London business leaders in support of economic recovery in the sub-region.

1. WHY THIS REPORT IS NEEDED

- 1.1 The Build & Recover plan, published in September 2020 and informed by initial analysis of the economic impact of the pandemic by Oxford Economics, shaped our initial sub-regional approach to economic recovery, complementing the extensive work underway at the borough level.
- 1.2 Following updated analysis by Oxford Economics, in April 2021, this Board agreed a 'refresh' of sub-regional priorities, rationalising activity in some areas to focus very specifically on what could be best delivered at the sub-regional level and in others – notably skills and employment and green recovery – bolstering and expanding sub-regional efforts. Highlights of progress in delivering these priorities is at Appendix One.
- 1.3 Notwithstanding the uncertainty brought about by the emergence of the Omicron variant, the evolving economic and policy context suggests it is a timely moment to take stock of our collective approach to economic recovery and how best we can support that at the sub-regional level.
- 1.4 Work undertaken at London level through London Councils and the Mayor of London to bring together an [Economic Recovery Framework for London](#), published in November 2021, provides a helpful steer (influenced by the structure of the original West London Build & Recover Plan) on how boroughs might collaborate at sub-regional level for each of five pillars of thematic activity¹ - and where a pan-London approach is appropriate, working with the GLA Group. The Framework also sets out ways in which wider partners beyond London government – including the business community - can support economic recovery. This report details how emerging private sector collaborations at the West London level can support proposed sub-regional priorities.
- 1.5 This report proposes priorities for Leaders' approval as the future focus of sub-regional efforts in West London to drive economic recovery and longer-term prosperity, ensuring we concentrate on those areas with the potential to add most clear value to work underway at the borough level:

¹ The five pillars of activity within the Economic Recovery Framework for London are: Jobs; Business; Thriving Neighbourhoods; Connected City; and Global London.

- Improving co-ordination and addressing fragmentation across the skills and employment support system through a **'No Wrong Door' approach**;
- Developing a sub-regional framework and engagement strategy to present, promote and support **growth sectors and innovation districts**;
- Progressing the **West London Orbital**;
- Developing a sub-regional approach to harnessing the impact of **anchor institutions** on prosperity, well-being, inequality and environmental sustainability;
- Enhancing **digital connectivity at scale**, with social value embedded into contracts;
- Sub-regional collaboration to generate at scale **investable propositions for net zero neighbourhoods**, with models then deployed at local level.

2. THE EVOLVING ECONOMIC AND POLICY CONTEXT

- 2.1 The easing of Plan B restrictions, the earlier lifting of most lockdown restrictions, the end of the furlough scheme and likely uplift in travel restrictions set a new context for economic recovery, with tentative signs of West London's economy beginning to recover.
- 2.2 Various other factors influence our proposed approach:

Changes to regional economic and policy context

- Relatively high levels of unemployment alongside difficulties in filling vacancies in certain sectors;
- Changes in commuting patterns, with more people continuing to work from home;
- Approach to structural racism and other barriers holding our communities back following Black Lives Matter response to the murder of George Floyd;
- Transition to Net Zero following on from COP26 and opportunities to finance elements of our green recovery ambitions;
- Enhanced collaboration across London government, generating the [Economic Recovery Framework for London](#), overseen by a Leader-led task and finish group;
- Engagement with the Minister for London and various government officials;
- Increased engagement at West London level with large corporate business leaders.

Changes to national economic and policy context

- Volatility in the international trading environment and supply chain disruption;
- Emerging skills shortages in various sectors;
- Risks to spending power and consumer confidence dampening recovery (e.g. increased energy prices, rising inflation...);
- Evolving policy on Levelling Up/Devolution and how that applies to London;
- Transition to Net Zero following on from COP26

2.3 The various pillars under the Economic Recovery Framework for London (see Appendix Two) specifically highlight actions with potential for collaboration at the sub-regional level – and where partners beyond London government – including the private sector - can play a role. The proposed priorities outlined below take account of and align with these.

3. PROPOSED PRIORITIES FOR SUB-REGIONAL FOCUS

3.1 Outlined below for this Board's approval are the details of each proposed priority for sub-regional action. Against each proposal we set out the:

- Rationale;
- Proposed activities and outcomes;
- Sub-regional and borough roles;
- Any resource requirements to be explored, where relevant;
- Alignment with the Economic Recovery Framework for London.

3.2 It is proposed that these priorities be underpinned by a focus on shared issues across West London such as the particular economic impact of the pandemic on aviation communities and groups experiencing widening inequalities. West London's existing strengths and competitive advantages as an economy are also factors.

3.3 **Improving co-ordination and addressing fragmentation across the skills and employment support systems through a 'No Wrong Door' approach.**

Rationale: Long-standing challenges related to fragmentation of public services, entrenched silos and a lack of joined-up and local responsiveness in the skills and employment support systems mean that many Londoners – including groups that now face the risk of economic scarring and long-term unemployment - may miss out on opportunities or fall between the cracks.

Proposed activities and outcomes: Working across the various elements of the skills and employment support system, we will develop a ‘whole system’ approach, aiming to ensure existing resources are used to best effect, enabling those in need of support to access the most appropriate provision to move into work or upskilling/reskilling.

This will lead to significant improvements in user journeys through the system - better access, referrals, experience – and put in place models which will help more people, to be supported more effectively towards and into ‘good work’.

Sub-regional role: WLA officers will develop, manage and trial new models of working, convening employment support and skills providers (and employers) operating both locally and sub-regionally, referring across borough boundaries.

Borough role: Borough officers will steer priorities for collaboration, understand any impact on borough-level provision and deploy models ‘on the ground’, tailored to local contexts.

Resource requirements: Funding of some £190K via the GLA (including some funding from the UK Community Renewal Fund) has been secured to March 2023 to deliver this work, with further funding likely at a slightly lower level into 2023/24 and 2024/25, subject to GLA confirmation.

Alignment with London Economic Recovery Framework: Jobs pillar, specifically an identified priority on Access to Services.

3.4 **Developing a sub-regional framework and engagement strategy to present, promote and support growth sectors and innovation districts.**

Rationale: West London is home to world leading companies and higher education institutions across key growth sectors, underpinned by excellent transport links to the rest of the UK and the world.

We need to understand what more we can do – individually as boroughs and collectively at the sub-regional level - to ensure we support and build on this position.

Proposed activities and outcomes: Scoping the nature/value of a sub-regional role in supporting the development of existing and emerging innovation districts – and through that the creation of high-quality jobs.

Sub-regional role: Subject to further discussion with Economy & Skills Directors, this could involve:

- Promotion/telling the West London ‘story’ (either sub-regionally and/or feeding into London-level efforts) – including through reviewing approaches to inward investment promotion

- Commissioning research/insight/analysis and building evidence/data/mapping
- Engagement with national bodies e.g. Connected Places Catapult, UK Innovation Districts Group, UK Research & Innovation.
- Convening stakeholders at sub-regional level e.g. business leaders, universities.
- Catalysing 'green innovation' as a distinct strand of work, linked closely to sector-focused work on green skills/jobs and the London wide Recovery Mission of doubling the size of the sector by 2030

Borough role: Borough officers could support this agenda by understanding the local business base and using levers at boroughs' disposal to create a business-friendly environment.

