

West London Economic Development Strategy
December 2004

Executive Summary



West
London
Business

Chamber of Commerce

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Prepared for West London Partnership in collaboration with the LDA, WLA and WLB by:



INTRODUCTION

West London is a dynamic economic powerhouse, a model of successful cultural and racial diversity and a cosmopolitan, globally minded sub-region that contributed £27 billion towards the nation's wealth last year. Home to almost 1.5 million people, blue-chip multinationals, thriving small and medium enterprises, Heathrow Airport and Wembley, it offers a unique place to live and work.

West London is also set to grow and change. With the London Plan forecasting major increases in population, homes and jobs, the sub-region is determined to shape its own future. It aims to harness the opportunities being generated, and to realise its own vision for a sustainable, high quality environment for work, life and leisure.

Our West London Economic Development Strategy, developed by the West London Partnership, represents a road map for the future. It takes a hard look at the issues facing individuals and businesses in the sub-region.

Our vision celebrates diversity, promotes social cohesion and positions West London as a choice location for companies and individuals. It pictures a sub-region where businesses invest and expand, where there is an entrepreneurial culture with a vibrant and thriving SME sector, and where a strong and active voluntary and community sector plays an essential role.

We want to create a place where environmental resources are valued, enjoyed and protected, and high quality education, health care and leisure facilities are available for everyone.

Transport must be at the heart of the vision and we are committed to improving the sub-region's accessibility and reducing congestion.

This document is a framework for future action. It provides the rationale for a comprehensive programme to support West London's economic prosperity and long-term fiscal competitiveness. Steered by extensive consultation, with professionals and stakeholders, it proposes a strategic direction to focus the energies of all stakeholders towards a common vision. The West London Economic Development Strategy exists to complement and support the delivery of the vision of the London Plan and the forthcoming Sub-Regional Development Framework. If necessary it also challenges it, offering solutions which we feel are the best for West London and the capital as a whole.

A continuing theme is to keep West London forefront in the minds of those who make key investment and policy decisions. Nurturing entrepreneurship and promoting technological advance will secure West London's future as a significant location for corporate management and HQ activities. The challenge for business is to adopt policies which facilitate rapid integration and support for newcomers with transferable skills.

The production of this Strategy is an important milestone in itself, but now the strategic objectives will be translated into reality in an Implementation Plan. This will provide the opportunity for innovative forms of private/public partnerships to participate in concrete programmes and projects.

The integration of this Economic Development Strategy with the sub-region's environmental and social development will be furthered by the production of the London Plan's Sub-Regional Development Framework for West London.

We warmly acknowledge the many contributions made to strengthening sub-regional collaboration across West London. Only with strong partnership between the public, private and voluntary sector in West London, working together with the major regional players, can we deliver a West London that has pride of place in the capital.

Councillor John Cudmore, WLA
Joint Chair West London Partnership

Peter Handcock, WLB
Joint Chair West London Partnership



VISION

Sustainable and Inclusive Economic Development

This Economic Development Strategy has been produced to ensure that sustainable and inclusive development is achieved for all those who work and live in West London. The Strategy aims to build on the unique competitive strengths of West London, to identify new opportunities to develop these strengths, and contribute to West London's environmental and social development needs.

The Challenge

Economic growth is vital but does not always result in sustained and inclusive development. If unmanaged, it can result in effects that are harmful to West London's long-term economic, environmental and societal development. The framework for the Strategy, therefore, is very much based on meshing West London's future economic agenda with its environmental and social development.

Key Principles

Our approach has been to develop the Strategy through the application of these key principles:

Success – Building on West London's leading role in the UK economy, developing a sustainable creative and knowledge-based economy with a vibrant small and medium size (SME) business base and an entrepreneurial culture that values and prioritises learning and skills.

Diversity – Championing West London's cultural and racial diversity to realise the social and economic benefits in a region noted for its community cohesion, quality of life and cultural amenities.

Access – Ensuring that West London continues to benefit from its historical pre-eminence in connecting people, business and movement. Ensuring West London takes a leading role in developing transportation.

Entrepreneurial culture – Developing our SME base to ensure that businesses are able to access the high quality business support, skills and learning resources they need to increase their competitiveness and sustainability.

Participation – That local people, whatever their socio-economic position and wherever they live, are able to access the employment and training opportunities created in West London and that we build a lifelong learning culture so that they have the necessary skills and knowledge.

Partnership – Continuing to develop the strong record of integration, developing a well-connected sub-region, specifically linking the more deprived areas and communities with the most successful parts of the West London sub-region. Demonstrating the power of effective partnerships.

Sustainability – Achieving economic growth and prosperity whilst ensuring that there are positive impacts on the wellbeing of West London communities and the sub-region's environmental quality.

Assets – Recognising the importance of developing West London's environmental assets – its green spaces, water resources and biodiversity and creating a high quality built environment. Re-establishing our town centres as centres of economic activity and promoting an urban renaissance and design excellence throughout the built environment.

The Vision

Synthesising these themes, the overall vision can be stated as follows:

West London will be the choice location for both businesses and individuals, an inclusive and sustainable society where business and communities benefit from a global perspective, a leading player in the development of London as the global hub. A destination renowned for creating richer solutions and opportunities through its ability to embrace and celebrate diversity, change and success with all its participants.

To deliver this vision, the Strategy sets out a way forward for West London under six core framework headings:

Skills for Growth – Improve levels of employability and reduce the polarisation of West London's skills economy primarily by improving training access opportunities for excluded groups, improving literacy and numeracy skills and fostering a culture for lifelong learning and workforce development.

