



West London Economic Prosperity Board

*Progress so far and
Forward-look*

June 2017



FOREWORD

The world is changing. This means that the role of local public services focusing on the fundamentals of growth in partnership with the business community, London and central government is more important than ever if we are to give our communities the brightest possible futures, and ensure that every penny of public funds is used as efficiently as possible.

What this means in practice is that people from all backgrounds have the skills they need to find productive employment, businesses have confidence to invest and grow here, and West Londoners can get from where they live to where they work without an excessive toll on their wallets.

I'm proud of what we've achieved over the last 18 months through our cross-party committee, including securing £30m from Government to deliver the Work and Health Programme, establishing a Skills Commissioning Board with colleges and business, and working together to secure the transport infrastructure our economy needs.

Our good progress so far has created a platform on which build, and the year ahead bring with it some real opportunities; with a renewed focus on skills, international trade, housing supply and infrastructure, as well as an increasing emphasis on ensuring that the economy makes the most of the quickening pace of technological change.

I look forward to working with my fellow leaders over the coming year to build on our achievements so far and to make a real difference to residents and businesses in West London.

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Contents

1. What We Do

- a. West London: At the table and having its voice heard*
- b. The year in review: our key achievements*
- c. The year ahead*

2. Employment and Health

3. Skills and Productivity

4. Transport and Infrastructure

5. Boosting Housing Supply

6. A Competitive Economy

7. Conclusion

Appendix: Delivering the Plan – Scorecard

1. What we do

In November 2015 the Leaders of six West London Boroughs¹ agreed to take a new approach to supporting economic growth and investment in the sub-region, with its 100,000 registered businesses and population in excess of two million people. The boroughs have formed a joint, cross-party committee; the *West London Economic Prosperity Board* and agreed a shared plan, the West London “Vision for Growth”. The Vision is focused on the fundamental elements of economic growth that can be influenced by local councils and their partners.

Through our shared agenda we want to do a number of things. For instance we are working together to **boost the skills and productivity of people in West London**, so that they can find meaningful employment whilst increasing their incomes, and so business can recruit and retain a quality workforce from the local area.

Increasing the supply of housing is a priority. A lack of housing supply resulting in reducing affordability has been a top issue for residents for a number of years now. However, more recently the business community has also been saying that a lack of supply is becoming a constraint on success as they find it increasingly difficult to recruit and retain staff.

West London has a number of major regeneration areas which will generate tens-of-thousands of new homes and hundreds-of-thousands of new jobs in the years ahead. **We want to make it easier, quicker and cheaper to travel between these new city centres** by improving orbital transport connections between them in partnership with the GLA, Government and TfL.

Finally, **it is crucial that businesses in West London are able to reach out to the world and to trade, and that international companies looking to move to the UK consider West London as their destination of choice.** It is also important that Local Government is able to benefit from the proceeds of the growth it generates through increased business rates.

Our Shared Priorities:



¹ The West London Economic Prosperity Board consists of the London Boroughs of Barnet, Brent, Ealing, Hammersmith & Fulham, Harrow and Hounslow.

West London: At the table and having its voice heard

There are some issues where local government speaking with a single voice is more likely to deliver the right outcome than when councils go it alone.

The scale of West London and the cross-party nature of the Economic Prosperity Board have enabled West London Boroughs to have their voices heard at both the London and the national levels like never before. Over the past twelve months the EPB have been able to engage with the Mayoral team at the GLA on a range of employment, planning and transport infrastructure matters, central government departments in relation to employment programmes and the devolution of business rates, and the business community so that it can play its part creating the jobs and skills that West Londoners will need in the future.

Looking ahead, this focus on influencing and on “setting the agenda” alongside the delivery of practical outcomes for businesses and residents will remain a core element of our approach to growth.

The year in review: Our Key achievements

The West London Growth programme isn’t simply about local government doing everything itself “in-house”, but rather it brings together a wider partnership of businesses, civic society, London, and national government to focus our resources more efficiently on a shared set of priorities.