Resource requirements: We would need to explore opportunities to increase sub-regional capacity to progress this workstrand.

Alignment with London Economic Recovery Framework: Business pillar, specifically identified priorities on Growth Sectors and Innovation & Productivity.

3.5 **Progressing the West London Orbital.**

Rationale: The WLO is a strategic infrastructure project with benefits across the sub-region and beyond (supporting delivery of sustainable growth, boosting orbital public transport connectivity, better access for disadvantaged communities to job and other opportunities, reducing carbon emissions and improving air quality), including places not directly served but linked by 11 new interchanges.

Proposed activities and outcomes: Working with TfL, Network Rail, the Mayor and other stakeholders, progressing the West London Orbital through the second stage of the Governance of Railway Investment Project (GRIP) process. This includes service frequency, station/other infrastructure design and work to identify the project's environmental benefits. It will also involve the first round of public consultation on the project.

Sub-regional role: The shared political support for the scheme through this Board is crucial to its progress. WLA manages resource secured via the Strategic Investment Pot (SIP) of devolved business rates funding on behalf of the boroughs. It provides shared officer resource to continue to manage the partnership with TfL, develop the business case (especially funding) and join up on planning policy

Borough role: Boroughs will provide governance, strategic steer, data/expertise and (potentially) funding. There is also a key role for boroughs in coordinating planning and other strategic policy and in championing the value of the project locally and supporting development of alternative finance models.

Resource requirements: Subject to delegated decisions proposed in a separate report on today's agenda, resource is available from the SIP funding and the next stage of the work is being scoped out as part of TfL's budget and work programme process.

Alignment with London Economic Recovery Framework: Connected City pillar, specifically identified priorities on Transport and Gateways and Interchanges.

3.6 **Developing a sub-regional approach to harnessing the impact of anchor institutions on prosperity, well-being, inequality and environmental sustainability**

Rationale: There is potential, building on London-level work to develop an Anchor Institutions' Charter, to encourage and enable West London's major institutions to make the most of their spending power and status and significant employers and place leaders and support the sub-region's economic recovery and prosperity, building on work with the NHS, higher education institutions and business leaders.

- **Proposed activities and outcomes:** Building on well-developed work with the NHS through the Integrated Care System and its focus on developing the role of its constituent parts as anchor institutions, this work could involve facilitating activities of other anchor institutions through a shared, sub-regional approach to employment, procurement and sustainability practices, taking care not to duplicate or overlap with borough-level interactions with important local anchors.

Sub-regional role: Work at the sub-regional level would focus on convening anchor institutions across a wider geography than a single borough to drive activity at scale across shared priorities – specifically building on and adding to work underway with the Integrated Care System and business leaders.

- **Borough role:** The borough role could involve providing clarity and steer on those anchor institutions focusing tightly on borough-level priorities and those where sub-regional collaboration could augment benefits accrued locally.

Resource requirements: Existing officer resource within the WLA officer team and individual boroughs would deliver this priority.

Alignment with London Economic Recovery Framework: This priority would cut across various pillars, particularly Jobs, Business, Connected City, and Global London and would also touch the cross-cutting themes of Achieving Net Zero and Narrowing Inequalities.

3.7 **Enhancing digital connectivity at scale, with social value embedded into contracts**

Rationale: The importance of putting in place state of the art digital infrastructure to driving business growth and innovation and improving access to services for communities has been brought into even sharper focus by the pandemic. Collaboration across the West London geography has had demonstrable benefits in attracting both public grant funding and in making the sub-region attractive to private investors in digital infrastructure.

Proposed activities and outcomes: Mobilising investment of ca. £8m (via grant funding) to upgrade internet connections at some 450 sites across West London, each site delivering many more individual connections for residents and businesses. Moving towards open-access arrangements for publicly owned assets such as lamp posts and developing better ways of working will ensure infrastructure is deployed at pace, enabling the market to deliver benefits to businesses and residents sooner. Our modelling indicates that this will accelerate between £23m - £39m of new investment into wireless networks across 49 West London town centres over the next 3 years.

Sub-regional role: Secure and manage public grant funding and create an attractive investment environment for private investors through facilitating and managing collaboration at the sub-regional level. Facilitate centralised network planning and procurement at scale, supported by borough input and steer. Support to ensure the benefits of new connectivity are realised for residents, businesses and public services.

Borough role: Steer how best to deploy resource locally, feeding in local data, identifying sites, supporting on-site delivery and removing local barriers to deploying new infrastructure.

Resource requirements: External grant funding already secured will meet the costs of managing and delivering this priority.

Alignment with London Economic Recovery Framework: Connected City pillar, specifically identified priorities on Digital.

3.8 **Sub-regional collaboration to generate at scale investable propositions for net zero neighbourhoods, with models deployed at local level.**

Rationale: As recommended by the recent [UK Cities Climate Investment Commission \(UKCCIC\) report](#), there is clear benefit to developing models of 'net zero neighbourhoods' involving multi-intervention packages capable of attracting private investment at scale to support efforts to reach net zero. Such models need to secure private investment at scale through a model focussed on system change, in and across boroughs and neighbourhoods, rather than discrete silos of one-off interventions.

Proposed activities and outcomes: Develop a West London investment model for net zero neighbourhoods, to attract investment at scale and enable

delivery of place-based, multi-intervention approaches, for deployment at the local level by each borough

Sub-regional role: Collaboration at sub-regional scale is necessary to generate investable propositions at a scale attractive to investors, with models then deployed at local level.

Borough role: Using the principles from the UKCCIC report boroughs would scope methods of deploying any investment model developed at the sub-regional scale, for use locally, leading on deployment and co-ordination of resources at the borough level.

Resource requirements: This work is led by the West London Environment Directors' Board with support from the boroughs' Climate Emergency Officer Group and some WLA officer time. We will need to explore opportunities to enhance this capacity to ensure we can continue to deliver at the scale and pace required.

Alignment with London Economic Recovery Framework: The theme of Achieving Net Zero/Green Economy Actions which cuts across each of the Framework's five pillars.

4. WORKING WITH THE BUSINESS COMMUNITY

- 4.1 From a private sector perspective, in addition to the advice and steer of the cross-sector Economic Recovery Taskforce chaired by Cllr Cowan in his capacity as Chair of this Board, a group of senior business leaders, convened on the Taskforce's behalf by West London Business and chaired by John Holland-Kaye, CEO of Heathrow Airport, is also in place.
- 4.2 Workstreams for collaborative business-led action – which complement priorities in the [Economic Recovery Framework for London](#) and how businesses can support those - are: Skills; Business growth and innovation; Strengthening sense of place and identity; Net zero (security of energy supply chain and carbon reduction); and Infrastructure (Transport/ mobility).
- 4.3 Boroughs are engaged in the evolving workstreams through WLA and borough officer representatives, ensuring alignment with our collective work in related areas. This Board is asked to endorse in principle the emerging thematic work and its alignment with the proposed sub-regional priorities for economic recovery, pending any formal launch of the partnership, anticipated to take place ahead of the pre-election period to ensure Leaders can participate.