Business Competitiveness – Establish a competitive economy underpinned by sustained and sustainable growth and value-added output principally through ensuring high and effective levels of appropriate support for both indigenous businesses and foreign-owned investors. There is also a need to further develop knowledge-based economic activity through increased linkages and interaction between businesses in West London and the academic community, as well as with businesses in surrounding sub-regional economies.

Land and Property – Secure a sustainable economy through the appropriate utilisation, including mixed use development, of West London's land and property by promoting, managing, and enhancing the quality of the existing stock of key strategic employment locations, and promoting higher standards of design and environmental good practice. Support the rejuvenation of town centres in West London as centres for employment, shopping and living.

Housing – Increase the supply of affordable housing and supported housing, improve the quality of older housing stock, and ensure the sustainability of housing developments. Focus on developing an appropriate mix of housing provision, in terms of tenure, type, size, reception and move-on property and ensure higher density build where appropriate, particularly where there is good access to public transport.

Transport – Invest in public transport infrastructure, in particular to support the suburban centres and where the main employment and housing growth will occur. Plan public transport to link residential areas and the town centres in West London.

Environment and the Quality of Life – Invest in sustainable business communities, and encourage businesses to play a greater role in the management, maintenance and improvement of their business neighbourhoods. Support businesses and other employers to improve their environmental management systems. Ensure high quality design of future housing and employment site developments. Improve access to quality green space and cultural resources. Quality of life issues must also address crime and the underlying causes of crime.

Each of the six themes is highly interdependent and there are some areas within West London where there are concentrations of multiple thematic issues which require rounded and holistic approaches and solutions.

EXECUTIVE SUMMARY

The Strategy and the Wider Context

A great deal of work has already been completed by pan-London and regional agencies, in particular the production of the London Plan and the draft London Economic Development Strategy (EDS). A key role of the West London EDS is to support and build on this work. This Strategy has also been developed in line with the strategies of West London's partners.

Implementing the Strategy

The lifespan of the Strategy will coincide with that of the London EDS and will be fully reviewed within the next year to ensure that it is compatible with the final West London Sub-Regional Development Framework as well as the final London EDS.

This will be a living, breathing, constantly evolving document and will provide a platform from which to plan and deliver real projects during the period of its lifespan. These will be realised through an Implementation Plan that will be produced in consultation with partners and stakeholders across the sub-region.

Primarily, it will be implemented through the mainstream programmes and action plans of partner agencies such as the London Development Agency, Transport for London, the London West Learning and Skills Council, the six West London borough councils, businesses and voluntary and community sector organisations.

West London Partnership

The West London Alliance, comprising the six West London borough councils and West London Business (the sub-regional business membership organisation for West London), formed the West London Partnership in 2000. The West London Network for voluntary and community organisations and the London West Learning and Skills Council joined the Partnership in 2004.

About West London

West London possesses a number of unique factors that distinguish its economy from its neighbours and the rest of the UK. These include Heathrow Airport, a significant creative industries sector, some of the biggest blue chip businesses in the world, a significant concentration of employment within the transport and logistics sector, particularly within air transport, and excellent road, rail and air links to all parts of Britain.

With a population of almost 1.5 million people West London is a large and diverse economy which contributes £27 billion to the UK economy and employs almost 750,000 people. One of West London's key strengths is that it has a diverse, energetic and dynamic population, with some 35% of residents from black and minority ethnic communities. This rich, multi-cultural and international base provides a strong link to international communities and markets.

Whilst an overview of West London reveals a relatively prosperous area the reality for some is very different: significant pockets of deprivation exist within the sub-region. Unemployment in West London is also relatively high at 6.4%.

West London generally possesses a high quality environment, with large areas of open space, parkland and green belt land for leisure and recreation. However, its natural environment is under pressure from development – population densities, transport levels and economic activities exert significant pressures on environmental quality.

The sub-region's public transport network is extensive, with a large number of underground, overland and bus connections with the centre of London. However road traffic congestion on major roads such as the A4, M4 and M40 is a growing problem, as is the associated pollution. Also, access to public transport is variable across the area, as is the quality of transport around and within the sub-region.

International Setting

West London has a number of global sector strengths, some of which are clearly linked to Heathrow. They include tourism; logistics; ICT; media and creative industries and food processing.

West London and its Surrounding Regions

Located between the economically prosperous areas of Central London and the Home Counties, West London's accessibility characterises its competitive position relative to other sub-regions. West London contributes approximately 17% of the output of Greater London.

Output per capita and per worker within West London exceeds the British average, although West London lags behind the rest of London.

Employment growth experienced by West London since 1994 has exceeded national growth in employment, but is similar to growth in London.

Whilst overall levels of health are not dissimilar to London and the South East generally, in West London there are local concentrations of poor health.

West London, like London as a whole, has a considerably higher level of residents with NVQ level 4 or above than the British average. However, it is of concern that a relatively high proportion of West London residents also have relatively low level skills – around 13% have no formal qualifications.

Drivers

There are a number of key economic drivers in West London:

Heathrow Airport – Employment within air transport has grown by 6% per annum between the years 1998 and 2002 – an increase of over 25% during the four year period.

Tourism and the visitor economy – Already a significant contributor to the sub-regional economy, the economic impact of tourism and the visitor economy will grow, with an expected increase of 30 million passengers per annum passing through Heathrow Airport as well as the projected development of the 'Visiting Friends and Relatives' and 'Business Tourism' markets that West London is ideally placed to exploit.

Recreational and cultural activities – The new Wembley Stadium project epitomises the growth within these sectors.

The food cluster – With particular concentrations around the Park Royal/Wembley area and Southall.

The creative industries – West London has a strong representation within the creative industries, with TV and radio having a particularly strong representation within the area epitomised by the BBC studios at White City. The digital media and ICT sectors are also strong in West London.