This approach has resulted in a number of notable achievements in a short space of time. For instance we have already **secured £30m of external funding to deliver a devolved Work and Health Programme** that will benefit West Londoners over the next five years. We have **established a “Skills Board”** with representation from local government, business, further education and higher education. Through the **Transformation Challenge Awards** we are delivering a range of highly innovative and evaluated employment programmes that are already yielding highly promising results. We have established a **class-leading and nationally recognised supported internships programme** that has been recognised in the national trade-press for its effectiveness

In terms of trade and investment the Economic Prosperity Board has commissioned a **West London Inward Investment and Trade Function** that will be in operation before the end of 2017.

West London boroughs have **identified the Dudding Hill rail line as a shared priority**, and have worked with GLA to have orbital transport connectivity, and this scheme in particular included within the forthcoming London Plan.

We have engaged collectively with the **retention of business rates and wider financial devolution**, working with London Councils to submit a joint response to the Government’s consultation in February 2017.

Finally, we have worked together through the planning system to drive significant efficiency savings and support alignment by jointly commissioning a wide range of local planning “evidence-bases” including a West London Strategic Housing Market Assessment, Employment Land Study, and Flood Risk Assessment.

The year ahead

The remainder of this report sets out in further detail what has been achieved over the last year against each of the four themes in the Growth, Employment and Skills Programme, and the key areas of activity expected against each over the coming year. Some of the key areas we will be focusing on are summarised below however. We will:

- Procure and deliver the £30m Work and Health Programme, and proceed to delivery phase.
- Commission a West London trade and inward investment and trade function.
- Complete the business case for the Dudding Hill orbital rail line, connecting our largest regeneration areas together, and with central London and Heathrow Airport.
- Deliver phase two of the highly successful and nationally recognised supported internship programme
- Commence the delivery of a “Smart Cities” programme that includes autonomous and electric vehicles, high-speed broadband, and open data.
- Work with City Hall to ensure full alignment of West London and pan-London priorities via the London Plan, Mayors Transport Strategy, and borough Local Plans.
- Explore a range of activity aimed at boosting housing supply including piloting modular housing, working with the government on its One Public Estate programme, making publicly-owned land available for council-led house building, delivering a single Strategic Housing Market Assessment for West London.
- Develop options for supporting high-growth potential businesses financially.

These priorities and others are set out in additional detail in the following sections.



2. Employment

Our priorities

The Growth, Employment and Skills programme aims to radically improve success rates for employment programmes for residents with all young people in education, employment or training. Providing high quality, cost effective and evidence based employment support to people at a disadvantage in the Labour Market is a key part of the strategy; increasing the size of the workforce, reducing dependency and promoting wellbeing. West London is fortunate to have many employment opportunities but there are significant groups of people who cannot access these without tailored help.

What we've delivered over the last 12 months

Over the last year we have:

- Successfully negotiated for the Government's Work and Health Programme to be devolved to the London sub-regions. This has resulted in £16m of DWP funding being secured for West London over the next five years. This resource will be largely matched with the remains of European Social Funding (ESF), bringing the fund to around £30m over the same period.
- Delivered the "Skills Escalator" (led by Harrow and Hounslow) and "Working People Working Places" (St Raphael's Estate, Brent and Brunt Oak, Barnet) projects. These innovative schemes were initially financed from DCLG Transformation Challenge Award (TCA) funding and ESF and have shown good results. The former focuses on helping those on low wages living in temporary or privately rented accommodation to increase their income through advice, guidance and training. The latter, recognises that people often have more than one barrier to employment, and so brings together multi-disciplinary teams to provide joined up service to individuals. Interim evaluations have shown sufficiently promising results to be rolled out across other WLA boroughs.
- The Care Leavers Programme aimed to test the provision of an Individual Placement Support model for care leavers. This involved integrating specialist employment support into the local authority care leavers team as well as working closely with JCP, who were main contributors to the project. The project has produced extremely good results compared with similar schemes and we are currently seeking funding to extend the project for another 9 months (see next section).
- The Mental Health and Employment Trailblazer started in February 2017 and is part of a national randomised control trial to test the Individual Placement Support model of



employment support for people with common mental health issues. It will offer a service to around 1000 people in some wards of all the WLA boroughs until December 2018. The service is provided by Twining Enterprise and their employment support workers to provide employment support which is co-ordinated with talking therapy treatment.