5. REASONS FOR RECOMMENDATIONS

- 5.1 Notwithstanding tentative signs of economic recovery in West London, as elsewhere in the country, there remains a pressing need to address the economic impact of the pandemic on the sub-region, working closely with boroughs to ensure any sub-regional efforts complement and add value to those at the borough level. The enhanced co-operation across London as set out in the Economic Recovery Framework for London also provides a structure to help ensure activity undertaken at the sub-regional level in West London also support those at London level, where a pan-London approach is most appropriate.

6. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 6.1 As considered by this Board when the outline sub-regional approach to economic recovery was proposed in September 2020, the possibility of relying on national, London-level and local responses to economic recovery is an option. However, this is not recommended as it would risk failing to address those economic challenges experienced at the sub-regional level and which can be most effectively addressed by collaboration at that geography as articulated in the Economic Recovery Framework for London.

7. POST DECISION IMPLEMENTATION

- 7.1 Subject to Leaders' approval of the approach outlined above, next steps are to:
- Focus sub-regional efforts to support economic recovery on the priorities proposed in this report, in addition to related areas of sub-regional work to be set out separately in the annual WLA business plan, reporting back to this Board's next meeting on progress.
 - Develop the increased business engagement through the corporate leaders' group to align with and support West London's economic recovery, reporting back to this Board's next meeting on progress.

8. IMPLICATIONS OF DECISION

8.1 Corporate Priorities and Performance

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

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

- Work undertaken to date has been through existing, funded officer time, both within the core West London Alliance team and with relevant officers in West London authorities, supplemented by various external funding sources relating to specific priorities as outlined above. Any specific proposals relating to

funding of related work in the future will be presented on a case-by-case basis.

8.3 Social Value

- Social and economic inclusion is a cross-cutting theme woven into the development of the various activities set out in the original Build and Recover plan and in the specific proposed priorities for future focus set out above. Many of the proposed outcomes directly address economic and social benefits to West London's communities.

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

8.5 Risk Management

- This report will support the West London Economic Prosperity Board to oversee a successful, sub-regional response to economic recovery and future prosperity building on work underway at the individual borough level.

8.6 **Equalities and Diversity**

- The ongoing focus of addressing economic recovery at the sub-regional level assist in promoting equalities and diversity across the sub-region. The priorities – and the Economic Recovery Framework which they support – have as a central focus ensuring that West London’s economic recovery is inclusive, benefiting those most impacted by the economic impact of the pandemic.

8.7 **Consultation and Engagement**

- 8.8 The proposed priorities for future sub-regional focus on economic recovery complements boroughs’ work at the local level and has been developed in consultation with boroughs’ Economy & Skills Directors. Input has also been sought from the West London Economic Recovery Taskforce.