Other important features of the West London economy include the key employment and development areas of Wembley, Park Royal and White City:

Park Royal – is an economic area of national significance, centrally located within the West London sub-region. Straddling the three London boroughs of Brent, Ealing and Hammersmith & Fulham, it is the largest industrial and business location in the UK and home to 2,000 businesses.

Wembley Development – The new 90,000 seater, £757m Wembley Stadium development is not only a new iconic sporting venue, the 42 acre area around it will be a sporting, leisure, cultural, accommodation and commercial centre for London, unprecedented in its scale and scope. It demonstrates the importance of the growing leisure and tourism industry in West London.

White City – represents one of the most significant urban regeneration projects in West London. The £600 million, 1.2 million sq ft project will include a new retail centre and transport links, and is expected to leave a legacy of 5,000 full and part-time jobs.

The voluntary sector also provides a considerable level of employment within West London. Over 6,000 formal, active voluntary and community organisations are based here and currently employ 20,000 paid staff.

Sustainability, Diversity and Health

The cultural and racial diversity of West London is a great strength and asset that provides many opportunities for the sub-region's economy, particularly in terms of the broad range of language skills and a high level of connectivity to international markets.

Within this Economic Development Strategy, however, it is important that we acknowledge and address disadvantages and weakness alongside the advantages and strengths noted above, in order to seek a fair and equitable outcome for all residents. Disadvantage affects people in many different ways, for example poor housing, low income, high crime environments, poor health and access to services. These problems can often lead to social exclusion. Our vision is about creating an environment where people can go about their lives with a feeling of dignity and security. This will involve addressing the needs, aspirations and cultures of the different communities. This Economic Development Strategy celebrates and promotes cultural diversity and the contribution different communities have to make to life in West London.

It is also important that we recognise health as a cross-cutting theme throughout the West London Economic Development Strategy. Health not only has an important influence on economic activity, but is also a major employer within the West London economy.



Skills for Growth

Strategic Context

The Government's Skills Strategy White Paper affirms that skills are a key asset which impact positively on productivity, innovation, profitability and, ultimately, the competitiveness of business. The London Economic Development Strategy 'Sustaining Success' lists a number of objectives aimed at investing in people to tackle barriers to employment, and improve the standard of training and business support to meet the needs of the wider community. These are objectives that also concern issues to be addressed within the London West LSC Strategic Area Review due for completion in 2005.

Key Issues

A significant proportion of individuals across West London possess an NVQ level 4 qualification or above, while at the same time a relatively large proportion of individuals possess only low level skills and / or have basic skills' difficulties. Indeed, over a fifth of West London's population has poor literacy and numeracy skills, creating real barriers to employment.

As noted above, the rich ethnic diversity of the West London population contributes to the wide language skill base that exists across the sub-region. However, a number of individuals within West London's BME communities, particularly amongst the 60,000 refugees and asylum seekers, have little or no English language skills, again creating barriers to employment.

Skill development forms not only an essential element of improving the pathways to employment but also of improving progression within employment. Groups such as single parents, the disabled, non-English speakers, and ex-offenders are often excluded from training opportunities.

While there is an increasing need and demand for high level skills, due to the focus on the development of the knowledge economy, it is also recognised that within West London there is a shortage of intermediary skills and qualifications at level 2 and 3. These shortages act as a break on the overall productivity and competitiveness of West London businesses.

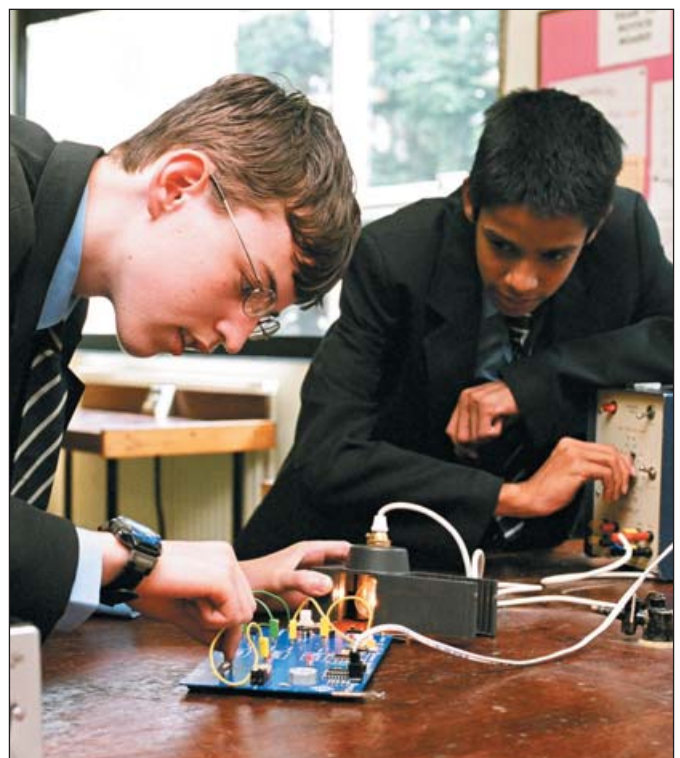
The Government advocates a demand led approach to skills provision and as such it is essential that employers in West London are fully engaged in identifying skill needs and embrace a culture of lifelong learning. However, the West London business base is made up of a number of micro businesses that face additional barriers to workforce development training.

In addition to addressing current skill requirements, it is essential to consider the changing skill needs of West London's emerging growth sectors, as well as those such as construction which have recognised skill shortages. It is also important to recognise the ongoing skill requirements of the community, voluntary and public sector, which currently employ over a fifth of West London's workforce. It is essential, therefore, that training provision meets these needs and delivers them in a manner that stimulates participation by individuals and organisations alike.