Our priorities for the next twelve months and beyond

Key priorities over the next twelve months include:

- It will be increasingly important to work with the health service during the next year given that a large proportion of the potential users of employment support service have health problems.
- As the final evaluations of the TCA funded projects becomes available over the coming months we will work with project leads to consider the extent to which these projects should be rolled out more widely at scale across boroughs.
- We will work closely with health colleagues on the North-West London Sustainability and Transformation plans (STPs), in particular exploring ways of implementing the recommendations of the Dame Carol Black report to test the Individual Employment Support model for people receiving treatment for substance abuse, partly funded via Social Impact Bond. Also we would like to extend the provision of Individual Placement Support for people with severe and enduring mental health problems in the WLA, subject to external funding being identified. This type of support has be good evidence base for this group.
- We will procure and deliver the Work and Health Programme and will seek co-financing Status for ESF purposes, ensuring the programme is designed and implemented in a manner that maximises its effectiveness and builds on the learning from other programme run by the WLA, boroughs and elsewhere

Case Study: West London Care leavers programme

"When I came out of prison I didn't think that I would ever be able to get a job or achieve anything in my life. My Coach was very supportive and spent a lot of time with me helping me apply for jobs and motivating me when I was feeling low. I thought my record would really restrict me but my Coach managed to get me a job within ground maintenance. It was great to finally earn some money and do something I enjoy."



3. Skills and Productivity

Our priorities

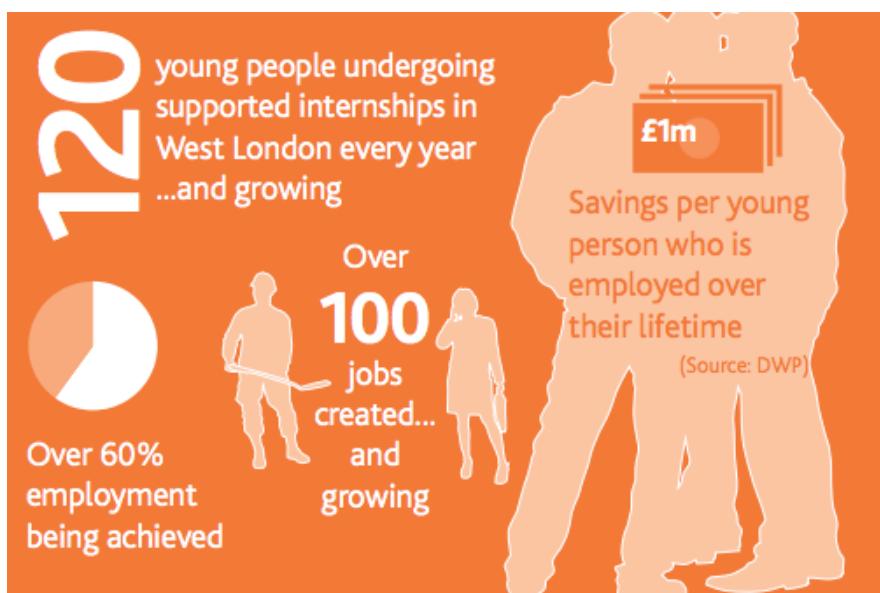
Having a workforce with the skills and behaviours the economy needs to grow, and that allow residents from all backgrounds to succeed is a key priority for the Economic Prosperity Board.

