

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

2. 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

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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.

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 all 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.