West London should also create opportunities to capitalise upon its innovative potential by expanding the transfer of knowledge and expertise between Higher Education Institutions and organisations in the sub-region through such initiatives as WestFocus.

Objectives

- 1 Focus skills provision on identified skills gaps and needs of key and emerging sectors in West London.
- 2 Create comprehensive, innovative and joined up provision of English Speakers of Other Languages (ESOL) courses ensuring that it is sufficiently workplace focussed and accessible to hard to reach groups.
- 3 Improve numeracy and literacy skills amongst schoolchildren and the adult population
- 4 Address the current workforce skills gaps across level 2 and 3 qualification levels
- 5 Seek to offer support to increase the demand for workforce development training amongst West London employers, in particular SMEs, micro businesses as well as community and voluntary organisations.
- 6 Help foster a culture of workforce development within the private, public and voluntary sector in West London.
- 7 Remove barriers to improve training access and employment opportunities for currently excluded groups and excluded and disadvantaged pupils.
- 8 Encourage further development in the lifelong learning culture in West London
- 9 Ensure that skills development programmes meet the changing skill needs of business and are sufficiently flexible to meet business access requirements.



Business Competitiveness

Strategic Context

West London lies within the UK's most competitive regional economy. However, the West London economy is distinct, and differs considerably from those of its neighbouring sub-regions.

An analysis of sector employment within West London reveals a number of specialisms in the sub-region. High levels of employment within the transport and communication sector arise from the accessibility of the sub-region, particularly assisted by the presence of Heathrow Airport.

The creative industries are a strength, particularly film, TV, audio and digital media. The area has a significant ICT sector – although in comparison with the neighbouring Thames Valley this sector is relatively under-developed.

Ensuring support for small and medium sized organisations is integral to the development of the sub-region. For example 87% of businesses in West London employ ten people or less. However relatively few small organisations currently take up such support and there must be efforts to make them more aware of the business services available to them

The level of business support on offer tends to be generic and does not cater specifically for high-technology, knowledge-based or BME businesses. More tailored business support is therefore required to help such businesses flourish.

Key Issues

There are obvious strengths in the sub-region, such as transport and communications, but West London needs to develop more specialisms in the knowledge-based sectors.

Around 80% of those entering the West London workforce in the foreseeable future will be from ethnic minority communities. It is important to ensure that employment and business support services meet their needs.

The density of higher education institutions, as well as the large number of knowledge based businesses in West London and its surrounding sub-regions, provide significant future opportunities. Initiatives such as Higher Education commercialisation programmes and the development of further links with knowledge institutions will significantly aid economic development within West London.

The tourism market offers significant opportunities for West London. In particular, the meetings, incentives, conferences and exhibitions market is growing. Locations such as Heathrow, Park Royal, White City and Chiswick Park offer opportunities for business tourism to be fostered.

Geographic concentrations of particular populations in specific locations (for example people from the Asian sub-continent in Southall) give some neighbourhoods a distinctive quality. There is a visible concentration of activity in terms of BME entrepreneurship in West London and successful examples are particularly noticeable within food processing and distribution.

However, in order to ensure that West London capitalises on these opportunities it is essential that recruitment problems and skill shortages are fully addressed.

Objectives

- 1 Develop a coordinated and more integrated support service for businesses and the voluntary and community sector that caters for the wide range of business activities undertaken in West London. Additional business support services should be aimed at emerging and high value added businesses.
- 2 Provide a world-class and targeted inward investment and aftercare service.
- 3 Further develop links between private, public and community and voluntary sector and academia at all levels (ranging from school to university education) through the activities of WestFocus, for example.
- 4 Provide business support for under-represented groups, such as ethnic minority businesses.
- 5 Develop the growth and competitiveness of key sub-sectors within knowledge-based industries. These should seek to incorporate where relevant those growth sectors already identified by the London Development Agency, but should concentrate on the creative industries, tourism and ICT, as they provide the economic linkage highlighted by the first objective.
- 6 Ensure provision of training in business skills and foster a strong entrepreneurial culture, particularly targeted toward high growth and/or high employment sectors.
- 7 Ensure the West London economy benefits to the full from its cultural and ethnic diversity, harnessing the growth potential of minority ethnic community owned businesses through targeted support and development.



Land and Property

Strategic Context

The strategic context in terms of land and property is set out within the newly adopted London Plan. In delivering land for employment, industrial policies in the London Plan reflect the broader policy concerns and over-riding need to achieve sustainable development patterns. Critically in the context of West London and strategic site development, there should be a closer relationship between public transport accessibility, making efficient use of land and encouraging a diversity of uses.

A critical issue for West London will be its ability to accommodate employment growth and economic development in physical terms. The need to supply appropriate sites and premises to meet projected employment growth must be accompanied by action to ensure the vitality of town centres which combine leisure, business and commerce activities with strong inclusive communities. It is important to ensure strategic employment areas, as well as key local employment sites, are safeguarded for employment use.

Going forward the West London Economic Development Strategy will inform the West London Sub-Regional Development Framework of the London Plan and, subsequently need to take account of its contents, in order to ensure that the application of land use policies meets economic development objectives.

Key current developments in West London include the construction of T5 at Heathrow; the new national stadium and the surrounding area in Wembley; the modernisation of Park Royal and the development of White City.

The London Plan recognises that West London has relatively limited brownfield development land and as such must make better use of existing urban/brownfield areas and empty properties. At the same time it is important to ensure high quality design and to preserve historic sites in order to create a sense of community.

A number of strategic areas of opportunity within West London are identified in the London Plan. These include Wembley; White City; Park Royal; Heathrow; Feltham/Bedfont Lakes; Hounslow; Hayes; West Drayton; Southall; Stockley Park and Willesden Junction. These areas will need to be the focus of support that provides the appropriate mix of development opportunities to meet demand as well as encourage mixed use developments.