West London already has a skilled and flexible workforce that is here because of the excellent quality of life on offer, the unparalleled location, and a cosmopolitan, open environment that people can thrive in. However, in order to both remain competitive and ensure that people from *all* backgrounds are able to benefit from the opportunities of growth we need to continuously do all we can to drive up productivity, and ensure that our residents are equipped with the skills they need to succeed in the 21st century workplace.

What we've delivered over the last 12 months

Over the last twelve months we have:

- Established a leading role in the Post 16 Education and Training Area Review, agreeing with BIS, DfE and the FE Commissioner for a Leader from each sub region to chair the Area Review process during 2016. The WLEPB oversaw the process and commissioned extensive analysis of skill demand and gaps to inform the process. The Area Review produced a number of recommendations for the FE system, a number of which are already being implemented.
- Built on the evidence gathered and relationships developed through Area Review process, by commissioning a West London Skills Commissioning Board to oversee and coordinate the collective public and private sector approach to skills development in the economy. The Board brings together representatives from major employers, local government, further education and higher education and is currently developing a detailed work that will incorporate vocational (non-academic) pathways in to work including apprenticeships, supported internships, a greater emphasis on insight and intelligence-led commissioning, and “employability behaviours” alongside more traditional trades-based learning.
- Secured agreement with the GLA for sub-regional skills priorities to influence and inform pan-London work being led by the Mayor and his ‘Skills for Londoners’ taskforce to develop a London Skills strategy and commissioning plan for the Adult Education Budget from 2019/20.



Our priorities for the next twelve months and beyond

Over the coming year we will:

- Formally launch the West London Skills Commissioning Board, which will direct the commissioning and delivery of skills provision in West London to better meet the needs of a growing and changing economy.
- Work with other London sub-regions to influence the approach taken by London Government through “Skills for Londoners”, ensuring that different tiers of government are aligned with an agreed set of priorities to deliver against.
- Develop an approach to Adult Education that aligns with our wider skills priorities.
- Engage increasingly with the business community so that they are playing their correct role to develop a workforce with the skills they say they need.

Case Study: Supported Internship

When John started the project he didn't know much about working in hospitals. After 8 months we asked John what he had learnt.

“The day starts early; I get into my scrubs and then straight away start delivering equipment. The job mainly involves bringing sterile equipment to the theatres and taking used equipment back to the service rooms. We have to be very careful with stock and use scanners to keep track of everything. I scan the parcels in and out. It's great to work with a lot of different people and I have loved the internship”

John was offered a full time job as a Healthcare Assistant in Theatres and has joined the hospital team.

4. Transport and Infrastructure

Our Priorities

Making it easier for West Londoners who live and work in the sub-region to get around, and improving digital infrastructure is a core objective of the West London Growth Programme. The development of the new London Plan and Mayor's Transport Strategy has enabled us to engage with the GLA and TfL to embed and align West London priorities into the wider London approach to transport and infrastructure.

What we've delivered over the last 12 months

Much of the WLA's work on infrastructure is undertaken via the "WestTrans" partnership, which consists of transport officers from the WLA boroughs, and works closely with Transport for London (TfL) the GLA and others to identify and develop transport projects to the benefit of the sub-region. These include transport schemes and initiatives to address our key challenges – congestion, public transport and improved orbital movement. More recently there has been a ramping up of activity associated with electric vehicles, autonomous vehicles, freight and logistics in-line with wider economic and technological trends.

Over the last year we have:

- Undertaking a programme of insight and evaluation to improve orbital connectivity in the sub region, particularly between our major regeneration areas. The WLEPB has identified the Dudding Hill line in particular as a shared sub-regional priority, which has enabled us to commission a full feasibility study from WSP into its operation that will sit alongside lobbying, with a view to incorporating it within the forthcoming Mayors Transport Strategy.
- We've engaged with over one hundred freight operators and businesses to develop a Freight Plan for West London that includes an action plan for the delivery of future projects including digitalising highway data for open access and looking at consolidation opportunities for west London freight that will free up land for other uses without reducing the sub-region's freight capacity.
- Developed an inspection method and programme to ensure new developments deliver their transport conditions as set out in their planning consents; electric charging facilities and cycle parking in particular being high priorities. 300 new sites have been inspected on behalf of our member boroughs.