9. **BACKGROUND PAPERS**

N/A

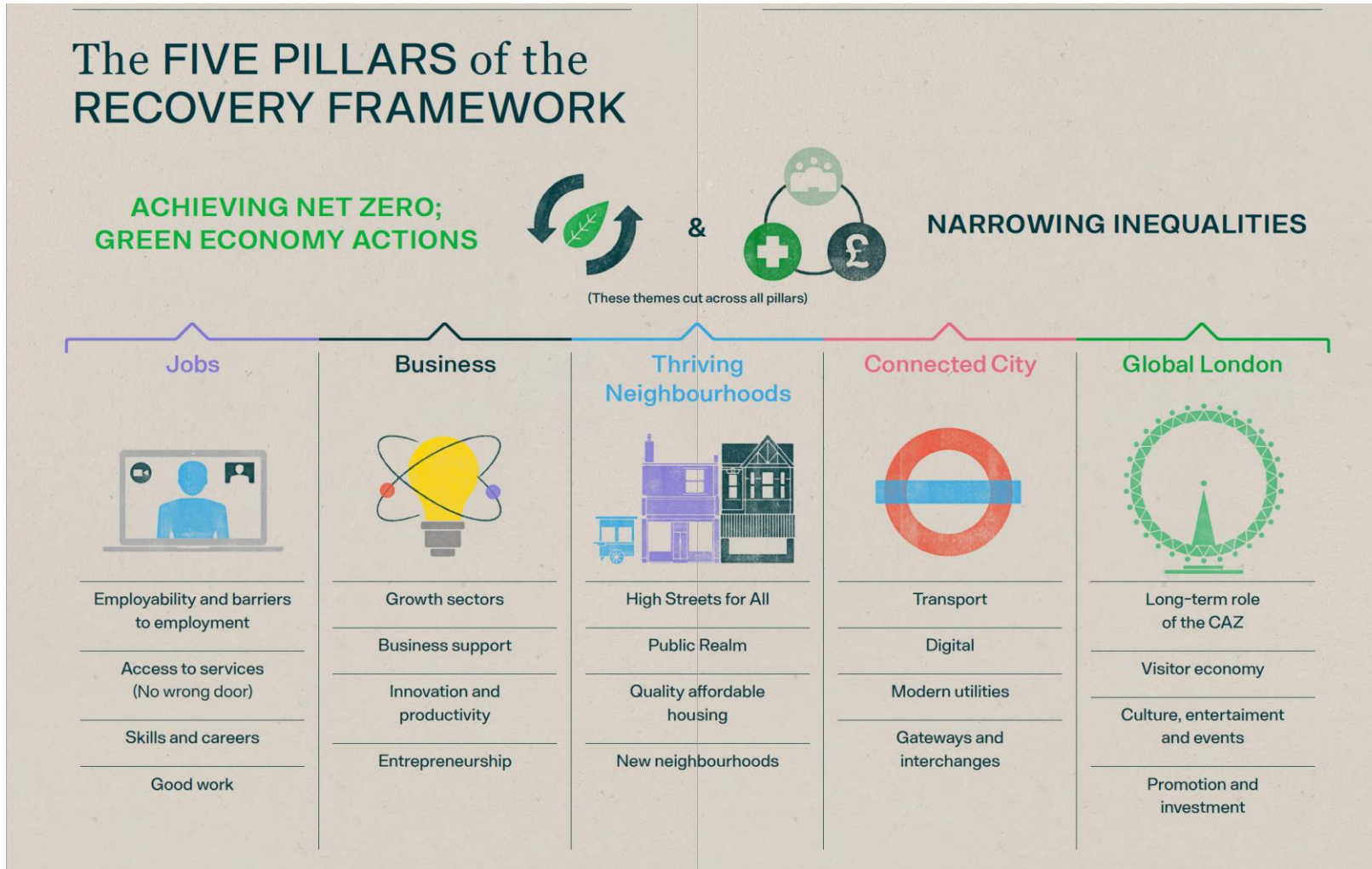
APPENDIX ONE

Highlights of progress against the aims of the Build & Recover Plan


- **Job Entry: Targeted Support scheme** – supporting 18,000 unemployed people to autumn 2022.
- **Local recruitment to mass vaccination hubs** - 2,400 referrals made and working on longer term model for entry level NHS roles.
- **Development of an [online tool](#) to improve understanding of how skills provision responds to need** and to inform a more responsive skills system.
- Planning for a **‘No Wrong Door’ approach to the skills and employment system** been developed, ahead of GLA funding being made available.
- **West London approach to ‘sector skills academies’** in key sectors working through Vice-Chancellors of higher education institutions and Principals of further education colleges – and informing three successful bids for Mayoral funding.
- **Retrofitting** more than 300 homes through £4.8m secured through the first phase of Green Homes Grant Local Authority Delivery Scheme with £6.5m secured to retrofit approx. 1,500 homes by June 2022 and £7.9m for an additional 859 homes by March 2023.
- **Low carbon and sustainable procurement** advanced through development of a joint toolkit for use across West London boroughs.
- **An emissions measuring framework** under development to promote a **circular economy**.
- **Corporate Leaders** taking forward work on Skills, Sense of Place, Growth and Innovation, Net Zero and Infrastructure.
- **Anchors work with NHS progressed**, with a focus on recruitment, procurement and sustainability.

APPENDIX TWO

Pillars of the Economic Recovery Framework for London



Agenda Item 4

	West London Economic Prosperity Board 9 February 2022
Title	Update on upcoming Capital West London summit and review of sub-regional inward investment support
Report of	Niall Bolger, Chief Executive, LB Hounslow 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 Pack, Head of Economy & Skills, West London Alliance packd@ealing.gov.uk

Summary

This report provides the Board with an update on the Capital West London Summit 2022, taking place on 2nd March to promote West London as a destination for inward investment and an opportunity to comment on and shape the agenda.

A summary is also provided of a proposed review to establish what, if any, future support is required at the sub-regional level on inward investment, for this Board's input.

Recommendations

Leaders are asked to:

- **Note and comment on** the draft agenda and focus of the upcoming Capital West London summit scheduled for 2nd March.
- **Note** the intention to undertake a review of future requirements for sub-regional support on inward investment for this Board's consideration later this year.

1. WHY THIS REPORT IS NEEDED

- 1.1 The Capital West London (CWL) programme of sub-regional inward investment support, delivered on behalf of the West London Alliance boroughs by White Label, was extended following the contract expiry in 2021 to run to summer 2022, entirely funded by private sector contributions, to allow for a review to be undertaken of future requirements. In addition to a minimum level of service involving keeping the CWL website, social media presence and newsletter regularly updated, the annual Capital West London summit will take place on 2nd March 2022. This report updates the Board on that event specifically and invites comments on the agenda.
- 1.2 Given the proposed focus on growth sectors/innovation at the sub-regional level (as outlined in the economic recovery paper on today's agenda) and the prominence given to promotion and investment within the 'Global London' pillar of the [Economic Recovery Framework for London](#), officers will be undertaking a review of whether there is a case for a longer term, sub-regional approach to inward investment at the sub-regional level, and if so, how that should look. This report also provides initial thoughts on the scope of any review, for this Board's input, with a view to bringing a fuller review back to this Board at a future meeting.

2. CAPITAL WEST LONDON SUMMIT 2022

- 2.1 Under the banner of 'Innovation, Inclusive, Green' the Capital West London summit will take place on 2nd March 2022, to be hosted by the University of West London in Ealing. This Board's Chair will provide an opening keynote address to attendees spanning developers, investors, employers and key public sector agencies. Further keynote speakers to feature throughout the day are being confirmed.
- 2.2 The draft programme - available [here](#) - will involve a series of panel events/discussions, each featuring speakers from the worlds of business, academia and London government.
- 2.3 Detailed further at Appendix One, the themes of the various panel sessions will cover:
 - Sustainable West London
 - Growth sectors driving recovery
 - Industrial and Logistics growth
 - Creating a residential offer for all
 - Culture & Creativity will be Economic Drivers
- 2.4 Comments are invited from this Board to help shape the agenda or identify suitable speakers for the event.

3. UNDERTAKING A REVIEW OF SUB-REGIONAL INWARD INVESTMENT SUPPORT NEEDS

3.1 In formulating a review of any future sub-regional approach to inward investment support, the following considerations are proposed, as discussed with your Economy & Skills Directors:

- **Clarify sub-regional needs** in West London and the balance between inward investment promotion - attracting new businesses to locate in the sub-region – and retention/growth of existing businesses.
- Need to **understand the case** for investing in inward investment promotion at the sub-regional level and the return on investment – quantifying demonstrable value;
- Establish **if/how any additional function at the sub-regional level could add value to work undertaken by London & Partners, London Councils and others** (e.g. West London Business) – either at the London level or sub-regionally;
- Need for boroughs to **engage with communications teams** in establishing local requirements for support on place marketing and if/how any sub-regional offer could add value to that.
- Develop a clear understanding of **drivers attracting businesses to locate in West London.**

3.2 With the above in mind and against the backdrop of the Economic Recovery Framework now being in place, which has one of its pillar 'Global London' and an identified priority of 'Promotion & Investment', suggested next steps are:

- Work with individual boroughs (both Economy & Skills Directors and communications teams) to **understand borough needs on inward investment/place marketing/business retention** – and thoughts on gaps which could be addressed longer term at the sub-regional level.
- **Engage with London & Partners** to ensure we have a full understanding of their offer and how best to maximise that in West London.
- Understand the role of inward investment promotion, if any, at the sub-regional level, in developing **sub-regional work on growth sectors and the concept of innovation districts.**
- Develop an outline model for **assessing the case** for investing in inward investment promotion at the sub-regional level and how any return on investment should look.

3.2 Comments are sought from this Board on the proposed review and any considerations which should be factored in.

4. REASONS FOR RECOMMENDATIONS

4.1 This report provides an opportunity for Members of this Board to shape the agenda for the Capital West London Summit and to inform a review of to determine what, if any support is required at the sub-regional level on onward investment.

5. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

5.1 N/A

6. POST DECISION IMPLEMENTATION

6.1 Officers will work with White Label to finalise the agenda for the Capital West London Summit, reflecting input from this Board, and will provide this Board at a future meeting with recommendations from any review of sub-regional requirements for inward investment support.

7. IMPLICATIONS OF DECISION

7.1 Corporate Priorities and Performance

- This report relates directly to the development of the agreed West London Build & Recover economic recovery strategy and is line with the Economic Recovery Framework for London.

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

- Work undertaken to prepare for the Capital West London Summit has been supported by sponsorship secured by White Label at no direct cost to the West London Alliance or individual boroughs.

7.3 Social Value

- Social and economic inclusion is a cross-cutting theme woven into many of the proposed sessions at the Capital West London Summit.