The London Plan also identifies a number of Strategic Employment Locations (SELs) sub-divided into Industrial Business Parks (IBPs) and Preferred Industrial Locations (PILs) and town centres.



Key Issues

West London has strong urban centres but also vulnerable or declining secondary town centres and suburban areas. Town centres have an important role to play in accommodating some of the projected growth in housing and employment, and it is important for West London to rejuvenate these town centres through the re-use of vacant and underused land. There is a need to boost the confidence and image of its town centres.

Heathrow Airport, West London's transport network, and the quality and availability of attractive sites and premises, will be critical factors in determining the extent to which West London can maintain its attractiveness to business and support London's position as a world city. In terms of future capacity, another critical issue is the extent to which current land supply will be maintained.

There is a need to ensure that the key strategic sites identified attract inward investment, as well as support the development and growth of indigenous firms. There is also a requirement to ensure that an appropriate mix of opportunities is created to meet market demand and cluster opportunities in higher value sectors. In addition, it is important to achieve a balance between economic, environmental and social needs, as well as adequate accessibility particularly in terms of public transport.

Evidence of unmet demand for small managed workspaces currently exists, specifically business incubators for SMEs and community and voluntary organisations, and this demand pressure is likely to continue into the future.

Objectives

- 1 Inform and contribute to land use policy objectives for West London, specifically the Sub Regional Development Framework and Local Development Frameworks, to ensure delivery of spatial elements of the economic development vision.
- 2 Ensure that there is sufficient development land of the right quality to meet the investment needs of West London and balance the tensions around demands on land use.
- 3 Identify and agree a policy for sustainable development of appropriate strategic sites, which provide a mix of development opportunities to meet current and future demand, and encourage mix use developments.
- 4 Promote, manage and enhance the quality of the existing stock of key strategic employment locations and improve transport links to these locations.
- 5 Promote high standards of design and environmental good practice, including encouraging sustainable construction and waste management practices as well as effectively recycling major industrial sites.
- 6 Promote historic sites and design new cultural buildings to create a sense of community.
- 7 Support the rejuvenation of town centres of all sorts (district metropolitan etc) in West London as centres for employment, shopping and living. Design out crime and incorporate mixed-use development in town centres to make them sustainable.



Housing

Strategic Context

There is a chronic shortage of housing in West London. The need to develop decent, affordable homes is a key priority within national, regional, sub-regional and local housing strategies as well as operational policies. Housing and quality of life are inextricably linked. We aim to build upon West London Housing Strategy, the key aims of which are to increase the supply of housing across all tenures, grow the number of affordable houses, improve housing conditions and develop sustainable communities.

Good quality housing is needed to attract and retain workers of all skill levels. It is essential that West London develops and maintains an appropriate mix of privately owned housing, intermediate housing and social rented accommodation in order to avoid skill shortages and improve social and economic inclusion.

In light of the impact housing has upon key workers in frontline public services, such as health and teaching, the Deputy Prime Minister announced a key worker programme in October 2003 offering support to workers within these categories. The London EDS also outlines the need to ensure that an adequate supply, mix and choice of housing be made accessible to all income levels and meets the differing needs of West London's communities.

It is important that houses are built to a high standard of design utilising cost effective and environmentally sustainable materials that are in tune with the local setting and that improvements are made to the existing housing stock.

The London Plan outlines the spatial dimension of housing policies within areas of intensification and opportunity, identified on the basis that they are capable of accommodating new jobs or homes, and as such their potential should be maximised.

Key Issues

By 2016 there will be substantial population growth across West London. As a consequence the rate of growth on housing demand will also rise substantially. In order to ease demand pressures on open space resulting from the need to develop new housing, higher density build should be considered where appropriate.

West London has a particularly transient population, which housing strategies and planning need to take into account by ensuring that there is a suitable and diverse range of housing available. The main source of accommodation that meets this need is likely to come from the private sector. It is important therefore to include the private sector as much as possible within implementation and planning processes.

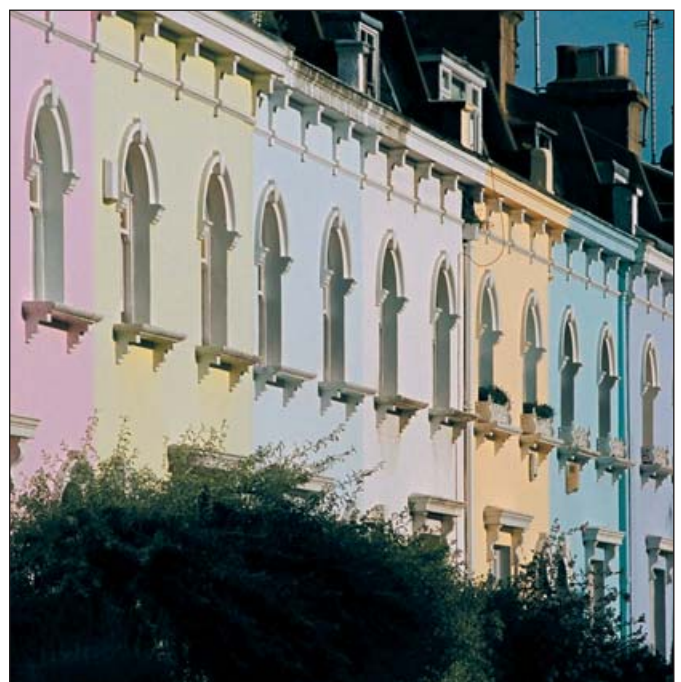
The amount of newly built housing in West London represents only a tiny proportion of the total stock, with older housing stock in some of the poorer areas deteriorating. An important issue in meeting the current housing needs within the sub-region is the degree of investment secured to improve the quality and status of existing housing stock.