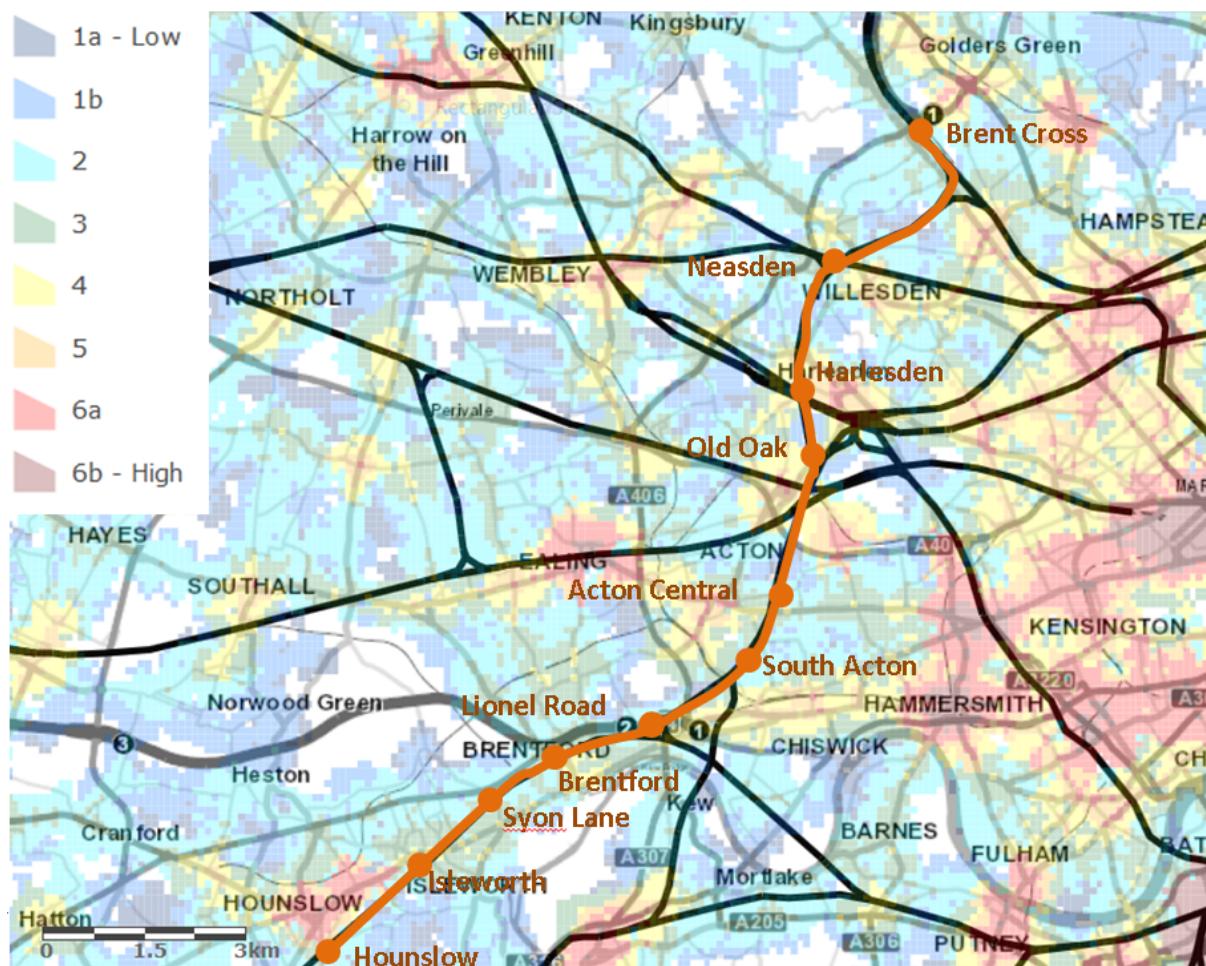
Our priorities for the next twelve months and beyond