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

7.5 Risk Management

This report will help ensure this Board is well sighted on a high-profile event being delivered in partnership with the West London Alliance and member authorities.

7.6 Equalities and Diversity

Although the Capital West London Summit does not focus specifically on equalities and diversity as a central theme, there are opportunities through increased inward investment to improve access to all our communities to its benefits, and inclusion is an overarching theme of the event.

7.7 Consultation and Engagement

Boroughs' Economy & Skills Directors have had direct input into shaping the agenda for the Capital West London Summit and their input will be essential in progressing any review of future needs at the sub-regional level on inward investment support.

8. BACKGROUND PAPERS

N/A

Appendix One

Summary of proposed panel sessions at Capital West London Summit 2022

Sustainable West London

Following COP26 there has never been a greater focus on the sustainability agenda. Across West London projects are taking place to ensure that the sub-region can meet net zero collectively but what is needed to help drive this change, what investment is required and what infrastructure and support can be put in place to help drive the economy, alongside reaching net zero?

Growth sectors driving recovery

Life science, green economy and digital are growing sectors in the sub-region and following recent events have never been more relevant and in demand. What does West London offer to attract not only the businesses but the talent they need? What is needed to retain them and also to enable and grow that continuation of talent locally?

Industrial and Logistics growth

The industrial and logistics sector across West London has never been busier. What sectors have been driving the growth? What opportunities are there? What have been the challenges and how has the sector had to adapt? How can it ensure it is sustainable and able to attract the talent needed to continue growth?

Creating a residential offer for all

West London has continued to build across the sub-region to help create a home for all. What has changed in terms of demands from tenants? How can more affordable homes be built for those in deprived areas? What role can the BTR sector play? How can developers ensure all homes are sustainable and inclusive?

Culture & Creativity will be Economic Drivers

West London has always been attractive for the creative sector with local support, diverse communities and a strong cultural identity, it has allowed the sector to thrive. What are the latest developments across West London – who are moving in and who are expanding? What projects are taking place to keep the cultural offer alive? What more can be done to continue to attract and retain creative businesses and the talent they need?

Agenda Item 5

	West London Economic Prosperity Board 9th February 2022
Title	West London Orbital (Standing Item)
Report of	Niall Bolger, LB Hounslow
Status	Public
Urgent	No
Enclosures	N/A
Officer Contact Details	Andrew Barry-Pursell, West London Planning Policy and Infrastructure Delivery Manager, West London Alliance, E: barrypursella@ealing.gov.uk ; T: 020 8280 5385

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 (WLO) and the next steps to take the project forward. It seeks approval for allocation of a further £5,000 from Strategic Investment Pot to fund work on the project and the Board's agreement to delegate decisions on proceeding with the next stage of work to the Chair in consultation with relevant officers in light of the timing of Transport for London decisions on budgeting and work programme.

Recommendations

The Board is asked to:

- i) **NOTE** progress in development of the business case for the WLO;
- ii) **DELEGATE** decisions on proceeding to the next stage of work on the WLO and consequent funding arrangements (including on any necessary discussions with the City of London Corporation as lead authority for administration of the Strategic Investment Pot) to the Chair of the Board, in consultation with the West London Alliance boroughs; and
- iii) **ENDORSE** the agreement of West London borough representatives on the WLO Partners' Oversight Group to approve expenditure of an additional £5,000 in Strategic Investment Pot funding in accordance with the arrangements reported to the meeting of the Board on 11 October 2021.

1. WHY THIS REPORT IS NEEDED

- 1.1 The West London Economic Prosperity Board (WLEPB) has consistently identified the West London Orbital (WLO) Overground rail line as a shared strategic priority and 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 continued to work closely with Transport for London (TfL), 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 situation has made the availability of this funding essential to work on the project proceeding.
- 1.2 The work to date suggests the project is technically feasible and remains value for money. A decision has to be taken whether to proceed to the next stage of work and to provide the necessary funding. This will need to take account of TfL's budget and work programme, both of which are at time of writing subject to agreement of funding arrangements with the Government. Given that the situation is likely to be clearer during February 2022 and to avoid undue delay in taking the project forward, this report seeks approval to delegate the decision on moving forward with the project to the Chair, subject to appropriate consultation.

2. NEXT STEPS IN DEVELOPING THE WLO BUSINESS CASE

- 2.1 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 and has focussed on feasibility and funding with a view to establishing whether to proceed to more detailed work to identify a preferred route and frequency option to take forward. Rail infrastructure projects follow a Governance of Railway Investment Project (GRIP) process that defines eight stages from inception to operation; we are currently at GRIP stage 2 and the decision was taken to deal first with aspects that could show the project is not technically feasible or unaffordable. Given TfL's financial position as a result of the pandemic, this work has only been able to proceed because of the SIP funding the WLA has been able to provide.
- 2.2 This stage of work concluded in December 2021:
- Work by Network Rail has shown it is likely to be feasible to run a four train per hour (tph) through service Hendon/West Hampstead – Hounslow and a further two tph between Hendon and Old Oak Common Lane.
 - Engineering design work by Atkins has shown feasible options exist to operate WLO services from key station locations and that potentially affordable options to reduce conflict with other services and increase capacity at Acton Wells Junction are available. This work has resulted in the central cost estimate for the scheme increasing from the previous estimate of £540.3m to £554.2m (2021 prices), which is in line with expectations.

- An Economic Narrative prepared by Steer/Arcadis has been completed showing that the WLO could support delivery of 15,800 additional homes and secure annual wider economic benefits of £16m.
- Work on funding by Grant Thornton/Mott Macdonald has shown the potential for funding the project from sources including CIL/s106, business rates, workplace parking levies, development of public land and government grant.

Given this, TfL has confirmed that it is appropriate to proceed to the next phase of work – which would take the project to the end of the GRIP 2 stage – subject to agreement with the West London Alliance about funding.

2.3 This next phase will include:

- Further option development and engineering design, looking at the locations not covered by the Atkins work to date so there is a consistent design approach across the WLO route
- Further work on funding and financing
- Further work on timetabling and modelling of potential impacts on other rail services
- Updated modelling of demand for WLO services and effects on other parts of the transport network using the most recent modelling tools, including assessing any forecast long term effects of the Covid-19 pandemic on the case for the scheme
- A station capacity study to assess the impact of demand changes associated with WLO on existing stations
- The first round of public consultation
- Further work to assess the short list of options to confirm whether the WLO is the best way of addressing the strategic objectives set for the project
- More detailed work on impacts on rail freight services and how these can be mitigated; on making the environmental case, including assessing carbon and air quality impacts; and to update the business case.

It is anticipated that it will take about a calendar year and cost a total of £1.950m.

2.4 The timing and resourcing of this work depends on wider decisions by TfL about their budget and work programme. This in turn depends on the funding arrangements agreed between national government and the Mayor. At time of writing, it was anticipated that this situation would be clearer after 4th February when the current agreement ends – although it may take a little time before the situation is clearer at individual project level.