Encouraging a strategic approach developed jointly between the private sector, housing associations, local authorities and other public bodies is essential to meeting the housing needs of West London.

The housing sector, through the construction industry and the stock maintenance and refurbishment activities of Local Authorities, also provides an important employment base within West London. Ensuring that a reasonable proportion of this employment is directed towards West London residents will result in up-skilling within the community, additional income opportunities and reductions in unemployment. The economy will also benefit if local suppliers are used in new housing developments.

Objectives

- 1 Encourage an appropriate mix of housing provision, e.g. tenure, type, size, reception, move on.
- 2 Increase supply of affordable housing for rented, key worker, shared ownership (where it meets local need) and supported housing.
- 3 Improve quality of older housing stock and adjacent public space.
- 4 Engage with the rented (private and RSLs) sector to raise standards and establish dialogue between LA planners, RSLs and private developers about increasing supply.
- 5 Local Authorities across the West London sub-region should promote a reasonable amount of employment for local workers and support local employers within local housing development initiatives.
- 6 Promote sustainable housing, including waste management good practice, sustainable construction practices and design for the whole human life cycle.
- 7 Ensure higher density build where appropriate and where sustainable homes can be built, particularly where there is good access to public transport.
- 8 Provide greater choice of affordable housing.
- 9 Ensure sufficient availability of intermediate housing.
- 10 Develop more cohesive and sustainable communities by, for example, breaking up areas of dense, poor quality social housing by including a mix of tenures.
- 11 Ensure that West London lobbies strongly for its share of housing support and resources.





Transport

Strategic Context

The strategic context for the development of transport strategy in London is set by a range of documents including the Draft London EDS, the Mayor's Transport Strategy for London, the London Plan, and the West London Sub-Regional Development Framework of the London Plan (set for completion in 2005). The strategic context will also include government policy and strategy, and the policies and strategies of South East Regional Assembly.

The London Plan sets an objective of increasing the capacity, quality and integration of public transport to meet London's needs. In particular, the Mayor is to work with strategic partners to increase the capacity of public transport in London by up to 50% and to improve the integration, reliability, safety, quality, accessibility, frequency and attractiveness of the existing public transport system.

Key Issues

Transport in West London is characterised by local mobility problems, significant cross-London commuting and poor orbital communications within the sub-region. West London, from a transport perspective, is focused on movement to and from Central London.

The current planned strategic transport intervention covering West London primarily consists of Crossrail Line 1, the establishment of a number of major strategic interchanges, the West London Tram and improvements to the West London Line (as part of Orbital).

The West London Tram, along with increased bus priority, will: improve access to town centres, the rail and Underground networks and the suburbs; and provide public transport options that offer a real alternative to cars and support development and regeneration priorities.

Road congestion in West London is severe compared with the rest of London – excepting Central London. Many radial and orbital routes need upgrading to meet both current and future demand. The main road routes in West London are predominantly east-west and include the M4 motorway, the A4 and the A40.

Road congestion is not the only issue, within West London there is also a shortfall in the provision for commuter parking and the level of accessibility to industrial sites. Both the London Plan and national and regional planning guidance recommend that parking in new developments be subject to maximum limits. As a result, however, there is the possibility that by allowing higher levels of parking, local authorities outside London could gain a competitive advantage in attracting new business investment.

Alongside further investment in the transport network, there needs to be increased promotion and investment in the use of non-motorised travel, in particular continuing to expand the cycling infrastructure and improving conditions for pedestrians. Most journeys in West London are relatively short in distance and could be undertaken on foot or bicycle provided that infrastructure and environmental conditions are appropriate.

Establishing a fluid and integrated labour market across the sub-region is an important factor; however, some transport issues act as barriers to achieving this goal. These must be addressed through initiatives aimed at improving public transport access to town and employment centres and housing developments. Initiatives should also be developed to address overcrowding on public transport.

A major feature of West London is the presence of Heathrow Airport, which not only generates a huge demand for surface travel on the western fringe of London – as well as to the centre – but also provides substantial employment. At present, the full economic benefits of Heathrow Airport are

not being maximised by West London, due to high levels of outflows of associated activities to other regions and sub-regions. West London must aim to capture these benefits.

The West London economy is clearly very dependent on Heathrow Airport and related activities, and any planned increase in air travel capacity will only be possible as long as there is no further environmental deterioration in air quality and noise.

West London has a strong freight industry presence. Freight movements in West London are all adversely affected by congestion, particularly at peak hours. Good access to the motorway and trunk road network is essential, as are reliable journey times on the M25, M4 and A40 and the provision and protection of suitable freight locations, including rail terminals. There is also a need to reduce the large volume of heavy goods vehicle traffic that currently travels through West London's residential areas and town centres.

Objectives

- 1 Establish a clear vision and blueprint for the future of West London's transport network that is recognised by and influences any review of the Mayor's Transport Strategy for London.
- 2 Meet or exceed the Mayor's objective of increasing the capacity of public transport by up to 50%, through a design framework appropriate to West London, and improve the integration, reliability, safety, quality, accessibility, frequency and attractiveness of the West London's existing public transport system.
- 3 Improve and expand West London's transport interchange facilities as a mean of strengthening links between radial corridors and addressing 'orbital' and 'orbital-radial' transport provision. These interchanges should initially be identified in conjunction with Transport for London.
- 4 Reduce problems of congestion and parking through interventions based on a cost-benefit analysis of the options for: further development of the road network; managing the demand for access to the road network; and providing alternatives to the road network.
- 5 Ensure that the sub-region's transport network plays a key role in enabling West London to strengthen and fully capture the benefit and impact of economic activity associated with Heathrow Airport and its future growth without degrading the environment further.
- 6 Minimise the environmental impact of transport through supporting the West London air quality action plans.
- 7 Minimise the environmental impact of high levels of freight transport by supporting the work of the West London Freight Quality Partnership.
- 8 Achieve a modal shift to other forms of transport than the car, particularly for short trips.
- 9 Promote and support investment in major transport infrastructure improvement through the implementation of the Crossrail Line 1 proposal (and in the longer term the south-west and north-west extensions), the West London Tram and improvements to the West London Line.