Over the coming year we will:

- Deliver the Dudding Hill feasibility study and Business Case. This will quantify the return on investment of the line, passenger numbers, as well as the volume of new housing supply it will unlock. Subject to the findings of the feasibility study we will then work with the Mayor of London to embed Dudding Hill within the Mayors Transport Strategy and the Local Plans of WLA boroughs, as well as undertake the more technical work required to bring the line to fruition. The WLEPB will continue to be engaged with on this project in the year ahead.

- Develop options for other road schemes within West London that will have an economic benefit in terms of reduced congestion, in particular the A312, and will be returning to the WLEPB with more information about these at a later date.
- Identify new opportunities to secure funding for West London to invest in the infrastructure required to enable greater use of electric and autonomous vehicles.
- Deliver a new freight strategy for West London. This will include forming a freight steering group to ensure business and organisations in the subregion have direct input the issues and solutions facing the industry. We already have a commitment from a number of large and small operators to participate in this group and are working hard to convene the first meeting this autumn.
- WestTrans will support an innovative electric bike sharing scheme working with businesses and universities. We will test the hypothesis that electric bikes can overcome many of the ‘usual’ cycling barriers such as distance, effort and steep hills. This pilot scheme is intended to seed further expansion of electric cycle hire should it prove successful. We have developed a project plan with our delivery partner, the London Cycle Campaign, to deploy 40 electric cycles and are currently seeking external funding to resource this work.

Orbital Rail: Proposed route of the Dudding Hill passenger line:



5. Boosting Housing Supply

Our Priorities

West London will only thrive if people can live and work here: we need more housing that residents with a range of incomes can afford. Boroughs on the WLEPB have identified increasing the supply of new housing as a high priority. Limited housing supply is increasingly being recognised by the business community as a drag on growth as it becomes difficult to recruit and retain the talented staff the economy needs. The West London housing programme seeks to identify strategic barriers to new supply and find ways to accelerate the delivery of new affordable housing. We are working jointly to address the crisis in temporary accommodation and homelessness, and help vulnerable households find suitable accommodation.

What we've delivered over the last 12 months

The Economic Prosperity Board agreed a wide-ranging Housing Supply Action Plan in January 2017. The Action Plan has been designed to support boroughs, London government and developers to address the housing crisis facing West Londoners and West London boroughs.

Highlights from the past 12 months:

1. Homelessness: West London has been awarded £400k DCLG funding for the Rough Sleeping Prevention Project, which will be delivered by St Mungo's.
2. One Public Estate: The WLA has been working closely with boroughs and the LGA to secure significant OPE funding to extract better value from publicly owned assets, in particular unlocking land for new homes.
3. The specification for a West London Strategic housing market assessment has been drafted by the WLA, and soft market testing is being done. We are awaiting publication of new government guidance before going ahead with commissioning this piece of work.
4. Working with boroughs to find innovative solutions to the temporary accommodation crisis: Delivered Property purchase seminar to explore financial models that work for boroughs. The WLA has also submitted an expression interest for the GLA's Innovation Fund for additional grant to support property purchase schemes in West London.

Our priorities for the next twelve months and beyond

Key aims over the next 12 months include:

- Create a joined up approach to boosting housing supply across the sub-regional that makes use of the collective influence of West London boroughs with developers, the GLA and central government.
- Delivering a single West London Strategic Housing Market Assessment by April 2018 that will enable a more joined-up approach stimulating housing supply across West London whilst delivering cashable savings for individual boroughs.
- Securing funding from central government to deliver a sub-regional programme to deliver new housing on publicly-owned land through the "One Public Estate" programme.