2.5 Given the generally positive outcome of work to date and that the WLA has funding in hand, it is reasonable to ensure arrangements are in place so we can avoid any unnecessary delay in taking the project forward, so long as the funding arrangements are considered appropriate. This would avoid any unnecessary delay because of the timing of this Board's meetings. It is

therefore recommended that the Board delegates to its Chair, in consultation with the other Board members, the West London Chief Executives' Board and the West London-nominated members of the West London Orbital Partners' Oversight Group (POG) (see below), decisions on:

- taking the project forward to the next stage
- the necessary funding arrangements and allocation of SIP; and
- any consequent steps required (including any discussions that might be necessary with the City of London Corporation as lead authority for administration of the SIP)

Any decisions taken in this way will be reported formally to the Board's next meeting.

- 2.6 The POG is a joint project oversight group comprising representatives of TfL, West London boroughs and the WLA, the Greater London Authority, Network Rail, the Old Oak/Park Royal Development Corporation and Homes England. The West London borough representatives are Niall Bolger (Chief Executive of LB Hounslow and WLO project sponsor), Ross Brown (Borough Treasurer, LB Ealing), Alan Lunt (Strategic Director of Regeneration and Environment, LB Brent), Cath Shaw (Assistant Chief Executive, LB Barnet). The WLA is represented by David Francis (Director) and Andrew Barry-Purcell (Planning and Infrastructure Manager).
- 2.7 In the meantime, a "Strategic Narrative" document has been published, giving an overview of the benefits of the WLO in delivering national, regional and local priorities in a clear and effective way. The document can be found on the WLA website at <https://wla.london/wp-content/uploads/2021/10/2021-October-WLO-Strategic-Narrative.pdf>.

3. FUNDING OF CURRENT WORK

- 3.1 It will be recalled that at its February 2021 meeting the Board gave approval for use of the first tranche of SIP funding (£900,000) to ensure the next stage of work on the project could go ahead in light of TfL's financial situation. Of this it was agreed that up to £350,000 should be allocated to fund the work on service levels and engineering design that has just completed.
- 3.2 At the last meeting it was proposed that decisions on any variation required between meetings of the Board could be taken by the West London representatives on the POG and are reported to the next EPB meeting. It was also noted that some additional funding might be required for work on the scope for use of the Community Infrastructure Levy and planning obligations to help fund the WLO. At that time procurement of this work was still in hand; this is now complete and will require a further £5,000. POG members have agreed that this is appropriate, and the Board is asked to endorse this conclusion.

4. REASONS FOR RECOMMENDATIONS

- 4.1 Projections of the London population and economy into the 2030s and 2040s suggest transport infrastructure is likely to become an increasing constraint on growth. There are already issues of poor orbital connectivity and congestion across West London; over time these will reduce the scale of growth possible on a sustainable basis and undermine the sub-region's competitiveness, social outcomes and quality of life. West London also faces environmental and social challenges. It has high levels of car usage and the problems of greenhouse gas emissions and air quality associated with this. There are places with high levels of unemployment and deprivation that are poorly linked by public transport with areas likely to see jobs growth.
- 4.2 Monitoring of patterns of rail usage during the pandemic has shown that orbital trips have held up better than radial ones and it seems unlikely that its longer-term impacts will make a significant difference to the need to address these issues
- 4.3 The recommendations in this report are intended to ensure delivery of the WLO project in a transparent, cost-effective manner. The impact of the pandemic on Transport for London's finances means that without funding from the WLA, the WLO would not proceed at present. The recommendations in this report address this situation and avoid any unnecessary delay in taking the WLO forward.

5. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 5.1 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 strategic objectives set for the project. The WLO proposal reflects the outcome of that analysis.
- 5.2 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.
- 5.3 The Board meets at intervals of 3-4 months and leaving the decision on whether to proceed to the next phase of work on the WLO could significantly delay taking the project forward.

6. POST DECISION IMPLEMENTATION

- 6.1 WLA staff will continue to work with their TfL counterparts to ensure successful completion of work to develop the WLO.

7. IMPLICATIONS OF DECISION

7.1 Corporate Priorities and Performance

The WLO is identified as a key priority and deliverable in the WLA Business Plan.

7.2 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, work is under way to identify the scope for their use and the steps required to realise them.

7.3 Social Value

The proposals set out in this report support improved health and wellbeing outcomes for West London's people; the enhanced competitiveness and success of its businesses; and addressing key environmental and social objectives including tackling climate change and poor air quality and improving access to a wider range of employment and other opportunities for deprived communities by providing greater connectivity and cutting congestion.

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 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.

7.5 Risk Management

The governance arrangements that have been put in place by TfL and the WLA for the WLO (which were reported to the last meeting of the Board) 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.

7.6 Equalities and Diversity

Equality and diversity issues are actively being considered in the work outlined in this report. The contract for the engineering design work being undertaken by Atkins requires input from a qualified access consultant to provide advice on accessibility requirements and inclusive design in the development of station options. If delivered, 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.

7.7 Consultation and Engagement

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.

This work does not currently involve public consultation, although as mentioned earlier in this report it is likely to be something that will take place in the next stage of business case development. A full community engagement and consultation plan will be developed by TfL and the boroughs.

	<p>West London Economic Prosperity Board</p> <p>9 February 2022</p>
<p>Title</p>	<p>WLA Economy & Skills programme updates</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>N/A</p>
<p>Officer Contact Details</p>	<p>David Pack, Head of Economy & Skills, West London Alliance packd@ealing.gov.uk</p>

<h2>Summary</h2>
<p>This report provides brief updates not covered elsewhere on the agenda on progress on the various elements of the West London Alliance’s Economy & Skills Programme in line with the themes set out in the annual business plan, covering:</p> <ul style="list-style-type: none"> • Good employment and the right skills • Infrastructure – West London Orbital and mobility • Infrastructure - Tomorrow’s digital economy
<p>Recommendations</p>
<p>Leaders are asked to:</p> <ul style="list-style-type: none"> • Note the updates provided on the West London Alliance’s Economy & Skills Programme.

1. WHY THIS REPORT IS NEEDED

- 1.1 This report updates the Board on progress across the various strands of the West London Alliance's Economy & Skills Programme where not picked up elsewhere on today's agenda.