Environment and Quality of Life

Strategic Context

For the purposes of this Strategy sustainable quality of life is defined as a protected natural environment, a healthy and inclusive society with safer streets, a well-connected and accessible sub-region with high quality local services and cultural amenities. Meeting the quality of life and environmental objectives of business and residents is vital if economic growth, prosperity and community inclusion aspirations are to be met.

Environmental and quality of life issues encompass a broad range of national, regional and local strategies. The London Plan outlines a number of unsustainable trends within West London that need to be addressed, including traffic congestion, lack of affordable housing, economic and social polarisation, pollution and general damage to the environment. The London Plan also outlines the need to prioritise urban design, culture and sport and these issues will be addressed within the Sub-Regional Development Framework.

The Mayor's Green Procurement Code and the development of public sector green purchasing policies offer an opportunity to contribute to the creation of new employment within the environmental and green technology industries.

Borough community strategies, produced by the West London councils and their local and sub-regional partners, will also make an essential contribution to sustainability and environmental quality.

Key Issues

Improving public transport links and reducing the use of private vehicles are important aspects of improving air quality and reducing noise pollution. Tackling the level of crime and the fear of crime is also a high priority for many residents and businesses.

As well as addressing issues that are potentially harmful to the quality of life and environment in West London, it is also important there is a focus on promoting positive quality of life aspects including conserving natural and historic assets, promoting good quality urban design and the regeneration of environmental assets such as canals, as well as other waterways and green open space for leisure and recreation.

Opportunities to improve quality of life by building on West London's cultural creative and sporting assets are central to our Strategy, as well as strengthening West London's community and voluntary sector to deliver key aspects of community capacity building and improvements to the urban environment. The community and voluntary sector play a vital role in supporting initiatives that seek to reach disadvantaged and hard to reach groups and individuals.

Encouraging businesses to adopt Corporate Social Responsibility policies can improve environmental practices amongst the business community and increase green procurement levels. Opportunities to take forward local improvement schemes present themselves within the Business Improvement District (BID) partnership arrangements. There are opportunities through partnership activity to improve the public realm of town centres and promote good quality urban and architectural design.

Objectives

- 1 Invest in sustainable business communities and encourage businesses to play a greater role in the management, maintenance and improvement of their business neighbourhoods, for example, through the Business Improvement District pilot areas.
- 2 Support businesses and other employers to improve their environmental management systems, including assisting them to achieve environmental standards such as ISO 14001, and encourage the adoption of Corporate Social Responsibility (CSR) policies by businesses.
- 3 Ensure high quality landscape / design of future housing and employment site developments. Specifications for designs should include the need to consume resources more efficiently, minimise and recycle waste and improve energy efficiency.
- 4 Support boroughs to produce strategies which aim to provide quality and accessible green space and promote schemes for the regeneration and protection of environmental assets that are under-utilised or under threat, such as canals and waterways, and the Green Belt and areas on the urban fringe.
- 5 Build the capacity of the voluntary and community sector and community enterprises, particularly where they contribute to the sustainability and environmental improvement objectives of this Strategy, and encourage volunteering and active citizenship and participation.





Branding

Strategic Context

The development and use of a West London brand is important to generate investment and confidence in the West London economy and to enthuse the local populations of the sub-region.

The Draft London EDS recognises the importance of marketing and promotion. The development of a brand for West London, however, must be mindful of the pan-London brands that already exist and should therefore complement rather than compete against them.

The stakeholder consultation on the branding of West London identified a number of key strengths and unique characteristics that make up West London's identity.

In terms of business strengths, the consultation process outlined that West London is characterised by unparalleled access to markets via the motorway network and Heathrow Airport; has strong cluster developments in growing industries such as media, creative industries and food manufacturing, and is home to a number of multinational HQs.

West London's social strengths are identified as being: good employment prospects; a culturally and racially diverse population, better than average communication links in and out of town; great sporting arenas and access to the whole world.

Key Issues

A complex map of public sector brands, many of which have a direct interest in West London already exist. Similarly, West London has an interest in a large number of both regional and pan-London organisations and their activities. It is important, therefore, that the West London brand is not only distinctive but also works in harmony with other brands. Furthermore, the West London brand must develop a sense of shared ownership and achieve high levels of buy-in from organisations and communities in West London.

In West London, perhaps the most obvious application for branding is as part of marketing communication to support inward investment activity. However, it can have external applications such as tourism and transport.

Five brand themes have been identified which start to capture the key qualities of West London. The themes, which aim to develop the distinctiveness of West London and to make an intuitive connection with people are: diversity, success, access, partnership and assets.

Objectives

- 1 Raising awareness – For West London to be widely recognised amongst internal and external audiences as distinctive in London, the UK and globally, with positive association of the identified brand themes as a means to drive better economic performance and perceptions of the area/quality of life.
- 2 Re-orientating the business model – For West London to clearly communicate to public and private sector audiences the link between continued success and the need for strategic investment to overcome social issues, including deficits in learning and skills, lack of affordable housing and pockets of deprivation.
- 3 Influencing consumers – For West London to be widely recognised as an attractive place to live, work and participate in cultural and leisure activity. Not just for existing high profile places such as Wembley for sport or Chiswick for upmarket living, but a much wider spectrum of places that reflect the diversity and assets of the area that are often hidden.
- 4 Clarifying and unifying – For West London stakeholders to have a clear and consistent understanding of the sub-region's qualities and vision. For this understanding to be underpinned by a variety of initiatives that will support this shared understanding and sense of purpose for the area. To capitalise on the effective partnership working in the region.