- Develop a property purchase toolkit and financial model that all boroughs can use to build effective business cases for property purchase.
- Deliver the rough sleeper and single homelessness programmes: St. Mungo's will be providing a "hub" in Brent, with 9 beds or "safe spaces" to stay and an office. They will also provide ongoing support.
- Renew the existing West London (Brent-led) temporary accommodation DPS and consider the option of using Careplace to support TA procurement.

Case Study: Out of London Private Renting Project:

Many households who are facing homelessness, or are currently in temporary accommodation are affected by the benefit cap and risk falling into rent arrears. Ms F, a single mother of three, contacted her local Council for help to find more affordable housing as she was affected by the benefit cap and could not afford her rent. With the help of the Project, a 3 bedroom property with a garden was identified in Dudley, close to Birmingham. Ms F would not have been able to afford this type of property in London. It was secured at the Local Housing Allowance rate, on a two-year private rented tenancy. As soon as Ms F saw the property, she was delighted with it. The Support officer helped the family to apply for benefits and to register with the local health centre and dentist, and is now helping her look for work in the area. In her own words, Ms F says:

"Kids and I are doing fine and settling in pretty well... Thanks for all your support"



6. A Competitive Economy

Our priorities

An important area of focus for the programme is ensuring that the overall economic and investment environment is supportive of businesses looking to establish themselves, invest, or grow in West London. This includes things like making sure we get the best possible deal from the opportunities of financial devolution to local government of business rates, making sure that small and growing firms are able to access the space they need to thrive, and that companies looking to trade abroad are able to do so with minimal barriers or bureaucracy.

What we've delivered over the last 12 months

- The WLEPB has agreed for the creation of a new, externally procured and financed West London Inward Investment function – the first of its kind in London. This function will focus on identifying and supporting those West London businesses who want to trade internationally to do so, and encouraging international companies to relocate to West London, taking advantage of the many natural strengths of the sub-region.
- The WLEPB commissioned a joint response to the major national consultation on the new system in February 2017 in coordination with London Councils. Business Rates and wider financial devolution to local government will continue to be an area of focus on the year ahead.
- West London chief planning officers are currently commissioning a range of evidence-bases that will deliver significant cashable savings to WLA planning departments, and also support our collective influencing activity. One of these evidence bases will include an “Employment Land Study” that will set out exactly what space we have available to create future space for business and enterprise.

Our priorities for the next twelve months and beyond

Key areas of focus over the next 12 months:

- We will, following a formal procurement process, appoint an external partner to deliver a joined-up inward investment and trade function for West London that operates in a financially sustainable way, gives businesses in West London opportunities to trade abroad, and increases the visibility of West London boroughs to businesses abroad. This function is expected to be in place by autumn 2017. The WLEPB will have regular opportunities to engage with the function and will shape its priorities over the course of the year.
- We will continue to engage with the significant opportunities of financial devolution, including the devolution of Business Rates, in coordination with London Councils and central government.
- We will complete a West London employment land study to ensure sufficient space for West London businesses to establish themselves and grow in the current years. This work will also generate cashable efficiency savings for the boroughs on the WLEPB

- We will develop options for improving financing and banking for small and high growing businesses in West London, drawing from similar examples from elsewhere. Options will be returned to the WLEPB before March 2018.
- We will continue to develop links with the business community and networking organisations, including Chambers of Commerce, West London Business, SMEs, and big businesses to ensure the West London growth programme retains a strong focus on what matters most to the sub-regional economy.

7. Conclusion

Over the last year we have demonstrated that when we work together and use our collective voices we can secure better outcomes and more resources across a wider range of policy areas than any one council would normally expect to achieve working alone.

Our focus now is on delivering concrete, measurable results in the real world that businesses, residents and London and national governments notice and which benefits the whole community. We are not rigid in our approach, and will respond flexibly and pragmatically to the priorities of the new Government and the changes on the international stage.