2. EMPLOYMENT AND THE RIGHT SKILLS

- 2.1 A summary of progress on various employment support programmes is included at Annex One, the headlines of which are:
- Confirmation of the extension of the **Job Entry: Targeted Support** element of the Work & Health Programme, providing capacity to support an additional 9,000 people out of work for three months or more by late 2022.
 - The West London **Work & Health Programme** confirmed by DWP in December as the best performing contract in England & Wales, with over 7,300 programme starts and over 1,000 job outcomes.
 - Securing £1.4m in European Social Fund monies to support **West London Borough Employment Services** to boost the capacity of boroughs' job brokerages, with the aim of working with over 3,200 participants.
- 2.2 We are close to completing **research on green jobs/skills** - co-commissioned with London's other sub-regional partnerships - to help build a firm understanding of jobs that make up the green economy now, how the labour market might change over time and the skills required for our communities to access these jobs. The research was undertaken in two stages, one at the London level (available on the WLA website [here](#)) and a sub-regional analysis to be published later this month. WLA and borough employment/skills and climate emergency lead officers will be working with skills providers and others to take forward the recommendations and act on the findings.
- 2.3 As referenced in the paper on next steps on economic recovery, we have secured funding from the GLA and the UK Community Renewal Fund for a **No Wrong Door Integration Hub**. This will be an overarching 'system level' piece of work, steered by the West London Skills & Employment Board, aiming to make the skills and employment support system work in a more co-ordinated, less fragmented way to improve individuals' journeys through the system towards and into 'good work', with an initial focus on the under 25s and over 50s.
- 2.4 We supported three successful bids for funding from the **Mayor's Sectoral Academies programme**, covering the health, green and creative/cultural sectors. Each will aim to provide improved co-ordination across the system and increase the responsiveness of skills provision to need. WLA and borough officers will be involved in steering each.

3. INFRASTRUCTURE 1 – WEST LONDON ORBITAL AND MOBILITY

3.1 A detailed update on the **West London Orbital** is covered in a separate paper on today's agenda.

3.2 Although impacted by reduced funding through Transport for London, our WestTrans team has focused efforts on several sub-regional transport-related workstreams, including:

- Continued delivery of a service to boroughs to monitor **travel plans submitted under Section 106 agreements**, including revisiting many sites which have been inactive during the pandemic. An annual report of this work will follow once more reports have been received from sites.
- Production of a report to assess the impact of a **pilot cycling promotion scheme with NHS Trusts and universities**, which has had to wind up owing to lack of funding.
- Continued work with the Heathrow Strategic Planning Group and Heathrow Airport to create a macro review of freight in and around the Heathrow Cargo Centre, with a view to **improve the efficiency and impact of freight movements in the Heathrow area**.
- Completion of an **active travel and connectivity review of the boundary areas** the boroughs share in partnership with borough colleagues and TfL to assist boroughs in producing their Local Plans.

4. INFRASTRUCTURE 2 – TOMORROW'S DIGITAL ECONOMY

4.1 Our Digital team continues to deliver through close collaboration with boroughs and the private sector. Key points of recent progress include:

- The launch of a procurement process to find a supplier for the **Fibre West** project to upgrade connections to public buildings using the Crown Commercial Services Gigabit Dynamic Purchasing System. This project will draw in further private investment into West London upgrading connections for residents and businesses.
- Continuation of the **Expanding Opportunities for All** project to streamline working arrangements between boroughs and wireless network operators. New ways of working will create a simpler and quicker pathway to getting wireless communications infrastructure up and running so residents and businesses in West London can enjoy the benefits of next generation communications technology sooner.

5. REASONS FOR RECOMMENDATIONS

6.1 This report is for information only, to keep this Board informed of progress across the West London Alliance's Economy & Skills programme of work.

6. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

N/A

7. POST DECISION IMPLEMENTATION

N/A

8. IMPLICATIONS OF DECISION

8.1 Corporate Priorities and Performance

- This report relates directly to the 2021/22 West London Alliance Business Plan as agreed by Chief Executives in March 2021.

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

- N/A

8.3 Social Value

- Social and economic inclusion is a cross-cutting theme woven into the various elements of the programme outlined.

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

8.5 Risk Management

- N/A

8.6 Equalities and Diversity

- The ongoing focus of addressing economic recovery at the sub-regional level through the Build and Recover Plan will assist in promoting equalities and diversity across the sub-region. The plan has a central focus on ensuring that West London's economic recovery is inclusive, benefiting those most impacted by the economic impact of the pandemic.

8.7 Consultation and Engagement

- Regular updates on the various elements of the Economy & Skills programme are provided to both Chief Executives and your Economy & Skills Directors among other officers.

9. BACKGROUND PAPERS

N/A

WLA HEALTH AND EMPLOYMENT PROGRAMME

**West London Economic Prosperity Board
February 2022**

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Health and Employment Programme Overview

The Health and Employment Programme

- The Health and Employment Programme provides high quality support to unemployed people in West London who have additional barriers to getting into work.
- The Health and Employment Programme has five discrete workstreams:
 - Work and Health Programme (WHP)
 - Job Entry Targeted Support (JETS)
 - Individual Placement Support (IPS) for Common Mental Illness (CMI)
 - IPS for Drug and Alcohol Service Users
 - WLA Borough Employment Brokerage Expansion
- Despite the economic fallout in West London from the Covid 19 Pandemic, taken together with the 70,000 places on the Restart Programme and Kickstart, contracted by DWP, we have sufficient high quality employment support places available for the additional unemployed people in West London
- The challenges are:
 - to increase awareness and get the right people to the right provision
 - to spot and manage gaps in specialist provision