Bristol in 2020 thriving diverse sustainable



Londonunlimited



This document is available on the West London Alliance Website (www.westlondonalliance.org) and the West London Business website (www.westlondon.com).

A summarised version is also available in large print, Braille, on disk, audio cassette and in the languages listed below.

For a copy please contact either of the organisations below:

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Albanian

Ky dokument eshte ne dispozicion ne faqen e internetit te West London Alliance (www.westlondonalliance.org) dhe ne faqen e internetit te West London Business (www.westlondon.com). Versioni i permbledhur eshte poashtu ne dispozicion me shkronja te medha, ne gjuhen e te verberve (Braille), ne disk, audio kasete dhe ne gjuhen tuaj.

Arabic

هذه الوثيقة متوفرة على الصفحة الإلكترونية لويست لندن الأينس (www.westlondonalliance.org) و الصفحة الإلكترونية لويست لندن بيسنس (www.westlondon.com) و متوفر نسخة مختصرة مطبوعة بالاحرف الكبيرة و بلغة برايل و على اسطوانة مرنة (دسك) و مسجلة على شريط تسجيلي و متوفرة بلغتك.

Bengali

ওয়েস্ট লন্ডন অ্যালায়েন্স ওয়েবসাইটে (www.westlondonalliance.org) এবং ওয়েস্ট লন্ডন বিজনেস ওয়েবসাইটে (www.westlondon.com) এই লেখাটি আপনি পড়তে পারবেন। এ ছাড়া বড় হরফে, ব্রেইলে (অক্ষলিপিতে), ডিস্কে, অডিও ক্যাসেটে এবং আপনার নিজের ভাষায় এটার একটা সংক্ষিপ্ত সংস্করণ পাওয়া যাবে।

Farsi

این مدرک در وبسایت وست لندن الیانس (www.westlondonalliance.org) و وبسایت وست لندن بيسنس (www.westlondon.com) موجود می باشد. همچنین نسخه خلاصه شده آن با خط درشت، بریل، بر روی دیسک کامپیوتری، کاست صوتی و به زبان شما موجود است.

Gujarati

આ દસ્તાવેજ તમને વેસ્ટ લંડન અલાયન્સની વેબસાઈટ (www.westlondonalliance.org) પર અને વેસ્ટ લંડન બિઝનેસ વેબસાઈટ (www.westlondon.com) પર પ્રાપ્ત થઈ શકે છે. તેનું સારાંશ મોટા અક્ષરમાં, અંધવિધિ (બ્રેલ)માં, ડિસ્ક પર, ઓડિયો કેસેટ પર રેકોર્ડ કરેલ તેમજ ગુજરાતીમાં મળી શકે છે.

Hindi

यह दस्तावेज़ व्हेस्ट लंडन अलायंस (www.westlondonalliance.org) और व्हेस्ट लंडन बिज़नेस वेबसाइट (www.westlondon.com) पर उपलब्ध है। यह संक्षेप में बड़ी लिखाई, डिस्क पर, सुनने वाली टेप या हिन्दी में मिल सकता है।

Polish

Dokument ten jest dostępny na stronach internetowych West London Alliance (www.westlondonalliance.org) i West London Business (www.westlondon.com). Skrócona wersja jest również dostępna w dużym druku, w alfabecie Braila, na płycie kompaktowej, na kasecie magnetofonowej i w Pani/Pana języku ojczystym.

Punjabi

ਇਹ ਪਰਚਾ ਵੈਸਟ ਲੰਡਨ ਅਲਾਇੰਸ ਦੀ ਵੈਬਸਾਈਟ ਦੇ ਇਸ ਪਤੇ 'ਤੇ www.westlondonalliance.org ਅਤੇ ਵੈਸਟ ਲੰਡਨ ਬਿਜਨਸ ਦੀ ਵੈਬਸਾਈਟ ਦੇ ਇਸ ਪਤੇ 'ਤੇ www.westlondon.com ਮਿਲ ਸਕਦਾ ਹੈ। ਇਸ ਦਾ ਖੁਲਾਸਾ ਵੱਡੇ ਪਿੰਟ, ਬਰੇਲ, ਡਿਸਕ ਉੱਤੇ, ਆਡੀਓ ਕੈਸਟ ਉੱਤੇ ਅਤੇ ਪੰਜਾਬੀ ਵਿਚ ਵੀ ਮਿਲ ਸਕਦਾ ਹੈ।

Somali

Warqaddan waxa laga heli karaa goobta internetka ee West London Alliance Website (www.westlondonalliance.org) iyo goobta internetka ee West London Business (www.westlondon.com). Waxa kale oo la heli karaa iyadoo la soo koobay oo ku qoran far waawayn, farta loogu talagalay dadka aragga ka laxaadka la, ama ku duuban dhiski, ama cajeladaha maqalka ama ku ku qoran luqaddaada.

Urdu

یہ دستاویز آپ کو ویسٹ لندن آلیانس ویب سائٹ (www.westlondonalliance.org) اور ویسٹ لندن بزنس ویب سائٹ (www.westlondon.com) پر دستیاب ہے۔ اس کا خلاصہ بڑے حرفوں میں، ٹائپو گرافوں کیلئے بریل (ابری ہوئی لکھائی) میں، ڈیسک پر، آڈیو کیسٹ پر آواز کی صورت میں اور اردو ترجمے میں دستیاب ہے۔