Appendix: Delivering the Plan – Scorecard

Productivity, Skills and Employment

Activity	Progress	Narrative
Undertake Area Review of Further Education provision, based on best possible labour market forecasting	Complete	Area review completed. The review process has influenced the scope and composition of the West London Skills Commissioning Board
Finalise skills devolution deal	Ongoing	Ongoing. Sub-regions are coordinating activity to influence the content and priorities in Skills For Londoners. There have however been delays at the London-level
Complete the current employment pilots for Working People Working Places, the Skills Escalator, and the Mental Health Trailblazer	Nearing completion	All TCA pilots underway. Initial evaluation for Skills Escalator completed. Evaluation for Working People Working Places expected imminently.
Lobby DWP to properly fund activity Local Authorities are leading to support welfare reforms and Universal Credit	Ongoing	Ongoing , however delayed by government
Lead design work and commissioning of the Work and Health programme to maximise opportunities for people in West London from all backgrounds to gain employment and secure housing.	Nearing completion	Design complete. Funding secured from DWP and being match funded with ESF to give a five year budget for this programme of £30m. Procurement currently underway.
Support development of West London Apprenticeship Training Agency (led by West London colleges	Under review	Not started. This will be reviewed by the Skills Commissioning Board in the coming year.

Infrastructure

Activity	Progress	Narrative
Model the current and future costs to the economy associated with inadequate orbital transport infrastructure and identify cost effective solutions	Complete	Competed in March 2017 by Regeneris and JMP-SYSTRA. Findings informed approach to orbital transport and Dudding Hill project.
Compare boroughs' work on "smart cities" and Open Data to identify opportunities and issues that are best addressed sub-regionally	Ongoing	Currently at initiation phase. Likely scope to include electric and autonomous vehicles, high speed broadband, and open data.
Influence content of forthcoming Mayor's Transport Strategy the Sub-Regional Transport Plan	Ongoing	Leaders have written to Deputy mayor for Transport in relation to orbital transport being included in the MTS. Meeting between her and leaders arranged for 26 July.

Boosting Housing Supply

Activity	Progress	Narrative
Engage with delivery of wider housing devolution in London and consider a West London development vehicle if required as part of the devolution	Under review	Ongoing dialogue with Pan-London work underway. It is currently too early to say how the West London approach should align with any Pan-London development vehicle.
Develop and initiate delivery of the One Public Estate Programme to create space for housing and employment	Ongoing	Bid developed with WLA boroughs. The DCLG deadline has for expressions of interest has been repeatedly delayed. Currently expected to be September 2017.
Explore opportunities to give councils first refusal on buying land for housing at the existing value when other parts of the public sector are selling it	Not started	Not started, This will be a theme in the second part of 2017.
Work with the Old Oak Common and Park Royal Development Corporation (OPDC) to deliver significant levels of new housing.	Ongoing	Discussions ongoing with OPDC in relation to master planning, strategic planning, transports, skills and housing.

A Competitive Economy

Activity	Progress	Narrative
Modelling past, present and projected Business Rate bases by borough across the sub-region to inform coordinated response to Business Rates devolution . Understand options for sub-regional pooling and redistribution of business rates. Align with existing national and London work on BR and wider fiscal devolution	Complete	WLA worked closely with London Councils to respond to the national consultation on BR Devolution in May 2017. Awaiting next steps from Government.
Review approaches to inward investment and agree scope of work.	Ongoing	EPB approved approach and specification for service in March 2017. It is currently being procured, with final selection of provider expected in July 2017.
Align existing West London Procurement Strategy with Vision for Growth, particularly in relation to supporting local businesses	Scoping phase	Initial discussions between the Growth Programme and West London Procurement Board. Programme to be developed in latter half of 2017.
Identify approaches to supporting economic and business growth through developing closer partnerships between universities and business .	Ongoing	This work is being incorporated into the inward Investment and Trade procurement.
Map available workspace by use class and project this into the future based on development pipelines. Assess this against anticipated future growth sectors and mitigate the impacts of permitted development. Align with GLA incubator space project	Scoping phase	Chief Planning Officers are jointly commissioning a West London Employment Land Study.