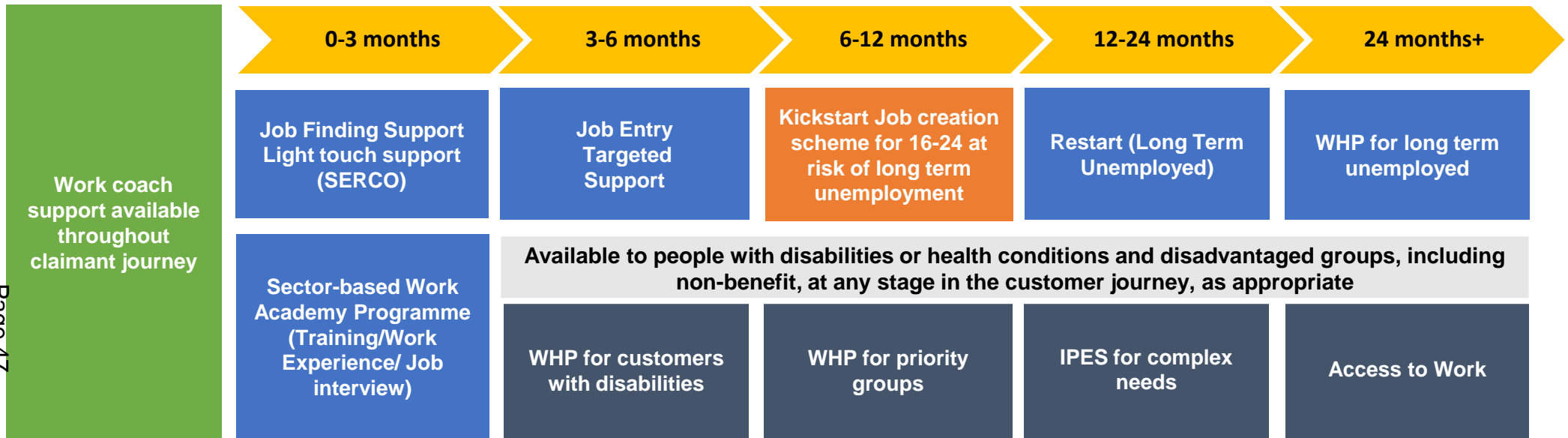
WLA Programme Timeline

Service	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Care Leavers		Start Aug 2017	1 Year extension	Mainstreamed in Brent and Hounslow + Catch 22 GLA provision from 2021						
IPS Service for CMI	Start April 2017			Extended to Dec 2020	Big Lottery extended to Aug 2023		TBC			
WHP (Core) - Referral Window	Initial Referral Window Mar 2018 to Oct 2023 -13,000 places						2 year extension TBC			
WHP post-Referral Window Provision							Last referral can achieve outcome for 21 months		2 year extension TBC	
IPS for D&A				Jan 2019 to June 22 – 1200 places				TBC NHS / PHE Mainstreaming Service		
JETS Referral Window				Year 1 - 9,000 places	Year 2- 9,000 places	No plans for mainstreaming funding				
Post-Referral Window Provision					Run-off	Run Off				
Job Brokerage Expansion					3,200 places					

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All Provision in West London

In Addition to the Provision Directly Commissioned by WLA there is a large amount of other support



Information on all of the above programmes can be found here:
[Plan for Jobs: skills, employment and support programmes for jobseekers - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/plan-for-jobs-skills-employment-and-support-programmes-for-jobseekers)

- Where gaps in provision exist, Community Budgets, Barrier Funding and Local Commissioning can be used to fill these gaps.

- There are other offers across government e.g.: Apprenticeships, AEB, NCS, etc that help improve people's employability

- Universal Programmes
- Youth Specific Programmes
- Specialist Support

WHP Core Performance

DWP provided feedback at December Joint Governance Board that WLA was the best performing contract in England and Wales on WHP

Overall performance in a borough correlates strongly with and is almost entirely dependent on, levels of referrals (leading on to participation, starts and outcomes).

Borough	Share of eligible participants	Starts on programme	Percent of starts	First job entry	Percent of first job entry	Job outcomes	Percent of job outcomes
Barnet	15.9%	1,036	14.2%	275	13.1%	135	13.2%
Brent	17.5%	1,055	14.4%	321	15.3%	181	17.7%
Ealing	19.1%	1,207	16.5%	300	14.3%	121	11.8%
H&F	12.4%	650	8.9%	159	7.6%	82	8.0%
Harrow	8.8%	545	7.4%	172	8.2%	83	8.1%
Hillingdon	11.8%	1,109	15.1%	366	17.4%	174	17.0%
Hounslow	14.6%	1,715	23.4%	513	24.4%	251	24.5%
Total		7,321		2,104		1,024	

WLA Borough Employment Support Service ESF Bid

Update on Bid



We submitted a bid for matched ESF funding in June 2021



On 15 October we were informed that we were successful in our bid for £1.4m of ESF funding



The service will work with over 3,200 participants



The aim is to go live by 2 January, but is dependent on getting the grant finalised with GLA EPMU

WLA Plan for Jobs

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LOCAL RESIDENTS

- Some of us were on furlough...
- Some of us are unemployed...

All of us want to work!

We might have barriers, such as ...

- Health conditions
- Debt
- Housing issues
- Mental Health concerns
- Drug and Alcohol problems



Where do we go to get help to get a job?

Do we need to up-skill/reskill?

Are there apprenticeships available?

How do I start my own business?

EMPLOYMENT SUPPORT SERVICES

- We provide employment support & work with employers
- We reach out into the local community

But we need information about unemployed people so we can plan...

- The right amount of provision
- The right type of provision
- The right type of offers in the right place at a Borough level



How do we fill gaps in provision?

How can we assess what type of help people need?

How do we know what amount of help is needed?

How do we know where the help is needed?

COLLEGES/TRAINING PROVIDERS

- We provide education & skills training
- We have budgets from the GLA & support the Academies

But to provide timely & relevant training & education, we need to know...

- How many unemployed people, in which areas, need education and training



What type of education & training do people require?

How many unemployed people in which areas, need reskilling, upskilling, or basic skills, such as ESOL and IT?

We need data to provide well organised and efficient services!

	<p>West London Economic Prosperity Board</p> <p>9 February 2022</p>
Title	Draft agenda forward plan to June/July 2022
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 Pack, Head of Economy & Skills, West London Alliance (packd@ealing.gov.uk)

Summary
This report provides a draft agenda forward plan for this Board’s next three meetings, covering the period to June/July 2022 in line with the remainder of the current chair’s term, subject to elections.
Recommendations
<p>Leaders are asked to:</p> <ul style="list-style-type: none"> • Note and comment on the draft agenda forward plan.

West London Economic Prosperity Board (WLEPB) draft agenda forward plan January – June/July 2022¹

Summary of WLA workstreams to be covered (in line with terms of reference):

- Oversight of work to facilitate West London’s economic recovery through the Build & Recover plan including linkages with the activity of the Economic Recovery Taskforce, wider engagement with business leaders.
- Oversight of the following thematic areas of WLA work (including their role in supporting economic recovery):
 - o Skills and employment
 - Devolved employment support work;
 - All other work considered by WL Skills & Employment Board
 - o Growth sectors and innovation
 - West London Innovation District concept
 - o Infrastructure and West London Orbital
 - West London Orbital
 - Strategic Infrastructure Delivery Plan
 - o Digital connectivity work (fibre, 5G, digital inclusion)
 - o Economic aspects of work to facilitate a green recovery

WLEPB agenda and papers to be shaped/informed by the WLA Economy & Skills Directors and WLA Chief Executives, with final agreement resting with the EPB Chair.

Proposed standing items:

Item	Suggested frequency
External speakers	As agreed with Chair
West London Orbital progress	Each meeting
Economic Recovery (to include the Build & Recover plan, London-level economic recovery approach, WL Economic Recovery Taskforce)	Each meeting
Annual report from WL Skills & Employment Board	Annually
WLA programmes update (to include areas above)	Each meeting (for info or decision as necessary)
Forward plan agreement	Each meeting

¹ A meeting in June or early July 2022 would be the end of the current chair’s tenure, subject to elections.

Proposed areas of focus of for next meeting - July 2022

June 2022 (TBC)

- **Economic recovery**
 - **Build & Recover Plan** – update on progress, noting any emerging next steps
 - **WL Economic Recovery Taskforce** – progress update (*potentially to include external speaker(s) from corporate leaders' group on one or more themes of work...*)
- **West London Orbital** – standing item.
- **Anchor institutions** – to note work underway with a) universities b) NW London Integrated Care System (potentially to include external speakers from each)
- **WLA Programme update**
 - **Annual report of Skills & Employment Board** – to note work undertaken and priorities emerging
 - **Digital programme** – noting of progress in delivering programme and next steps.
 - **Green recovery** – update from WL Environment Directors on progress in delivering economic elements of expanded work programme and next steps.
 - **Sub-regional inward investment** – update on next steps following review
- **Forward plan**